GURU KASHI UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

SESSION: 2024-25

DEPARTMENT OF MANAGEMENT

GRADUATE OUTCOME OF THE PROGRAMME

This programme focuses on problem-solving, the analysis of complex situations, and the development of effective solutions. It emphasizes the development of strong communication and collaboration skills, leadership qualities, ethical principles, social responsibility, and an awareness of the broader impact of one's actions. The goal is to empower individuals to make a positive impact in both personal and professional spheres

Program Learning Outcomes: After completing the programme, the learner will be able to:

1. Acquire in-depth knowledge of management disciplines including global perspectives to discriminate, evaluate, analyze, and synthesize existing and new knowledge.
2. Analyze complex business problems critically to make intellectual and creative decisions for conducting research in theoretical, practical and policy context.
3. Conceptualize and solve managerial problems, evaluate feasible and optimal solutions after considering public health and safety, cultural, societal, and environmental factors at the national and international level.
4. Extract information pertinent to unfamiliar industry issues through literature survey and experiments to apply appropriate research methodologies, techniques, and tools to design, conduct survey, and interpret data.
5. Evaluate group dynamics, analyze opportunities, and contribute positively to collaborative-multidisciplinary management research, Analyze a capacity for self-management and teamwork, decision-making.
6. Create the need to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competency.

Program Structure

Semester: I						
Course Code	**Course Title**	**Type of Course**	**L**	**T**	**P**	**Total Credits**
MBA101	Accounting for Management	Core	3	1	0	4
MBA121	Management Processes and Organizational Behavior	Core	4	0	0	4
MBA103	Managerial Economics	Core	3	1	0	4
MBA104	Integrated Business Administration	Compulsory Foundation	2	0	0	2
MBA132	Soft Skills Training and Development	VAC	2	0	0	2
MBA135	Tax Structure & Filing	MD	3	0	0	3
Any one Specialization of the Following (Selected Specialization will remain same in 2nd semester also)						
Specialization - I (Marketing)						
MBA107	Consumer Behavior	Disciplinary Elective I	3	0	0	6
MBA123	Sales & Distribution Management	Disciplinary Elective II	3	0	0	
Specialization-II (Human Resource Management)						
MBA109	Social Security & Labor Welfare	Disciplinary Elective I	3	0	0	6
MBA124	Compensation Management	Disciplinary Elective II	3	0	0	
Specialization-III (Finance)						
MBA111	Security Analysis & Portfolio Management	Disciplinary Elective I	3	0	0	6
MBA112	Financial Services	Disciplinary Elective II	3	0	0	
Specialization-IV (International Business)						
MBA119	International Business & Regional Blocks	Disciplinary Elective I	3	0	0	6
MBA125	Cross Cultural Management	Disciplinary Elective II	3	0	0	
Specialization-V (Information Technology)						
MBA113	DBMS	Disciplinary Elective I	3	0	0	6
MBA114	Enterprise Resource Planning	Disciplinary Elective II	3	0	0	

Specialization-VI (Hospital Administration)						
MBA115	Health System Management	Disciplinary Elective I	3	0	0	6
MBA116	Hospital Services Marketing	Disciplinary Elective II	3	0	0	
Specialization-VII (Artificial Intelligence)						
MBA126	Foundation of Artificial Intelligence	Disciplinary Elective I	2	0	0	6
MBA138	Foundation of Artificial Intelligence (Lab)		0	0	2	
MBA127	Data Analytics and Web Based Technologies	Disciplinary Elective II	2	0	0	
MBA139	Data Analytics and Web Based Technologies (Lab)		0	0	2	
Specialization-VIII (Digital Marketing)						
MBA128	Digital Marketing Fundamentals	Disciplinary Elective I	3	0	0	6
MBA129	Search Engine Optimization	Disciplinary Elective II	2	0	0	
MBA140	Search Engine Optimization (Lab)		0	0	2	
Specialization-IX (Business Analytics)						
MBA130	Data Visualization and Story Telling	Disciplinary Elective I	2	0	0	6
MBA136	Data Visualization and Story Telling (Lab)		0	0	2	
MBA131	Introduction to Power BI	Disciplinary Elective II	2	0	0	
MBA137	Introduction to Power BI(Lab)		0	0	2	
Specialization-X (Shipping and Logistics Management)						
MBA133	Introduction to Shipping and Logistics Management	Disciplinary Elective I	3	0	0	6
MBA134	Transportation and Distribution Management	Disciplinary Elective I	3	0	0	
Total						**25**

Semester: II						
Course Code	**Course Title**	**Type of Course**	**L**	**T**	**P**	**Total Credit**
MBA223	Strategic Management	Core	4	0	0	4
MBA224	Quantitative Techniques and Operation Research	Core	3	1	0	4
MBA226	Production and Operation Management	Core	4	0	0	4
MBA239	Entrepreneurship Development	Entrepreneurship Based	2	0	0	2
MBA240	Business Communication for Managerial Effectiveness	Compulsory Foundation	2	0	0	2
MBA227	Information Technology	Skill Based	0	0	4	2
MBA299	XXX	MOOC	-	-	-	3
Specialization- I (Marketing)						
MBA209	Marketing Research	Disciplinary Elective III	3	0	0	6
MBA228	Logistics and Supply Management	Disciplinary Elective IV	3	0	0	
Specialization-II (Human Resource Management)						
MBA211	Training & Development	Disciplinary Elective III	3	0	0	6
MBA212	Organization Change & Development	Disciplinary Elective IV	3	0	0	
Specialization-III (Finance)						
MBA229	Financial Management	Disciplinary Elective III	3	0	0	6
MBA230	Management Control System	Disciplinary Elective IV	3	0	0	
Specialization-IV (International Business)						
MBA221	Export-Import Documentation	Disciplinary Elective III	3	0	0	6
MBA222	International Marketing	Disciplinary Elective IV	3	0	0	
Specialization-V (Information Technology)						
MBA216	E-Commerce and IT enabled services	Disciplinary Elective III	3	0	0	6
MBA231	Data Warehousing and Data Mining	Disciplinary Elective IV	3	0	0	
Specialization-VI (Hospital Administration)						

MBA218	Risk and Disaster Management	Disciplinary Elective III	3	0	0	6
MBA232	Hospital Waste Management	Disciplinary Elective IV	3	0	0	
Specialization-VII (Artificial Intelligence)						
MBA241	AI Ethics and Governance	Disciplinary Elective III	3	0	0	6
MBA234	Machine Learning and Deep Learning	Disciplinary Elective IV	2	0	0	
MBA244	Machine Learning and Deep Learning (Lab)		0	0	2	
Specialization-VIII (Digital Marketing)						
MBA235	Web Design and Analytics	Disciplinary Elective III	2	0	0	6
MBA245	Web Design and Analytics (Lab)		0	0	2	
MBA236	Digital Marketing Strategy	Disciplinary Elective IV	3	0	0	
Specialization-IX (Business Analytics)						
MBA237	Data Exploration and Preparation	Disciplinary Elective III	2	0	0	6
MBA242	Data Exploration and Preparation(Lab)	Disciplinary Elective III	0	0	2	
MBA238	Marketing and Finance Analytics	Disciplinary Elective IV	2	0	0	
MBA243	Marketing and Finance Analytics(Lab)		0	0	2	
Specialization-X (Shipping and Logistics Management)						
MBA246	Port and Terminal Management	Disciplinary Elective III	3	0	0	6
MBA247	Supply Chain Management	Disciplinary Elective IV	3	0	0	
Total						**27**

Semester: III						
Course Code	**Course Title**	**Type of Course**	**L**	**T**	**P**	**Total Credits**
MBA321	Research Methodology	Research Skill	4	0	0	4
MBA398	Research Proposal	Research Skill	0	0	8	4
MBA323	Ethics & IPR	VAC	2	0	0	2
MBA397	Proficiency in Teaching	Skill Based	2	0	0	2
MBA396	Service Learning	Community Outreach/Skill Based	0	0	4	2
MBA332	Computer Applications in Research	Skill Based	0	0	2	1
MBA327	Business Environment	EF	2	0	0	2
MBA304	Internship (4 weeks)	Training	-	-	-	4
MBA399	XXX	MOOC	-	-	-	3
Open Elective Course						
XXX	XXX	Open Elective	2	0	0	2
Total			**12**	**0**	**14**	**26**
Open Elective (For Other Departments)						
OEC034	Accounting for Everyone	OE	**2**	**0**	**0**	**2**
OEC035	Event Management					
OEC036	Retail Banking					

Semester: IV						
Course Code	**Course Title**	**Type of Course**	**L**	**T**	**P**	**Total Credits**
MBA401	Dissertation	Research skill	-	-	-	**20**
MBA402	Logical Reasoning	Ability Enhancement	1	0	0	**1**
MBA403	Behavioural Finance	MD	3	0	0	**3**
Total				-	-	**24**
Grand Total						**101**

Note*: Students will undergo a summer internship for 4 weeks after second semester.

EVALUATION CRITERIA FOR THEORY COURSES

A. Continuous Assessment: [25 Marks]

i. CA1: Surprise Test (Two best out of three) (10 Marks)

ii. CA2: Assignment(s) (10 Marks)

iii. CA3: Portfolio (5 Marks)

B. Attendance: [5 marks]

C. Mid Semester Test: [30 Marks]

D. End-Term Exam: [40 Marks]

SEMESTER-I

Course Title: Accounting for Management
Course Code: MBA101

L	T	P	Cr.
3	1	0	04

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate proficiency in preparing and maintaining accounting records using journals and ledgers
2. Utilize various tools of financial analysis, such as trend analysis, common size statements, and comparative statements, to analyze financial data and identify patterns and trends over time
3. Analyze costing systems, cost management systems, budgeting systems and performance measurement systems
4. Examine the limitations of financial statements, including their reliance on historical data, potential bias, and the need to consider non-financial factors for a holistic Analyzing of a company's performance.

Course Content

UNIT I **14 Hours**

Financial Accounting- concept and Conventions, Significance, and scope. Accounting principles, journal, and ledger, and trial balance, Preparation of final accounts Trading Account, Profit & Loss Account, Balance Sheet with adjustments. Depreciation (straight line and diminishing balance methods). Capital and Revenue Expenditure and Receipts.

UNIT II **14 Hours**

Financial Analysis- Concepts and objectives, Limitation of Financial Analysis. Tools of Financial Analysis: trend analysis, common size statements, comparative statements. Ratio analysis, fund flow and cash flow statements

UNIT III **17 Hours**

Cost Accounting- significance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity-based costing. Standard Costing & Break-Even Analysis.

Management Accounting- concept, need, importance and scope; Functions of Management Accounting, Relationship between Financial and Management Accounting.

UNIT IV **15 Hours**

Financial Statement, Importance and Limitations of Financial Statement.

Budgetary control- need, objectives, essentials of budgeting, different types of budgets. Responsibility Accounting; Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Transaction Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation, ICT tools.

Suggested Readings

- *Emmanuel, C., Utley, D., & Merchant, K. (2019). Accounting for management control. In Accounting for Management Control (pp.357-384). Springer, Boston, MA.*
- *Singhal A.K. and Roy Ghosh.2020. Accounting for Managers. JBC Publishers and Distributors, New Delhi*
- *Pandey, I.M.2018.Management Accounting. Vikas Publishing House. New Delhi*
- *Anthony R.N. andReeceJ.S.2015.Management Accounting Principles. Homewood, Illinois, Richard D. Irwin,*
- *Horngren, C.T. (2019). Cost accounting: A managerial emphasis, 13/e. Pearson Education India.*

Course Title: Management Processes and Organizational Behavior
Course Code: MBA121

L	T	P	Cr.
4	0	0	4

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate the conceptual and theoretical perspectives of management processes.
2. Analyze different approaches to management and the impact of external and internal factors on decision making.
3. Examine the effective leadership skills and strategies.
4. Acquire skill about Managerial dynamics and difficulties of change in organizational culture and human behavior.

Course Content

UNIT-I **14 Hours**

Management**:** Nature, Scope and significance, Managerial processes.
Functions of Management - planning, organizing, staffing, directing, and controlling. Contributions of Taylor, Gantt, Gilbreth, Fayol, Maslow, Herzberg, Likert and McGergor

UNIT-II **14 Hours**

Functions of Management –Planning – Concept, Nature, Importance, Steps, Limitations, Management by Objectives, Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures-Line and Staff Authority, Functional, Matrix, Geographical, New Forms of Organization, Staffing - Concept, Nature, Importance, Steps, Directing– Concept, Nature, Importance, Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques,
Evolution of management thought: Pre-Scientific Management, Classical theory, Neo-Classical or Behavioral Approach and Modern theory of Management approach.

UNIT – III **14 Hours**

Leadership: styles – Continuum of leadership behavior – Managerial grid style-Life-Cycle or situational approach.
Four systems of management leadership – leadership skills– Functions of a leader. Transactional Analysis – Johari window – Management of Stress. Organizational Development.

UNIT – IV **18 Hours**

Organizational Behavior: Individual Behavior and Differences - Personality

– Attitudes and Beliefs – Values - Perception – Perceptual Selectivity. Group Dynamics: Group Behavior–Formation - Analyzing Work Groups. Conflict, Negotiation, and Inter-group Behavior - Management of Change – Resistance to Change. Motivation: Theories

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Robbins P. Stephen. (2016). Organization Behavior. Pearson Education*
- *Luthans, Fred. (2019). Organizational Behavior. McGraw Hill Publication*
- *Prasad, L.M. (2019). Organizational Behavior. Sultan Chan & Sons*
- *Robbins, S. P, Judge. & T. A, Singh. (2020). Organizational Behavior. Pearson Education*
- *Aswath Appa, K. (2016). Organizational Behavior. Himalaya Publishing House*

Course Title: Managerial Economics
Course Code: MBA103

L	T	P	Cr.
3	1	0	04

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Understand the skill of creating competitive strategies including costing, pricing, product differentiation, and market environment according to the natures of products and structure of the markets
2. Acquire skill about the costs of production and its effect on short term and long run decisions
3. Evaluate market models of perfect competition, monopoly, monopolistic competition, and oligopoly with respect to price determination
4. Analyze skill about macroeconomic issues such as money, foreign exchange, inflation, unemployment, economic growth, and foreign trade

Course Content

UNIT I **15 Hours**

Nature and scope of managerial economics; alternative objectives of business firms.

Law of demand, cardinal utility theory: law of diminishing marginal utility, law of equi-marginal utility; ordinal utility (indifference curve) technique and the theory of consumer choice; consumer surplus; price, income, and substitution effects.

Demand elasticity's; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

UNIT II **15 Hours**

Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, supply curve; Is-quant curves. Concept of Revenue

Pricing analysis: Market structures, Perfect Competition: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run.

Monopoly: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Lung Run, Price Discrimination.

UNIT III **15 Hours**

Imperfect Competition: Monopolistic Competition – Price output determination in short and long run, Product variation and selling expenses behavior.

Oligopoly – Characteristics, Price Rigidity, products differentiation, break even analysis, and profit plans.

UNIT IV **15 Hours**

Price- output decision in multi-plant and multi-product firms; managerial theories of the firm. General pricing strategies; various pricing methods.

Risk analysis; investment and capital replacement decisions; vocational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies.

Transaction Mode

Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute, ICT tools.

Suggested Readings

- *Jain, T R & Grover, M.L (2018). Micro Economics. VK Publications*
- *Houstonians, Anna (2019). Modern Microeconomics. Palgrave Macmillan*
- *Varshney, RL & Maheshwari, KL (2018). Managerial Economics. Sultan Chand & Sons, New Delhi*
- *Mote, Victor L, Paul, Samuel & Gupta, G (2017). Managerial Economics. McGraw Hill Education.*
- *Jain, T R & Khanna, OP, (2018). Managerial Economics. VK Publications.*

Course Title: Integrated Business Administration
Course Code: MBA104

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the practices and functions of human resource management.
2. Evaluate the effectiveness of a marketing campaign in reaching the target audience and achieving the desired objectives.
3. Assessing the components of working capital and its management and analyzing financial plans to take various financial decisions.
4. Synthesize theoretical frameworks for analyzing international business environment.

Course Content

Unit 1 **15 Hours**

Human Resource Management: Human Resource Management and its role in organizations. Recruitment and selection, training and development, performance management, employee relations, and compensation. Effective human resource management strategies and practices to optimize organizational performance.

Unit 2 **15 Hours**

Marketing Management: Overview of marketing and its role in organizations. Marketing process and its key components. Importance of customer focus and value creation

Unit 3 **15 Hours**

Financial Management: Meaning, Nature and scope of finance, Goals and objectives of financial management. Finance Functions-investment, financing and dividend decisions. Financial planning, interpreting financial data, and making informed financial decisions for businesses.

Unit 4 **15 Hours**

International Business: International business and its significance in the global economy. Globalization and its impact on businesses. Market research and assessment of international market potential

Transactional Mode

Flipped teaching**,** Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

- **Suggested Readings** K. Aswathappa, "Human Resource Management: Text and Cases," McGraw-Hill Education.
- P. Subba Rao, "Essentials of Human Resource Management and Industrial Relations," Himalaya Publishing House.
- V.S.P. Rao, "Human Resource Management: Text and Cases," Excel Books.
- Philip Kotler and Kevin Lane Keller, "Marketing Management," Pearson Education (Indian edition).
- Ramaswamy V.S. and Namakumari S., "Marketing Management: Global Perspective Indian Context," Macmillan Publishers India.
- I.M. Pandey, "Financial Management," Vikas Publishing House.
- M.Y. Khan and P.K. Jain, "Financial Management: Text, Problems, and Cases," McGraw-Hill Education.
- Prasanna Chandra, "Financial Management: Theory and Practice," Tata McGraw- Hill Education.
- P. Subba Rao, "International Business: Text and Cases," Himalaya Publishing House.
- Rakesh Mohan Joshi, "International Business," Oxford University Press.
- Francis Cherunilam, "International Business: Text and Cases," PHI Learning Pvt. Ltd.

Course Title: Soft Skills Training and Development Curriculum
Course Code: MBA132

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

Upon completion of this soft skills training and development program, participants will be able to:

1. To communicate effectively in various professional settings.
2. To Demonstrate strong interpersonal skills for successful teamwork.
3. To Adapt to change and manage stress in the workplace.
4. To Exhibit effective time management and organizational skills.
5. To Develop a growth mindset for continuous personal and professional improvement.

Course Content

Unit 1: **8 hours**

Effective Communication Skills, Understanding verbal and non-verbal communication. Presentation Skills: Developing engaging presentations. Overcoming public speaking anxiety. Interpersonal Communication: Building rapport and relationships

Unit 2: **7 hours**

Teamwork and Collaboration, Team Building Activities: Icebreakers and trust-building exercises. Effective Collaboration: Tools and strategies for remote collaboration. Conflict Management in Teams: Understanding and resolving conflicts.

Unit 3: **8 hours**

Adaptability and Stress Management, Embracing Change: Understanding the psychology of change. Stress Management Techniques: Identifying stressors and coping mechanisms. Emotional Intelligence: Understanding and managing emotions in the workplace.

Unit 4: **7 hours**

Time Management and Personal Development, Time Management Strategies: Prioritization and goal setting. Techniques for overcoming procrastination. Goal Setting and Achievement: SMART goals and personal development plans.

References:

- Covey, S. R. (2018). "The 7 Habits of Highly Effective People."

- Dweck, C. S. (2016). "Mindset: The New Psychology of Success."
- Maxwell, J. C. (2018). "Leadershift: The 11 Essential Changes Every Leader Must Embrace."
- Pink, D. H. (2019). "Drive: The Surprising Truth About What Motivates Us."
- Goleman, D. (2020). "Emotional Intelligence: Why It Can Matter More Than IQ."
- Kabat-Zinn, J. (2013). "Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness."
- Katzenbach, J. R., & Smith, D. K. (1993). "The Wisdom of Teams: Creating the High-Performance Organization."
- Tjosvold, D. (2018). "Effective Teamwork: Practical Lessons from Organizational Research."
- Carnegie, D. (2016). "How to Win Friends and Influence People."
- Duarte, N. (2017). "Resonate: Present Visual Stories that Transform Audiences."

Course Title: Tax Structure & Filing
Course Code: MBA135

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

On the completion of this course, students will be able

1. Gain insights on Terminology used in Income Tax and GST.
2. Apply necessary skills required for filing Income tax
3. Learn the mechanism of GST filing.
4. Understand the common practical issues pertaining to tax filing.

Course Content

UNIT I **09 Hours**

Basic Concepts: Tax-Meaning, Rationale, Classification – Direct and Indirect taxes, Benefits of paying tax, Assessment year and previous year, tax base, person, PAN, TAN, TIN, GSTIN, TDS Preparation of list of important terminologies of taxation

UNIT II **13 Hours**

Filing Income Tax: Tax filing is an obligation by law, Due date of filing tax returns, penalty on late filing of ITR, Forms – Eligible and non-eligible individuals for ITR-1 SAHAJ, Submission of ITR-1 SAHAJ form; ITR-2 Form – Eligibility and Non-eligibility, special concession for salaried personnel, compulsion of e-filing; ITR-3 Form – Eligible and Non eligible Assessees; ITR-4 Form - Eligible and Non-eligible Assessees, Filing ITR online.
Filling of ITR-1 online

UNIT III **11 Hours**

Filing GST: Meaning of GST Return, Types and Due Dates, Eligibility of GST Return, penalty on late filing of GST, regulating e-way bill, regulating e-commerce, TDS under GST, Audit in GST, Reversal and Reclaim of Input tax credit under GST, Filing GST return online.
Understanding of basics of GST

UNIT IV **12 Hours**

Issues in Tax Filing: Common Mistakes in tax filings, revising tax returns, filing revised tax returns, adjustment of arrears in tax filing, Dispute Resolution, Advance tax payment, Introduction to International Taxation and its filing. Filling of revised tax returns

Transaction Mode

Lecture, Practical, Tutorial, News and Articles, Problem-solving learning,

Visualization, Group discussion, experiential learning, Active participation and Inquiry-based learning.

Suggested Readings

- *Singhania, V. K. & Singhania, M. (2019). Students' Guide to Income Tax Including GST. Taxmann Publications.*
- *Sethi, S. (2019). Self-Preparation and Filing of Income Tax Returns by Individuals.*
- *Amazon Asia-Pacific Holdings Private Limited.*
- *Singhania, A. (2019). GST Audit & Annual Return. Taxmann Publications.*

Webliography

- *https://cleartax.in/s/income-tax*
- *https://www.incometaxindiaefiling.gov.in/eFiling/Portal/StaticPDF/NMS_Step_By_Step_Guide.pdf*

Course Title: Consumer Behavior
Course Code: MBA107

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the conception of consumer behavior and reveal its importance in the context of marketing.
2. Examine the factors that influence consumer behavior
3. Evaluate the consumer decision-making process.
4. Assess the target market and determine the positioning strategy according to consumer characteristics and behavior.

Course Content

UNIT I **13 Hours**

Consumer Behavior: Scope, importance, and interdisciplinary nature. Consumer Research Process: Qualitative and Quantitative research Market Segmentation: Uses and bases of segmentation. Evolution of Consumer Behavior: Consumer Decision Making Models: Howard-Sheath, Angelolatry-Blackwell, and Nicosia Models of consumer decision-making.

UNIT II **12 Hours**

Individual Determinants of Consumer Behavior. Motivation: Nature and Types of Motives, Process of motivation. Personality: Theories, Product Personality, Self-Concept, Vanity. Consumer Perception: Concept and Elements of Perception, Consumer Imagery, Perceived Risk. Consumer Learning: Behavioral and Cognitive Learning Theories.

Unit III **10 Hours**

External Influences on Consumer Behavior Culture: Values and Norms, Characteristics and effect on Consumer Behavior, Types of sub culture, Cross cultural consumer behavior Group Dynamics and Reference Groups: Consumer relevant groups.

Types of Family: Functions of family, Family decision making, Family Life Cycle.

UNIT IV **10 Hours**

Social Class: Categories, Measurement and Applications of Social Class, Consumer Decision Making Process Personal Influence and Opinion. The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches -

Issues of privacy and ethics.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Solomon, M. R. (2021). Consumer behavior: Buying, having, and being (13th ed.). Pearson.*
- *Schiffman, L. G., & Kanuk, L. L. (2018). Consumer behavior (11th ed.). Pearson.*
- *Blackwell, R. D., Minard, P. W., & Engel, J. F. (2006). Consumer behavior (10th ed.). Thomson/South-Western.*
- *Foxhall, G. R. (2014). Consumer behavior analysis: The behavioral basis of consumer choice (2nd ed.). Routledge.*
- *Hoyer, W. D., & MacInnes, D. J. (2018). Consumer behavior (7th ed.). Cengage Learning.*

Course Title: Sales & Distribution Management
Course Code: MBA123

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Acquire skill to distinguish importance of sales and distribution management in the global economy.
2. Evaluate, classify, imagine, and plan the successful distribution strategy.
3. Study the challenges and opportunities before the marketing of services and to develop the suitable marketing mix or plans.
4. Analyze and illustrate the fundamentals of distribution channels, logistics and supply chain management.

Course Content

UNIT I **13 Hours**

Sales Management: Objective; Personal selling: objectives, theories, process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force.

Prospecting, Sales Resistance, Closing Sales, Types of Personal- Selling Objectives, Analyzing Market Potential,

UNIT II **12 Hours**

Sales Forecasting Methods: Qualitative Methods, Quantitative Methods. Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs, and profitability.

UNIT III **10 Hours**

Organization and Management of Sales: Force Functions of Salesperson, Qualities of Effective Sales Executive, Purpose of Sales Organization, Setting up a Sales Organization, Types of Sales

Organization Structure, Centralization versus Decentralization in Sales Force Management.

UNIT IV **10 Hours**

Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; designing channel system. Channel management; channel information system; market logistics and supply chain management; international sales management.

Channels of Distribution and Strategy Marketing Channel, Types of Intermediaries, Contemporary Channel Scenario in India, Objective of

Marketing Intermediaries, Function of Marketing Channel.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Quiz, Open talk, Question, Brain storming

Suggested Readings

- *Havildar, Krishna K. & Cavalli, Vasant M. (2017). Sales and Distribution Management. Tata McGraw Hill, New Delhi.*
- *Venugopal, P. (2018). Sales and distribution management: an Indian perspective. SAGE Publications India.*
- *Gupta, S. L. (2019). Sales and distribution management. Excel Books India. Cavalli, K. K. H. V. M. (2016). Sales and distribution management: text and cases. Tata McGraw-Hill Education.*
- *Still, R. R. (2017). Sales Management: Decision Strategy and Cases, 5/E. Pearson Education India.*

Course Title: Social Security & Labor Welfare
Course Code: MBA109

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Acquire Analyzing of rationale behind labor laws.
2. Evaluate vulnerable groups of workers and legal provisions related to them.
3. Analyze working conditions of workers and legal provisions related to the accidents and hazards.
4. Apply provisions of various labor laws in their corporate life.

Course Content

UNIT I **13 Hours**

Social Security: Concept and scope. Social assistance and social insurance, Evolution of social security. Law relating to social security, Payment of wages Act,1936, Minimum Wages Act,1948,

UNIT II **12 Hours**

Payment of Bonus Act, 1965, Workman's Compensation Act, 1923, MaternityBenefitAct1961. Employees State Insurance Act, 1948, Provident Fund & Miscellaneous Provisions Act, 1951, Gratuity Act, 1972.

UNIT III **10 Hours**

I.L.O and social security the concept of labor welfare: definition, scope and objectives, welfare work and social work. Evolution of labor welfare, classification of welfare work. Agencies for welfare work.

UNIT IV **10 Hours**

Welfare activities of govt. of India. Welfare work by trade unions Labor Welfare work by voluntary social organizations. Labor administration: agencies for administrating labor welfare laws in India.

Transaction Mode

Cooperative learning, Active participation, Panel Discussions, Group Discussions, Flipped teaching, Mentee Meter, Open talk

Suggested Readings

- *Gupta, M. (2017). Labor welfare and social security in unorganized sector. Deep and Deep Publications.*
- *Walker, R. (2021). Social Security and Welfare: Concepts and Comparisons: Concepts and Comparisons. McGraw-Hill Education (UK).*

- *Sivarethina mohan, R. (2019). Industrial relations and labor welfare: Text and cases. PHI Learning Pvt. Ltd.*
- *Rawat, B. D. (2017). Labor Welfarism in India: Problems & Prospects. RBSA Publishers.*
- *Servais, J. M. (2020). International Social Security Law. Kluwer Law International BV.*

Course Title: Compensation Management
Course Code: MBA124

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate the pay decisions that help the organization to achieve a competitive advantage
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
3. Create rational and contemporary compensation systems in modern organizations.
4. Apply the concepts related to human resource accounting & compensation management.

Course Content

UNIT I **13 Hours**

Compensation Management: Philosophies and Process. Role of compensation in organization: economic and behavioral theories related to compensation; Strategic perspectives of compensation; compensation as motivational tool; compensation policy.

UNIT II **12 Hours**

Internal and external equities in compensation system; determining the worth of jobs; Analyzing inter and intra industry compensation differentials, designing pay structure and administering compensation package; Analyzing different components of compensation package like fringe benefits, incentives, and retirement plans; pay for performance plans.

UNIT III **10 Hours**

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package. Compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

UNIT IV **10 Hours**

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, Pay commissions, role of trade unions in compensation management; tax planning.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested readings

- *George T. Milkovich & J.M. Newman. 2019. Compensation. Tata McGraw Hill*
- *Henderson, R.O.2017. Compensation Management. Pearson Education*
- *Martocchio, J.J. 2015. Strategic Compensation. Pearson Education*
- *Armstrong, M and Murlis H. 2019. Reward Management. Kogan Page. UK*
- *Singh, B.D. 2020. Compensation Reward Management, Excel Books. New Delhi*

Course Title: Security Analysis & Portfolio Management
Course Code: MBA111

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Acquire skill about financial assets such as money market instruments, bonds, and stocks.
2. Apply tools for financial analysis using time value of money, cost of capital and interest rates.
3. Analyze advanced portfolio management techniques to optimize risk-return trade-offs.
4. Evaluate securities and stocks through valuation models and use derivative securities to manage risks.

Course Content

UNIT I **13 Hours**

Investment: nature, process, and alternatives.

Return and risk; Concept and components of total risk; Measuring historical and expected return and risk.

Systematic and unsystematic risk. Measurement of systematic risk.

UNIT II **12 Hours**

Objectives and benefits of investment analysis and security valuation; theories of fixed and variable income securities. Efficient Market Theory.

Fundamental Analysis-Economic, Industry and Company Analysis; Technical Analysis.

UNIT III **10 Hours**

Portfolio–Meaning, advantages and selection. Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility.

The selection of the optimal portfolio; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

UNIT IV **10 Hours**

Bond portfolio management strategies – passive portfolio strategies, active management strategies. Portfolio revision – meaning, need, constraints and strategies. Formula plans-constant-dollar-value plan, constant ratio plan, variable ratio plan. Portfolio performance evaluation: risk adjusted measures of performance.

Transaction Mode

Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentee Meter, Quiz, Open talk

Suggested Readings

- *Riley& Brown. (2015). Investment Analysis & Portfolio Management. Thomson Learning. Bombay.*
- *Pandean. (2017). Security Analysis and Portfolio Management. Vikas Publishing House. New Delhi*
- *Sharpe, Alexander & Wiley. (2018). Investment. Prentice Hall of India, New Delhi.*
- *Alexander, Garden J. and Bailey, Jeffery V. (2019). Investment analysis and Portfolio Management. Dryden Press, Thomson Learning, Bombay.*
- *Bodied ZVI, Alex Kane, Marcus, Alan J & Mohanty Pitabas. (2016). Investments. TMH, New Delhi*

Course Title: Financial Services
Course Code: MBA112

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Acquire the expertise to Identify accounting concepts that enable them to interpret financial data and use it to make informed decisions about the operating performance and financial position of accompany.
2. Analyze knowledge to describe personal financial and investment concepts that enable them to provide customers with advice on investments, insurance, and estate planning.
3. Proficient to apply the art of salesmanship to enable them to promote the products of the firms they are employed with.
4. Ability to Evaluate key policy debates surrounding future development of international and domestic financial services regulation and enforcement

Course Content

Unit-I **13 Hours**

Financial Services: salient features, scope, and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing. Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations. Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities. Financial Services Sector Problems and Reforms.

UNIT II **12 Hours**

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover. Debt securitization, Leasing: concept, types and development, business difference between leasing & hire purchase. Factoring - development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

UNIT III **10 Hours**

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. Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects.

UNIT IV **10 Hours**

Venture capital- concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital. Call money market: introduction, meaning, participation, location, volume of call loans, call rates, recent developments.

Treasury bill market- 91 days, 182 days Treasury bill market, Commercial Bill market - introduction, bills of exchange. Depository: Concept, depository participants, functioning of depository systems, demit, remit, process of switching over to depository systems, benefits, depository systems in India.

Transaction Mode

Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentee Meter, Quiz, Open talk

Suggested Readings

- *Gordon& K. Natarajan, "Financial Markets & Services" Himalaya Publishing House*
- *LalitK. Bansal, "Merchant banking & Financial Services" Unistar Books Pvt Ltd.*
- *M.Y.Khan, " Financial Services" Tata McGrawHill*
- *H.R. Machiraju, "Merchant banking – Principles & Practices" New Age International Pvt.Ltd.*
- *Lamble, "Financial Institutions & Markets" Tata McGrawHill*

Course Title: International Business & Regional Blocks
Course Code: MBA119

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Understand the concept of the various constituents of international environment and their impact on business.
2. Apply the trade theories, investment theories, exchange rate theories and regional trading block theories and their impact on economic welfare.
3. Analyze the principle and impact of different exchange rate regimes on businesses.
4. Acquire the skill of the concept and open economies of developing countries like India through RTB and multilateral route (WTO).

Course Content

UNIT I **13 Hours**

International Business: Nature, importance, problems, reasons for international business factors affecting international business environment - geographical, economic, sociocultural, political and legal environment. Emergence of trading blocs like E.U, NAFTA, ASEAN, SAFTA. and steps/stages involved in their formation (Customs union to common currency).

UNIT II **12 Hours**

Foreign Investment: Capital flows – types, theories, significance, barriers, and factors affecting foreign investment.

Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements. India and World trade, Export & Import policy.

UNIT III **10 Hours**

Institutional infrastructural framework for export promotion in India, i.e., EPCs, ECGC, Commodity Boards etc.

Registration, Production, and clearance of goods for exports, Shipping and Transportation. Documentation for Exports.

UNIT IV **10 Hours**

Social issues in international Business: Business ethics, social responsibility of business towards different sections. Various forms of International Business-Joint-ventures, Turnkey projects.

Transaction Mode

Active participation, Brain storming, Demonstration, Group discussion, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- *Onkvisit & Shaw. (2018). International Marketing-Analysis and Strategy. Prentice-Hall of India. New Delhi.*
- *Subash C. Jain. (2018). International Marketing. Thomson Learning, Mumbai.*
- *Philip R. Cateora and John L.Graham, (2019). International Marketing. McGraw Hill Company.*

Course Title: Cross Cultural Management
Course Code: MBA125

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate the concept of cross-cultural management and its importance in the globalized business world.
2. Develop cultural intelligence and sensitivity to effectively navigate and adapt to different cultural contexts.
3. Assess the impact of cultural differences on negotiation and conflict resolution and develop effective cross-cultural negotiation skills.
4. Analyze case studies and real-world examples to apply cross-cultural management theories and principles to practical business scenarios.

Course Content

UNIT I **13 Hours**

Cross-Cultural Management: Significance, Globalization and its impact on businesses and management practices.

Analyzing Culture and its Dimensions: Cultural values and beliefs

Hofstede's cultural dimensions, Cultural frameworks, and their application in management.

UNIT II **12 Hours**

Cultural Intelligence and Adaptation: Strategies for cross-cultural adaptation and integration, overcoming cultural stereotypes and biases Managing Diverse Teams: Challenges and benefits of diversity in teams Inclusive leadership and managing diversity. Team dynamics and conflict resolution in multicultural teams

UNIT III **10 Hours**

Cross-Cultural Negotiation and Communication: Cultural influences on negotiation styles and tactics, Effective cross-cultural negotiation strategies. Cross-cultural communication skills and intercultural competence, Role of cultural diversity in fostering innovation and creativity

UNIT IV **10 Hours**

1. Culture and Organizational Practices: Cultural influences on organizational structures and systems, Cross-cultural human resource management, Ethical considerations in cross-cultural management
2. Applying cross-cultural management principles to practical business situations.

Transaction Mode

Active participation, Brain storming, Demonstration, Group discussion, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- *Meyer, E. (2015). The Culture Map: Breaking Through the Invisible Boundaries of Global Business. Public Affairs.*
- *Schneider, S. C., & Barsoux, J. L. (2003). Managing Across Cultures (2nd ed.). Pearson Education.*
- *Steers, R. M., Sanchez-Runde, C., & Nardon, L. (2019). Management Across Cultures: Challenges and Strategies (3rd ed.). Cambridge University Press.*
- *Deresky, H. (2017). International Management: Managing Across Borders and Cultures (9th ed.). Pearson.*

Course Title: Database Management System
Course Code: MBA113

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze, appreciate, and effectively explain the underlying concepts of database technologies.
2. Ability to Design and implement a database schema for a given problem-domain
3. Acquire to Populate and query a database using SQL DML/DDL commands.
4. Apply integrity constraints on a database using a state-of-the-art RDBMS

Course Content

UNIT I **13 Hours**

Data, uses & need of data in organizations. Basic Concepts: Entities & their attributes, advantages & disadvantages of DBMS. Data Models: The hierarchical model, the network model & the relational model.

UNIT II **12 Hours**

The significance of data models, Basic building blocks, Business rules, The evolution of data models, Degrees of data abstraction. Database design and ER Model: overview, ER-Model, Constraints, ER-Diagrams, ERD Issues.

UNIT III **10 Hours**

Relational Databases: Introduction to Relational database model. Relational Database design: features of good relational database design. Relations, tuples, domains & keys, normalization – 1NF, 2NF, 3NF, BCNF.

UNIT IV **10 Hours**

SQL: Concept of SQL. SQL Database creation & manipulation views & queries. Data Protection: Recovery, concurrency, security & integrity.

Suggested books:

- *Ramakrishnan, R., & Gehrke, J. (2020). Database Management Systems (3rd ed.). McGraw-Hill Education.*
- *Silberschatz, A., Korth, H. F., & Sudarshan, S. (2019). Database System Concepts (7th ed.). McGraw-Hill Education.*
- *Elmasri, R., & Navathe, S. B. (2015). Fundamentals of Database Systems (7th ed.). Pearson.*

- *Coronel, C., Morris, S., & Rob, P. (2016). Database Systems: Design, Implementation, & Management (12th ed.). Cengage Learning.*

Website/Links/Online Portal/ICT

- *https://www.guru99.com/what-is-dbms.html*
- *https://www.javatpoint.com/dbms-tutorial*
- *https://searchsqlserver.techtarget.com/definition/database-management-system?amp=1*

Course Title: Enterprise Resource Planning
Course Code: MBA114

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate re-engineering concepts in ERP system implementations, demonstrating critical thinking skills.
2. Apply process mapping techniques to analyze business processes in ERP implementations.
3. Analysis of ERP life cycle steps and activities.
4. Design effective ERP implementation strategies.

Course Content

UNIT I **13 Hours**

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II - problems of system islands need for system integration and interface-early ERP Packages - ERP products and Markets - opportunities and problems in ERP selection and implementation; ERP implementation identifying ERP benefits team formation-Consultant Intervention-Selection ERP - Process of ERP implementation.

UNIT II **12 Hours**

Managing changes in IT organization -Preparing IT infrastructure-Measuring benefits of ERP - Integrating with other systems. The emergence of re-engineering concept- concept of business process rethinking of processes identification of re-engineering need-preparing for re- engineering -implementing change-change management - BPR & ERP.

UNIT III **10 Hours**

Supply Chain Management: The concept of value chain differentiation between ERP and SCM- SCM for customer focus-need and specificity of SCM. SCM scenario in India-products and markets of Shel-issue in selection and implementation of SCM solution -CRM solutions.

UNIT IV **10 Hours**

E- Business: Introduction to 1-Net Technologies-Evolution of E-Commerce, EDI, and E-Business - business opportunities basic and advanced business models on internet- internet banking and related technologies- security and privacy issues- technologies for E-Business. Future and Growth of E-Business.

Suggested books:

- *Langenalter, A. Gary, "Enterprise Resources Planning and Beyond" St. Lucie Press, USA,1st Edition, 2000*
- *Alexis, Leon, "ERP Demystified." Tata McGraw Hill, 1st Ed.,2000*
- *Mary Sumner, Enterprise Resource Planning, Pearson Education (2010)*
- *Mahadeo Jaiswal and Ganesh Vanapalli, "Textbook of Enterprise Resource Planning" Macmillan Publishers India,2005*
- *S Parthasarathy, "Enterprise Resource Planning- Managerial & Technical Perspective" New Age International,2007*

Website/Links/Online Portal/ICT

- https://www.gartner.com/en/information-technology/glossary/enterprise-resource- planning-erp
- https://www.netsuite.com/portal/resource/articles/erp/what-is-erp.shtml
- https://www.sap.com/india/products/what-is-erp.html

Course Title: Health System Management
Course Code: MBA115

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze and evaluate complex policy and organizational challenges at both the micro level and at higher levels within health care systems.
2. Assess the functions, roles, and responsibilities of healthcare managers.
3. Apply key quality concepts in health care organizations.
4. Evaluate organizational processes, including redesigning organizations.

Course Content

UNIT I **13 Hours**

Health Care Management: Evolution of Health Care Systems in India & Abroad, Evolution of Present Health Care Services in India. Health Care Management: Success in Teamwork – In-service Training & Education.

UNIT II **12 Hours**

Significance of Public Health. Important Public Health Acts, Health problems of developed and developing countries, Health problems in India, Environment and Health. Health planning in India including various committees and National Health Policy and Health Goals set from time to time.

UNIT III **10 Hours**

Law Related to Medical & Health Care –Consumer Protection Act, 1986, Right to Information Act,2002. Health Manpower, Alternative systems of medicine, like Ayurveda, Homeopathy, etc. Holistic Approach.

UNIT IV **10 Hours**

Development of Attitude & Motivation among Hospital Service Providers – Awareness of Health Insurance – Role of Hospital Administrator.
Legal Medicine vis-à-vis Law Ethics

Suggested books:

- *S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi.*
- *Sharon B. Buchbinder and Nancy H. Shanks, Introduction To Health Care Management.*
- *Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2010.*

- *Thomas Bodenheimer and Kevin Grumbach, Analyzeing Health Policy, Sixth Edition 6th Edition*

Website/Links/Online Portal/ICT:

- *https://www.fanshawec.ca/programs/hsy2-health-systems-management/next*
- *https://www.who.int/southeastasia/about/programmes/health-systems-management*
- *http://www.powershow.com/view/845a5-NWMzZ/Health_Management_Systems_powerpoint_ppt_presentation*

Course Title: Hospital Services Marketing
Course Code: MBA116

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the marketing environment and competition in the healthcare industry, demonstrating advanced critical thinking skills.
2. Apply strategic implications of service characteristics and service consumer behavior in developing effective service marketing strategies.
3. Evaluate market segmentation, targeting, and positioning strategies in the context of healthcare services, showcasing higher-order thinking skills in marketing strategy development.
4. Assess the importance and design of service distribution channels, capacity management, and service quality management, demonstrating advanced synthesis and evaluation skills in service operations and quality management.

Course Content

UNIT I **13 Hours**

Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis – The scope of Hospital Services Marketing.

Service Characteristics and their strategic implications, Service Consumer Behavior – Service Marketing strategy.

UNIT II **12 Hours**

Market segmentation – targeting and positioning – Service Marketing Mix – Service Triangle.

Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies

Channel management in Hospitals, Franchisee management.

UNIT III **10 Hours**

Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies;

External marketing – Promotional mix – Promotional campaign design; Interactive marketing.

UNIT IV **10 Hours**

Service distribution; Service Demand and Capacity Management;

Service Quality Management – GAP model, SERVQUAL model – Service recovery strategies.

Suggested books:

- *Zeithaml bitner, Yalarie A., Service Marketing – Cases in Marketing Management, MC Graw Hill, New York, 2017*
- *Srinivasan, R., Services Marketing (The Indian Context), Prentice Hall India, New Delhi, 2016 Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2016.*
- *Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2014. Christopher Lovelock & Jochen Wirtz, Services Marketing (People, Technology and Strategy), Pearson Education, New Delhi,2014.*
- *Saxena, Rajan, Marketing Management, Tata McGraw Hill, New Delhi,2018*
- *Still, Richard R, Edward W. Cundiff and Norman A.P. Govani, Sales Management PH1, New Delhi, 2017.*

Website/Links/Online Portal/ICT:

- *https://www.linkedin.com/pulse/hospital-marketing-management-basics-ravi-singh*
- *https://shodhganga.inflibnet.ac.in/bitstream/10603/58500/11/11_chapter%202.pdf*
- *https://www.slideshare.net/Mrutyu-anu/service-marketing-in-healthcare-industry*

Course Title: Foundations of Artificial Intelligence
Course Code: MBA126

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Understand the basic concepts, principles, and history of artificial intelligence (AI).
2. Identify different approaches and techniques used in AI, including machine learning, natural language processing, and computer vision.
3. Describe the role of algorithms and computational models in AI systems.
4. Evaluate ethical and societal implications of AI technologies.

Course Content

UNIT I **7 Hours**

Foundation of Artificial Intelligence, Definition and scope of artificial intelligence, Overview of AI applications across industries, Problem-Solving Methods in AI, Search algorithms: breadth-first search, depth-first search, heuristic search, Constraint satisfaction problems and optimization techniques, Introduction to game playing and adversarial search.

UNIT II **8 Hours**

Machine Learning Foundation, Basics of supervised, unsupervised, and reinforcement learning.

Classification and regression algorithms: decision trees, logistic regression, k-nearest neighbors.

Clustering algorithms: k-means, hierarchical clustering.

UNIT III **7 Hours**

Natural Language Processing (NLP), Introduction to NLP and its Applications

Text preprocessing techniques: tokenization, stemming, lemmatization. Sentiment analysis, named entity recognition, and text summarization.

UNIT IV **8 Hours**

Bias and fairness in AI algorithms, Privacy concerns and data protection in AI systems, AI ethics frameworks and guidelines.

Transaction Mode

Lectures, seminars, and interactive discussions on foundational concepts and techniques in AI.

Suggested Readings

- Verma, S., & Bhalla, P. (2024). Sustainable Development and AI: Navigating Safety and Ethical Challenges. In Demystifying the Dark Side of AI in Business (pp. 174-184). IGI Global.
- Goodfellow, I., Pouget-Abadie, J., Mirza, M., Xu, B., Warde-Farley, D., Ozair, S., & Bengio, Y. (2020). Generative adversarial networks. Communications of the ACM, 63(11), 139-144.
- Duda, R. O., & Hart, P. E. (2006). Pattern classification. John Wiley & Sons.
- Russell, S. J., & Norvig, P. (2016). Artificial intelligence: a modern approach. Pearson.

Course Title: Foundations of Artificial Intelligence Lab)
Course Code: MBA138

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Implement basic AI algorithms and techniques using Python.
2. Develop practical skills in machine learning, natural language processing, and computer vision.
3. Apply AI tools and libraries to solve real-world problems.
4. Demonstrate the ability to critically analyze and interpret the results of AI experiments.

Course Content

UNIT I **8 Hours**

Introduction to AI Tools and Libraries, Overview of Python programming for AI, Introduction to popular AI libraries: Tensor Flow, scikit-learn.

UNIT II **6 Hours**

Machine Learning Implementation, Hands-on exercises in supervised learning: implementing decision trees, logistic regression, and k-nearest neighbors, Practical exercises in unsupervised learning: implementing k-means clustering and hierarchical clustering.

UNIT III **8 Hours**

Implementing text preprocessing techniques: tokenization, stemming, lemmatization, Exercises in sentiment analysis, named entity recognition, and text summarization.

UNIT IV **8 Hours**

Case studies on bias and fairness in AI algorithms, Projects on privacy concerns and data protection in AI systems, Discussions on AI ethics frameworks and guidelines.

Transaction Mode

Hands-on workshops and coding exercises using Python and popular AI libraries (e.g., Tensor Flow, scikit-learn).

Suggested Readings

- Good fellow, I., Xu, B., Pouget-Abadie, J., Mirza, M., Ozair, S., Bengio, Y., & Warde-Farley, D. (2020). Generative adversarial networks. Communications of the ACM, 63(11), 139-144.
- Russell, S. J., & Hart, P. E. (2006). Pattern classification. Pearson.

- Duda, R. O., & Norvig, P. (2016). Artificial intelligence: a modern approach. John Wiley & Sons.
- Verma, S., & Bhalla, P. (2024). Demystifying the Dark Side of AI in Business: Navigating Safety and Ethical Challenges. Sustainable Development and AI (pp. 174-184). IGI Global.

Course Title: Data Analytics and Web Based Technologies
Course Code: MBA127

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to
1. Understand the fundamentals of data analytics and its applications in various domains.
2. Demonstrate proficiency in using Python programming language for data analysis tasks.
3. Apply data manipulation and visualization techniques using Python libraries such as NumPy, Pandas, and Matplotlib.
4. Implement statistical analysis and machine learning algorithms to derive insights from data.

Course Content

UNIT I **7 Hours**

Introduction to Data Analytics and Web-Based Technologies: Overview of Data Analytics and Web-Based Technologies, Introduction to the field of data analytics and its applications in web-based technologies, Essential Libraries and Tools: Introduction to essential libraries and tools for web-based data analysis, including NumPy, Pandas, Matplotlib, and Seaborn.

UNIT II **8 Hours**

Data Loading and Cleaning Techniques: Techniques for loading and cleaning data from web-based sources using Pandas and other libraries, Data Wrangling: Handling missing values, duplicates, and outliers in web-based data, Data Aggregation, Transformation, and Reshaping Operations: Performing data aggregation, transformation, and reshaping operations using Pandas and other libraries.

UNIT III **8 Hours**

Data Visualization and Statistical Analysis: Data Visualization with Matplotlib and Seaborn: Creating basic plots, line plots, scatter plots, bar plots, and advanced visualization techniques like histograms, box plots, and heatmaps,
Descriptive Statistics and Hypothesis Testing: Calculating descriptive statistics like mean, median, variance, and standard deviation, and performing hypothesis testing and confidence intervals using Python, Correlation Analysis and Regression Modeling: Performing correlation analysis and regression modeling using Python.

UNIT IV **7 Hours**

Web-Based Data Analysis and Visualization: Web Scraping and API Integration: Using web scraping techniques to collect data from web sources and integrating APIs to collect and analyze data, Data Visualization with Web-Based Tools: Using web-based tools like Tableau, Power BI, or D3.js for data visualization, Customizing Plots for Better Data Representation and Interpretation: Customizing plots for better data representation and interpretation using web-based tools.

Transaction Mode

Lectures, demonstrations, and hands-on workshops on data analytics, concepts and Python programming, Guest lectures by professionals sharing insights and best practices in data analytics with Python.

Suggested Readings

- McKinney, W. (2022). Python for data analysis. " O'Reilly Media, Inc.".
- Vander Plas, J. (2016). Python data science handbook: Essential tools for working with data. “O’Reilly Media, Inc.".
- Grus, J. (2019). Data science from scratch: first principles with python. O'Reilly Media.
- Brownlee, J. (2016). Machine learning mastery with Python: understand your data, create accurate models, and work projects end-to-end. Machine Learning Mastery.
- Raschka, S., & Mirjalili, V. (2019). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and TensorFlow 2. Packt publishing ltd.
- Aroraa, G., Lele, C., & Jindal, M. (2022). Data Analytics: Principles, Tools, and Practices: A Complete Guide for Advanced Data Analytics Using the Latest Trends, Tools, and Technologies (English Edition). BPB Publications.o think things through: A guide to critical thinking across the curriculum.
- Akerkar, R. (2013). Advanced data analytics for business. Big data computing, 377(9).
- Järvinen, P., Siltanen, P., & Kirschenbaum, A. (2021). Data analytics and machine learning. Big Data in Bioeconomy: Results from the European DataBio Project, 129-146.
- Bouguettaya, A., Sheng, Q. Z., & Daniel, F. (Eds.). (2014). Advanced web services. Springer.

Course Title: Data Analytics and Web Based Technologies (Lab)
Course Code: MBA139

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to
1. Implement data analysis tasks using Python programming.
2. Utilize Python libraries such as NumPy, Pandas, and Matplotlib for data manipulation and visualization.
3. Perform web scraping and integrate APIs for data collection and analysis.
4. Create interactive visualizations using web-based tools.

Course Content

UNIT I **8 Hours**

Setting up Web-Based Environment: Setting up a web-based environment for data analysis using popular tools like Jupyter Notebook, Google Colab, or AWS SageMaker.
Introduction to essential libraries and tools for web-based data analysis, including NumPy, Pandas, Matplotlib, and Seaborn.

UNIT II **6 Hours**

Data Manipulation and Preparation: Hands-on exercises for loading and cleaning data from web-based sources using Pandas, Data Wrangling: Handling missing values, duplicates, and outliers in web-based data, Data Aggregation, Transformation, and Reshaping Operations using Pandas.

UNIT III **8 Hours**

Data Visualization: Creating basic plots, line plots, scatter plots, bar plots, and advanced visualization techniques like histograms, box plots, and heatmaps using Matplotlib and Seaborn, Customizing plots for better data representation and interpretation.

UNIT IV **8 Hours**

Web-Based Data Analysis and Visualization: Web Scraping: Using web scraping techniques to collect data from web sources, API Integration: Integrating APIs to collect and analyze data, Using web-based tools like Tableau, Power BI, or D3.js for interactive data visualization.

Transaction Mode

Hands-on workshops and coding exercises using Python and popular data analytics libraries, Practical exercises in web scraping and API integration,

Guest lectures by professionals sharing practical insights and best practices in web-based data analytics.

Suggested Readings

- Järvinen, P., Lele, C., & Daniel, F. (Eds.). (2022). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and Tensor Flow 2. BPB Publications.
- Bouguettaya, A., Raschka, S., & Jindal, M. (2019). Python data science handbook: Essential tools for working with data. Springer.
- Brownlee, J., VanderPlas, J., & Akerkar, R. (2013). Data science from scratch: first principles with python. Big data computing, 377(9).
- Aroraa, G., Grus, J., & Kirschenbaum, A. (2021). Machine learning mastery with Python: understand your data, create accurate models, and work projects end-to-end. Big Data in Bioeconomy: Results from the European DataBio Project, 129-146.
- McKinney, W., Siltanen, P., & Mirjalili, V. (2022). Data Analytics: Principles, Tools, and Practices: A Complete Guide for Advanced Data Analytics Using the Latest Trends, Tools, and Technologies (English Edition). “O’Reilly Media, Inc."
- Bouguettaya, A., VanderPlas, J., & Jindal, M. (2014). Advanced web services. Packt publishing ltd.
- Grus, J., McKinney, W., & Brownlee, J. (2016). Python for data analysis. Machine Learning Mastery.
- Järvinen, P., Raschka, S., & Akerkar, R. (2016). Python data science handbook: Essential tools for working with data. O'Reilly Media.
- Siltanen, P., Sheng, Q. Z., & Jindal, M. (2021). Advanced data analytics for business. O'Reilly Media, Inc.

Course Title: Digital Marketing Fundamentals
Course Code: MBA128

L	T	P	Cr.
2	0	0	2

Total Hours: 45

Learning Outcomes

On the completion of the course, the students will be able to

1. Understand the foundational concepts and principles of digital marketing and its significance in contemporary business environments.
2. Demonstrate proficiency in utilizing key digital marketing tools and platforms for various marketing objectives.
3. Apply strategic planning techniques for developing effective digital marketing campaigns.
4. Analyze digital marketing metrics and data to measure campaign performance and optimize strategies.

Course Content

UNIT I **13 Hours**

Introduction to Digital Marketing, Overview of digital marketing landscape, Evolution and importance of digital marketing in modern business, Key digital marketing concepts and terminology

UNIT II **12 Hours**

Digital Marketing Tools and Platforms, Exploration of major digital marketing platforms (e.g., Google Ads, Facebook Ads, LinkedIn Ads). Search engine optimization (SEO) and its role in digital marketing Introduction to email marketing, social media marketing, content marketing, and influencer marketing

UNIT III **9 Hours**

Planning in Digital Marketing, Developing a digital marketing strategy, Target audience identification and segmentation. Content strategy development and distribution channels. Budget allocation and campaign planning

UNIT IV **11 Hours**

Digital Marketing Analytics, Introduction to digital marketing analytics tools (e.g., Google Analytics, Facebook Insights), Measurement and interpretation of key performance indicators (KPIs), Campaign performance evaluation and optimization techniques. A/B testing and experimentation in digital marketing

Transaction Mode

Lectures, interactive discussions, and case studies on digital marketing fundamentals, Practical exercises and hands-on workshops using digital marketing tools and platforms, Guest lectures by industry professionals

Suggested Readings

- Chaffey, D., Ellis-Chadwick, F., & Mayer, R. (2009). Internet marketing: strategy, implementation and practice. Pearson education.
- Deiss, R., & Henneberry, R. (2020). Digital marketing for dummies. John Wiley & Sons.
- Kingsnorth, S. (2022). Digital marketing strategy: an integrated approach to online marketing. Kogan Page Publishers.
- Ryan, D. (2016). Understanding digital marketing: marketing strategies for engaging the digital generation. Kogan Page Publishers.
- Evans, D. (2010). Social media marketing: the next generation of business engagement. John Wiley & Sons.

Course Title: Search Engine Optimization (SEO)
Course Code: MBA129

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Understand the principles and techniques of search engine optimization (SEO) and its role in digital marketing strategies.
2. Demonstrate proficiency in implementing on-page and off-page SEO tactics to improve website visibility and ranking on search engine results pages (SERPs).
3. Apply keyword research and analysis methods to optimize website content for better search engine visibility.
4. Analyze SEO metrics and performance indicators to evaluate the effectiveness of SEO strategies and make data-driven decisions.

Course Content

UNIT I **7 Hours**

Introduction to Search Engine Optimization: Overview of search engines and their algorithms, SEO in digital marketing strategies: Importance, Key concepts and terminology in SEO.

UNIT II **8 Hours**

On-Page SEO Techniques: Website structure and navigation optimization. Keyword research and analysis for on-page optimization, Content optimization strategies (meta tags, headings, image optimization), URL optimization and internal linking best practices.

UNIT III **7 Hours**

Off-Page SEO Strategies: Understanding backlinks and their significance in SEO, Link building techniques and ethical practices, Social media optimization (SMO) and its impact on off-page SEO, Local SEO strategies for small businesses.

UNIT IV **8 Hours**

SEO Analytics and Performance Measurement, Introduction to SEO analytics tools (e.g., Google Search Console, SEMrush), Tracking and interpreting key SEO metrics (organic traffic, keyword rankings, backlink profile), SEO audit techniques and website performance analysis, Continuous improvement and optimization strategies based on data insights.

Transaction Mode

Lectures, interactive discussions, and case studies on search engine optimization principles and techniques.

Guest lectures by industry experts sharing insights and best practices in SEO.

Suggested Readings

- Enge, E., Spencer, S., Stricchiola, J., & Fishkin, R. (2012). The art of SEO. "O'Reilly Media, Inc."
- Couzin, G., & Grappone, J. (2008). Search engine optimization: An hour a day. Wiley Publishing.
- Chen, J. C. (2023). State-of-the-art in the search engine optimisation world. EuroMed Journal of Management, 5(2), 151-167.
- Jones, K. B. (2008). Search Engine Optimization: Your visual blueprint for effective Internet marketing (Vol. 22). John Wiley & Sons.
- Shenoy, A., & Prabhu, A. (2016). Introducing SEO. Apress. Mumbai.

Course Title: Search Engine Optimization (SEO) (Lab)
Course Code: MBA140

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Implement on-page and off-page SEO techniques to improve website visibility.
2. Conduct keyword research and apply analysis methods to optimize website content.
3. Use SEO analytics tools to track and interpret key metrics.
4. Perform SEO audits and continuously optimize websites based on data insights.

Course Content

UNIT I **8 Hours**

Setting Up SEO Tools: Introduction to SEO tools such as Google Search Console, SEMrush, and Ahrefs, Setting up and configuring SEO tools for a website.

UNIT II **6 Hours**

On-Page SEO Implementation: Practical exercises on website structure and navigation optimization, Keyword research and analysis for on-page optimization using tools like Google Keyword Planner, Content optimization: Writing meta tags, optimizing headings, and image alt texts, URL optimization and creating internal links.

UNIT III **8 Hours**

Off-Page SEO Techniques: Practical link building techniques: Creating and managing backlinks, Ethical practices in link building, implementing social media optimization (SMO), Applying local SEO strategies for a business website.

UNIT IV **8 Hours**

SEO Analytics and Performance Measurement: Using SEO analytics tools to track website performance, Interpreting SEO metrics such as organic traffic, keyword rankings, and backlink profiles, conducting an SEO audit and presenting findings, Continuous optimization strategies based on analytics data.

Transaction Mode

Hands-on workshops and practical exercises using SEO tools and

techniques.
Practical assignments on implementing on-page and off-page SEO tactics. Guest sessions with SEO professionals providing practical insights and case studies.

Suggested Readings

- Jones, K. B., Stricchiola, J., & Grappone, J. (2008). Introducing SEO. EuroMed Journal of Management, 5(2), 151-167. "John Wiley & Sons."
- Chen, J. C., Prabhu, A., & Enge, E. (2012). Search Engine Optimization: An hour a day. "O'Reilly Media, Inc."
- Couzin, G., Fishkin, R., & Spencer, S. (2023). The art of SEO. Wiley Publishing.
- Spencer, S., Couzin, G., & Enge, E. (2008). Search engine optimization: Your visual blueprint for effective Internet marketing (Vol. 22). Apress. Mumbai.
- Stricchiola, J., Shenoy, A., & Jones, K. B. (2016). State-of-the-art in the search engine optimisation world. "O'Reilly Media, Inc."

Course Title: Data Visualization and Storytelling
Course Code: MBA130

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Understand the importance of data visualization in conveying insights and facilitating decision-making.
2. Identify the principles of effective data visualization design and storytelling techniques.
3. Demonstrate proficiency in using data visualization tools to create informative and engaging visualizations.
4. Analyze data sets and determine appropriate visualization techniques to represent different types of data.
5. Communicate complex data analyses and findings through compelling visual narratives.

Course Content

UNIT I **7 Hours**

Introduction to Data Visualization, Importance of data visualization in business analytics, Principles of visual perception and cognition
Overview of data visualization tools and technologies

UNIT II **8 Hours**

Data Visualization Design Principles, Gestalt principles and design aesthetics, choosing the right chart types for different data scenarios Color theory and best practices for effective visualization.

UNIT III **7 Hours**

Data Preparation and Exploration, Data cleaning and preprocessing techniques, exploratory data analysis (EDA) for insight discovery, Identifying patterns and trends in data sets

UNIT IV **8 Hours**

Data Visualization Tools and Story Telling: Hands-on training with popular data visualization tools (e.g., Tableau, Power BI), Creating static and interactive visualizations, Dashboard design and customization, crafting a narrative arc for data storytelling, using visual storytelling techniques to engage and persuade audiences, Ethical considerations in data visualization and storytelling

Transaction Mode

Lectures, demonstrations, and hands-on workshops on data visualization concepts and tools

Practical exercises and assignments to apply data visualization techniques to real-world data sets

Group projects involving data analysis and visualization, culminating in presentations

Suggested Readings

- Few, S. (2012). Show Me the Numbers: Designing Tables and Graphs to Enlighten/Stephen C.
- Cairo, A. (2016). The truthful art: Data, charts, and maps for communication. New Riders.
- Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.
- Steele, J., & Iliinsky, N. (2010). Beautiful visualization: Looking at data through the eyes of experts. “O’Reilly Media, Inc.".
- Yau, N. (2013). Data points: Visualization that means something. John Wiley & Sons.

Course Title: Data Visualization and Storytelling (Lab)
Course Code: MBA136

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Demonstrate proficiency in using data visualization tools to create informative and engaging visualizations.
2. Apply data visualization design principles to real-world data sets.
3. Develop interactive dashboards and static visualizations using popular tools.
4. Communicate data-driven insights effectively through visual storytelling techniques.
5. Address ethical considerations in data visualization and storytelling.

Course Content

UNIT I **8 Hours**

Introduction to Data Visualization Tools, Overview of popular data visualization tools (e.g., Tableau, Power BI), Installation and setup of data visualization software, Basic functionalities and interfaces of the tools

UNIT II **6 Hours**

Creating Basic Visualizations, designing bar charts, line graphs, and pie charts, implementing scatter plots and histograms, Customizing chart elements (titles, labels, legends, etc.), Applying color theory in visualizations

UNIT III **8 Hours**

Advanced Visualization Techniques: Developing interactive dashboards
Using advanced chart types (heat maps, tree maps, bubble charts), Incorporating filters and parameters in dashboards, Combining multiple visualizations for comprehensive analysis

UNIT IV **8 Hours**

Storytelling with Data: Crafting a narrative arc for data storytelling, integrating visualizations into a coherent story, using visual storytelling techniques to engage audiences, Ethical considerations in data visualization and storytelling

Transaction Mode

Hands-on workshops and practical exercises on data visualization tools Group projects involving data analysis and visualization Presentations of data stories using visualizations Interactive discussions and feedback

sessions

Suggested Readings

- Cairo, A. (2016). The Truthful Art: Data, Charts, and Maps for Communication. New Riders.
- Steele, J., & Iliinsky, N. (2010). Beautiful Visualization: Looking at Data through the Eyes of Experts. O'Reilly Media, Inc.
- Few, S. (2012). Show Me the Numbers: Designing Tables and Graphs to Enlighten. Analytics Press.
- Yau, N. (2013). Data Points: Visualization that Means Something. John Wiley & Sons.
- Wilke, C. O. (2019). Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures. O'Reilly Media.

Course Title: Introduction to Power BI
Course Code: MBA131

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to
1. Understand the fundamentals of Power BI and its role in business intelligence (BI) and data analytics.
2. Navigate the Power BI interface and work with different components such as Power Query, Power Pivot, and Power View.
3. Import and transform data from various sources into Power BI.
4. Create interactive and visually appealing reports and dashboards using Power BI Desktop.
5. Publish and share reports securely using Power BI Service.

Course Content

UNIT I **7 Hours**

Introduction to Power BI, Overview of business intelligence and data visualization, Features, benefits, and versions of Power BI, Comparison with other BI tools and platforms

UNIT II **8 Hours**

Power BI Desktop Essentials, Installing and setting up Power BI Desktop Understanding the Power BI interface: Ribbon, Fields pane, Visualizations pane, etc, Loading data into Power BI from different sources

UNIT III **7 Hours**

Data Transformation and Modeling, Introduction to Power Query for data transformation, creating relationships between data tables using Power Pivot Data modeling techniques: measures, calculated columns, and tables

UNIT IV **8 Hours**

Creating Reports and Dashboards Building interactive reports using various visualization types, Enhancing reports with formatting, filters, and slicers, designing dashboards to provide high-level insights, publishing reports and dashboards to Power BI Service, collaborating on shared reports and managing permissions

Transaction Mode

Lectures, demonstrations, and hands-on workshops on Power BI concepts and tools Practical exercises and assignments to practice data import, transformation and visualization Group projects involving the creation of

reports and dashboards using Power BI

Suggested Readings

- Ferrari, A., & Russo, M. (2017). Analyzing data with Power BI and Power Pivot for Excel. Microsoft Press.
- Belouris, I. Business Intelligence and Analytics Case Study in a Greek Manufacturing Company.
- Deckler, G. (2022). Learn Power BI: A Comprehensive, Step-by-Step Guide for Beginners to Learn Real-World Business Intelligence. Packt Publishing Ltd.
- Psarommatis, F., May, G., & Azamfirei, V. (2023). The Role of Human Factors in Zero Defect Manufacturing: A Study of Training and Workplace Culture. Springer Nature Switzerland.
- Clark, D. (2017). Beginning Power BI: A Practical Guide to Self-Service Data Analytics with Excel 2016 and Power BI Desktop. Apress.

Course Title: Introduction to Power BI (Lab)
Course Code: MBA137

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to
1. Apply the fundamentals of Power BI in practical scenarios for business intelligence and data analytics.
2. Navigate the Power BI interface proficiently, including components like Power Query, Power Pivot, and Power View.
3. Import data from various sources into Power BI and transform it effectively.
4. Create interactive and visually appealing reports and dashboards using Power BI Desktop.
5. Publish and share reports securely using Power BI Service.

Course Content

UNIT I **8 Hours**

Power BI Lab Introduction, Hands-on introduction to Power BI Lab activities Practical application of business intelligence and data visualization concepts

UNIT II **6 Hours**

Power BI Desktop Hands-On, Practical sessions on installing and setting up Power BI Desktop, Hands-on experience with the Power BI interface and loading data from different sources

UNIT III **8 Hours**

Data Transformation and Modeling, Applying Power Query for data transformation in real-world scenarios, Practical exercises on creating relationships and data modeling using Power Pivot

UNIT IV **8 Hours**

Reports and Dashboards Creation, Practical workshops on building interactive reports with various visualization types, Hands-on exercises in enhancing reports with formatting, filters, and slicers, Creating and publishing dashboards to Power BI Service

Transaction Mode

Practical sessions, exercises, and assignments focusing on real-world# application of Power BI, Group projects involving the creation of reports and dashboards using Power BI

Suggested Readings

- Ferrari, A., & Russo, M. (2017). Analyzing Data with Power BI and Power Pivot for Excel. Microsoft Press.
- Deckler, G. (2022). Learn Power BI: A Comprehensive, Step-by-Step Guide for Beginners to Learn Real-World Business Intelligence. Packt Publishing Ltd.
- Clark, D. (2017). Beginning Power BI: A Practical Guide to Self-Service Data Analytics with Excel 2016 and Power BI Desktop. Apress.

Course Title: Introduction to Shipping and Logistics Management
Course Code: MBA133

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes After completion of this course, the learner will be able to:

1. Discuss about the importance of logistics & its role in the Indian Economy
2. Summarize various activities of logistics to satisfy the end Customers
3. Analyze and interpret the complex economic, regulatory, and operational aspects of the shipping industry
4. Develop critical thinking abilities, such as the ability to evaluate difficult problems and come up with workable answers in the context of maritime business and shipping management.

Course Content

UNIT I **10 Hours**

Logistics- Definition - History and Evolution- Objectives-Elements-activities importance- The work of Logistics-Logistics interface with marketing-retails Logistics-Emerging concept in logistics.

UNIT II **11 Hours**

Logistics Management-Definition-Achievement of competitive advantage through logistics Framework- Role of Logistics Management-Integrated Logistics Management- Evolution of the concept- model - process- activities

UNIT III **12 Hours**

Outsourcing logistics-reasons - Logistics Strategy-Strategic role of Logistics-Definition-role of logistics managers in strategic decisions- Designing & implementing logistical strategy

UNIT IV **12 Hours**

The reasons for Sea Transport – Introduction – Why Ships – Different Shipping markets –Trades - Conclusion. – Ship Registration – Port State Control – Ship Classification - Types of Ships the Dry Cargo Chartering market – Introduction – Chartering – Chartering Negotiation
Ship Sale & Purchase – Ship Management. Maritime Geography – Introduction – Ocean & Seas – Ports – Geography of trade.

Suggested Readings

- Farahani, R., Rezapour, S. (2011). Logistics Operations and Management: Concepts and Models. Netherlands: Elsevier Science.

- Waters, C. D. J. (2003). Logistics: An Introduction to Supply Chain Management (C. D. J. Waters, Ed.). Palgrave Macmillan
- Ghiani, G., Musmanno, R., & Laporte, G. (2013). Introduction to Logistics Systems Management. Wiley.
- Chase, R. B., Jacobs, F. R. (2016). Operations and Supply Chain Management: The Core. United Kingdom: McGraw-Hill Education.
- Kasilingam, R. G. (2012). Logistics and Transportation: Design and Planning. Netherlands: Springer US.

Transaction Mode

Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentee Meter, Quiz, Open talk, ICT Tools.

Course Title: Transportation and Distribution Management
Course Code: MBA134

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Gain knowledge about the distribution requirements planning
2. Develop the various distribution network models
3. Make use of the advantages and disadvantages of the various models.
4. Gain well verse knowledge on vehicle routing and scheduling.
5. Application of IT in transportation and distribution management.

Course Content

UNIT I **12 Hours**

Role of Distribution in Supply Chain – Designing Distribution Channels, Distribution Networks – Factors Influencing Distribution Network Decisions – Network Design &Optimization Approach and Techniques

UNIT II **10 Hours**

Role of Transportation in Supply Chain – Factors influencing Transportation Decisions – Modes of Transportation – Transportation mode Selection Process. Transportation Principles and Participants – Transportation Participants Transportation Modes, Performance Characteristics and Selection

UNIT III **11 Hours**

Transportation Performance, Costs and Value Measures – Factors driving Transportation Costs – Categories of Transportation Costs – Transportation Routing Decisions

UNIT IV **12 Hours**

Transit Operation Software – Benefits of Transportation Software – Advanced Fleet Management System – Inter modal Freight Technology – Transportation Security Initiatives and Role of Technology

Transaction Mode

Inquiry based learning, Group discussion, Active participation, Case Analysis, Mentor Mentee, Brain storming, Demonstration, Project based learning, Team Teaching

Suggested Readings

- Raghuram and N. Rangaraj, Logistics and Supply Chain Management – Leveraging Mathematical and Analytical Models: Cases and Concepts, New Delhi: Macmillan, 2000
- Janat Shah, Supply Chain Management, Pearson Education India, 2009.
- David Lowe, Lowe's Transport Manager's and Operator's Handbook 2019
- David Lowe, Lowe's Transport Manager's and Operator's Handbook 2019
- Naveen K Singh, Transportation and Logistics Operations and Management, Bio- Green Books

SEMESTER-II

Course Title: Strategic Management
Course Code: MBA223

L	T	P	Cr.
4	0	0	4

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate various perspectives and concepts in the field of strategic management
2. Acquire skills for applying these concepts to the solution of business problems
3. Assess research and analytical skills by using both human and technological resources
4. Analyze expertise of linking theory and practice to develop strategic management tools to initiate and implement problem-solving processes.

Course Content

UNIT I **15 Hours**

Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, Environment – concept, components, and appraisal. Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances.

UNIT II **13 Hours**

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan.

UNIT III **15 Hours**

Role of Creativity and Innovation in Business: Concept, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity, and Innovation. Strategy implementation: aspects, structures, design, and change; behavioral implementation – leadership, culture, value, and ethics.

UNIT IV **17 Hours**

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans, and policies, Strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control, Business Ethics and Corporate Social Responsibility: Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- *Freeman, R. E. & Gilbert D.R. (2018). Corporate strategy and the search for ethics. Englewood Cliffs, NJ: Prentice Hall.*
- *Jouch&Gluick. (2017). Strategic Management & Business Policy 3/e. Tata McGraw-Hill*
- *Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2017). Strategic management and business policy (Vol. 55). Boston, MA: pearson.*
- *Rao, C. A., Rao, B. P., &Sivaramakrishnan, K. (2019). Strategic management and business policy. Excel Books India.*
- *Kazmi, A. (2016). Business policy. Tata McGraw-Hill.*

Course Title: Quantitative Techniques and Operation Research
Course Code: MBA224

L	T	P	Cr.
3	1	0	04

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the source of a quantifiable problem, Analyze the issues involved and produce an appropriate action plan.
2. Acquire skills to identify simple and multiple regression models to analyze the underlying relationships between the variables
3. Apply quantitative tools in solving typical operations domain problems
4. Evaluate the skills to improve the productivity of the organization by using operation research techniques.

Course Content

Unit-I **17 Hours**

Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation, and Standard Deviation). Skewness: meaning and co-efficient of Skewness.

UNIT II **15 Hours**

Correlation analysis: types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation. Regression analysis: two lines of regression; relationship between correlation and regression co-efficient.

UNIT III **13 Hours**

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: assumptions, advantages, scope, and limitations; Formulation of problem and its solution by graphical and simplex methods; Special cases in simplex method: in feasibility, degeneracy, unboundedness, and multiple optimal solutions; duality.

UNIT IV **15 Hours**

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Transaction Mode

Group discussion, Experiential learning, Brain storming, Active participation, Flipped teaching.

Suggested Readings

- *Siegel, Andrew F. (2019). Practical Business Statistics. McGrawHillIrwin.*
- *Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. & Levine, D.M. (2018). Business Statistics: A First Course. Pearson Education.*
- *Mittal, K.V. (2020). Optimization Methods in Operations Research and System Analysis. New Age International (P) Ltd., New Delhi*
- *Sharma, S.D., (2021) "Operations Research", Kedar Nath and Ram Nath, Meerut.*
- *Yadav, S.R. (2014). Operation Research. Oxford University Press.*

Course Title: Production & Operations Management
Course Code: MBA226

L	T	P	Cr.
0	0	2	1

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Apply the concept of materials flow, replenishment with reference to operations.
2. Acquire the skills to eliminate wastage of time, labor, and money through inventory management.
3. Analyze the Network Design and Logistics Management of a firm.
4. Evaluate capacity planning, inventory management and supply chain management in decision making.

Course Content

UNIT I **13 Hours**

Production and operations management; its functions and relationship with other functional areas. Facility location decision, layout decision, product, and process layout.

UNIT II **17 Hours**

Capacity planning. Production planning and control: Planning, scheduling, routing etc. Assembly line balancing. Work Study: Method study and time study, Work simplification.

UNIT III **13 Hours**

Inventory Management: ABC analysis and basic model of EOQ (carrying, ordering and shortage costs). Supply Chain Management.

UNIT IV **17 Hours**

Basic concepts of maintenance management and preventive management. Statistical quality control and acceptance sampling. Latest Concepts: A brief introduction to JIT, computer aided manufacturing, TQM, and ISO quality systems

Transaction Mode

Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question, One minute

Suggested Readings

- *Chase, R.B., Aquilani, N.J., & Jacobs, F.R. (2018). Production and operations*

management: Manufacturing and services. McGraw Hill Education

- *Bhat Aswathappa. (2019). Production and Operation Management. Himalaya Publishing House*
- *Adam, E.Everett & Ebert, J.Ronald. (2018). Production and Operations Management. Prentice Hall India*
- *Stevenson, J.William.(2018). Operation Management McGraw Hill Education*
- *Chary, S.N.(2018). Production and operations management. McGraw Hill Education.*

Course Title: Entrepreneurship Development
Course Code: MBA239

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes:

1. Grasp of the concepts, theories, and principles of entrepreneurship, including the importance of innovation, risk-taking, and value creation.
2. Ability to identify and evaluate potential business opportunities in various market contexts, including emerging trends, consumer needs, and gaps in the market.
3. Proficiency in developing comprehensive business plans, including market analysis, financial projections, marketing strategies, and operational plans.
4. Fostering a mindset of innovation and creativity to continuously adapt, improve, and differentiate products, services, and processes in response to changing market dynamics.

Course Content

UNIT I **8 Hours**

Introduction to Entrepreneurship Introduction, Concept of Entrepreneur, Entrepreneurship and Enterprise, Definition of Entrepreneurship, Objectives of Entrepreneurship Development, Phases of Entrepreneurship Development.

UNIT II **7 Hours**

Role of Entrepreneurship, the Entrepreneurial Mindset, Characteristics of Entrepreneurship, Traits of Entrepreneurship, Introduction to Entrepreneurship Skills.

UNIT III **8 Hours**

Entrepreneurship Development Skills Meaning of Entrepreneurship skill, Types of Entrepreneurship Skills: Business management skills, Teamwork and leadership skills, Communication and listening, Customer service skills, Financial skills, Analytical and problem-solving skills, Critical thinking skills, Strategic thinking and planning skills, Technical skills.

UNIT IV **7 Hours**

Time management and organizational skills, Branding, marketing and networking skills, How to improve entrepreneurial skills, Entrepreneurial skills in the workplace, Entrepreneurial Imagination and Creativity.

Suggested Readings:

- Robert Hisrich and Michael Peters, Entrepreneurship, Tata Mc Graw– Hill
- Vasant Desai, Entrepreneurship
- Marc J Dollinger, Entrepreneurship – Strategies and Resources, Pearson Education.

Course Title: Business Communication for Managerial Effectiveness
Course Code: MBA 240

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate positive group communication exchanges
2. Acquire the capability to respond effectively to cultural communication differences.
3. Apply the proficient in Analyzing of opportunities in the field of communication.
4. Develop competence in oral, written, and visual communication.

Course Content

UNIT I **7 Hours**

Basic Communication; Basic forms of Communication, Self-development, and Communication, developing positive personal attitudes, whole communication.

Principles of effective communication, informal and formal communication networks, grapevine, and communication barriers, improving communication.

UNIT II **8 Hours**

Principles of Effective Communication: Concepts. Writing Skills: Planning business messages, rewriting, editing, first draft, reconstruction of final draft, business letters, memos format and appearance, request letters, good news and bad news letters, persuasive letters, sales letters, etc.

UNIT III **8 Hours**

Principles of effective listening, factors effecting listening, listening exercises—oral, written and video sessions. Modern Forms of Communication & Report Writing: Telex, Fax, Telegram, e-mails, and Teleconferences.

UNIT IV **7 Hours**

Introduction to proposals, short reports and formal reports, report presentation on any chosen topic, oral presentations, principles of oral presentations, factors affecting presentations, sales presentation, resume writing.

Non-verbal aspects of communication.

Transaction Mode

Flipped teaching**,** Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter

Suggested Readings

- *Murphy, Herat A. and Peck, Charles E., "Effective Business Communication," 2nd end,*
- *Tata McGraw Hill, New Delhi*
- *Pearce, C Glenn etc., "Business Communication: Principles and Application," 2nd ed., 1988, John Wiley, New York*
- *Trice, Maria," Successful Business Communication," 3rd Ed, 1987, Ally and Bacon, Boston.*
- *Hewing, Martin, "Advanced English Grammar," Cambridge University Press*

Course Title: Information Technology
Course Code: MBA227

L	T	P	Cr.
0	0	4	2

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the current issues of information technology and relate those issues to the firm.
2. Assessing impact of information technology on firms
3. Evaluate the role of information technology and information system in business.
4. Apply the working knowledge of concepts and terminology related to information technology

Course Content

UNIT I **14 Hours**

Computer & Control Panel: Explorer, Drives and Installing New Hardware. Exercise on MS Word: Document Creation & Editing, Printing, Table and Mail Merge. Exercise on MS Excel: Creating Work book, Printing and Chart.

UNIT II **16 Hours**

Internet Browsing & E-mail: Internet Explorer, Browsing Site, Creating Email Address and Compose / Attachment /Signature. Web Site & Search Engine: Google.com, India Results.com and Other Important Sites. Application of Information Technology.

UNIT III **14 Hours**

MS Access: Creating database, adding, deleting, and moving records. Querying: creating, saving, and editing. Creating and using forms, creating, and printing reports.

UNIT IV **16 Hours**

HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, and homepage, Exercise on MS PowerPoint: Crating Presentation, Animation and Slide Show. Web Designing in HTML, Internet Surfing.

Transaction Mode

Flipped teaching**,** Demonstration, Case Analysis, Visualization, Group discussion, Active participation, Mentee Meter.

Suggested Readings

- *McKeown, P. (2015). Information technology and the networked economy.*
- *Miller. (2018). Data and Network Communication. Vikas Publishing House. New Delhi*
- *Turban, E., Rainer,R.K.,&Potter,R.E.(2019).Introduction to information technology (p.550). NewYork, NY: John Wiley & Sons.*

Course Title: Marketing Research
Course Code: MBA209

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze customer attitudes and preferences
2. Evaluate skill about test marketing of products
3. Acquire the Analyzing of the marketing research for industry.
4. Create and evaluate marketing research data for management decision making

Course Content

UNIT I **12 Hours**

Marketing Research: Nature, Scope, Process, Types of Research– Descriptive research, Exploratory Research and Causal Research.
Marketing Research and MIS, Marketing Decision Support Systems, Problem Analysis, and Identification of MR Objectives.
Sources of Information: Primary and Secondary Data.

UNIT II **11 Hours**

Research Process, Research Designs, and their applications: Exploratory, Descriptive and Causal Research. Sampling Decisions: Basics, Methods/Techniques and Determination of Sample Size. Measurement Process: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability, Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes, and their Measurement.

UNIT III **12 Hours**

Scaling: Scales of Measurement – Nominal, Ordinal, Interval and Ratio. Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale. Semantic Differential Scale and Multi- Dimensional Scale (MDS) and Their Applications. Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis.

UNIT IV **10 Hours**

Report Writing and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research. Applications of Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Kotler, Philips, Armstrong, Gary &AgnihotriPrafula. (2018). Principles of Marketing. Pearson Education*
- *Ramaswamy, V.S & Namakumari, S. (2019). Marketing Management. Om Books*
- *Stanton, J. William. (2016). Fundamentals of Marketing. McGraw Hill Education*
- *Gandhi, J.C. (2017). Marketing a Managerial Introduction. McGraw Hill Education*
- *Baker, Michael J. (2016). Companion Encyclopedia of Marketing. Cengage Learning Emea*

Course Title: Logistics and Supply Chain Management
Course Code: MBA228

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Develop a sound understanding of the important role of supply chain management in today's business environment
2. Equip learners with the basics of public procurement, understand the PPDA Act and regulations, and develop auditing, investigation, and internet procurement skills.
3. Develop corporate procurement and logistics strategies aligned with corporate goals and effectively negotiate contracts.
4. Analyze and solve logistical problems in marketing, production, operations, and supply chain networks.

Course Content

UNIT I **13 Hours**

Basics of Logistics and Supply Chain Management, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCMN, Procurement, Storage and Warehouse Management, marketing Management for Logistics system.

UNIT II **12 Hours**

Logistics: Evolution, Objectives, Components and Functions of Logistics Management, International Logistics and Management: Nature and characteristics, Containerization and Multimodal Transport: Need and future advancements.

UNIT III **10 Hours**

Supply Chain Risk Modeling and Management: Types and scope, Applied GIS and Spatial Data Analytics: Applications, tools, and techniques.

UNIT IV **10 Hours**

Public Private Partnership and Port Development, Supply Chain Software's: Inventory Management & Material Requirements Planning.

Transaction Mode

Case Analysis, Dialogue, Panel Discussions, Group Discussions, Brain storming, Role play, Demonstration, Project based learning, Team Teaching

Suggested Readings

- *Kapoor Satish K., and Kansal Purva, 'Basics of Distribution Management: A Logistical Approach,' Prentice Hall of India*
- *D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India*
- *Alan Ruston, Phil Crouches, Peter Baker, 'The Handbook of Logistics and Distribution Management kogan page*
- *Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication*
- *Logistic and Supply Chain Management by Donald J. Bowerson, publisher: Prentice Hall of India*

Course Title: Training & Development
Course Code: MBA211

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the benefits of training to work in the corporate world.
2. Evaluate and describe learning styles.
3. Familiarize with various activities and tasks associated with work specialization
4. Acquire level of experience and solve issues and challenges in delivering training.

Course Content

UNIT I **13 Hours**

Training –concept, and rationale; training process: role of stakeholders in training program; Organization and Management of training function.

Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping. Designing the training program: process of learning in training program–attributes and factors influencing; learning process; learning styles. Training climate and pedagogy; developing training modules.

UNIT II **12 Hours**

Training aids. Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions. Inspirational techniques–brainstorming, mind mapping, creative problem solving.

UNIT III **10 Hours**

Need for development – differences between training and development – management development program. Career development program– counseling evaluation of programs, Job evaluation – methods and techniques.

UNIT IV **10 Hours**

Evaluation of training – need and principles, criteria, and approaches, Return on investment in training, process of calculating ROI in training; emerging trends in training and development, New perspectives on training– cross cultural training, e-learning, Knowledge management.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Agochiya, D. (2019). Every trainer's handbook. Sage Publications India.*
- *Sahu, R. K. (2019). Training for development. Excel Books India.*
- *Goldstein. (2017). Training in Organization. Thomson Learning, Bombay*
- *Rao, P. L. (2021). Enriching human capital through training and development. Excel Books India*

Course Title: Organization Change & Development
Course Code: MBA212

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate the conceptual, theoretical, and practical perspectives of organizational change management
2. Analyze different approaches to managing organizational change and utilization of competencies required for effective change management at organization, group and individual level.
3. Assess the effective intervention strategies for function of HR of an organization in transition.
4. Acquire skill about dynamics and difficulties of change in organizational culture and human behavior.

Course Content

UNIT I **13 Hours**

Organizational Change: nature, types; theories of planned change, Organizational Development: nature and characteristics; process of organizational development, Human Process Interventions: T-group, process consultation, third party interventions.

UNIT II **12 Hours**

Team building; organizational confrontation meeting, coaching, and mentoring, role focused interventions, Techno structural Interventions: restructuring organization, re-engineering, employee involvement. Work design.

UNIT III **10 Hours**

Strategic Interventions: Organization and environment relationships. Organization transformation. Contemporary issues and applications– Organizational development in global context

UNIT IV **10 Hours**

Organizational development in service sector, OD Practitioners–role, competencies requirement, professional ethics and values and experiences. Future trends in OD.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Robbins, S. P., Judge, T. A., & Campbell, T. T. (2021). Organizational behavior (18th ed.). Pearson.*
- *McShane, S. L., & Glinow, M. A. V. (2019). Organizational behavior: Emerging knowledge and practice for the real world (8th ed.). McGraw-Hill Education.*
- *Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2021). Organizational behavior: Improving performance and commitment in the workplace (6th ed.). McGraw-Hill Education.*
- *Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2019). Fundamentals of management (11th ed.). Pearson.*

Course Title: Financial Management
Course Code: MBA229

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze objectives of financial management and sources of finance.
2. Acquire the pattern of fund requirement and associated risk through financial planning.
3. Apply the concept of cost of capital to determine the cost of various sources of finance.
4. Evaluate various theories of dividend and capital structure to allocate funds to the most attractive investment opportunity.

Course Content

UNIT I **11 Hours**

Financial Management: Scope, Traditional Approach; Modern Approach. Objectives of Financial Management; Investment Decisions; Financing decisions, Profit Maximization vs. Wealth Maximization, Time Value of Money. Sources of Finance.

UNIT II **12 Hours**

Capital Budgeting: Meaning, importance and various techniques; Pay back methods; Post Payback period; rate of return method; Net Present value method, Internal rate of return method; Profitability index method.

UNIT III **12 Hours**

Cost of Capital: Introduction; measurement of cost of capital; cost of equity shares. Cost of preference shares; cost of debt; calculation of overall cost of capital based on historical and market rates.

UNIT IV **10 Hours**

Capital Structure: Significance and Approaches, NI approach; NOI approach; MM approach; Traditional approach, Dividend Decision: Scope, types, and Approaches.

Transaction Mode

Cooperative learning, Inquiry based learning, Group discussion, Active participation, Mentee Meter, Quiz, Open talk, Panel Discussions

Suggested Readings

- *Pandey, IM. (2018). Financial Management. Vikas Publishing House.*

- *Chandra, Prasanna. (2019). Financial Management. Tata McGraw-Hill Publishing.*
- *Hampton, John J. (2020). Financial Decision-making. Prentice Hall of India Ltd., New Delhi*
- *Khan, M. Y& Jain, PK (2019). Financial Management and Policy. Tata McGraw-Hill Company Ltd, New Delhi*
- *James, Van Horn & Dhamija, Sanjay. (2018). Financial Management and Policy. Pearson Education India.*

Course Title: Management Control System
Course Code: MBA230

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Assess the components of management control systems and various designs.
2. Apply the uses of a management control system to study range of relevant situational factors.
3. Acquire the skills to apply management control systems to evolve and change responsibility centers.
4. Evaluate the effectiveness of a management control system.

Course Content

UNIT I **13 Hours**

Management Control System: Basic concepts, nature, and scope. Designing the Control process and Managerial controls.

Control environment Concept of goals and strategies. Behavioral considerations. Organizational Context of Management controls: formal and Informal control systems. Performance measurement – Difficulties in implementing performance measurement systems – interactive control.

UNIT II **12 Hours**

Management Control and Operational Control- Goal Congruence-Cybernetic Paradigm of Gris Singer-Functions of the Controller.

Responsibility Centers: Revenue and expense centers, Profit centers, Investment centers.

UNIT III **10 Hours**

Transfer Pricing: Objectives and methods. Structure of Analysis, Measures of assets employed, EVA vs. ROI, Budgeting: Budget preparation, Types of budgets. Behavioral aspects of budgets. Variance analysis and reporting.

Unit- IV **10 Hours**

Performance analysis and measurement. Impact on management compensation. Management Control of Multinational Companies. Modern control methods: JIT, TQM and DSS. Control in service organizations.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz,

Open talk, Question

Suggested Readings

- *Anthony, R.N., Govindarajan, V., & Dearden, J. (2017). Management control systems (Vol.12). Boston: McGraw-Hill.*
- *Camillus, J.C. (2016). Strategic planning and management control: Systems for survival and success. Lexington Books.*
- *Houck, L.D. (2019). A Practical Guide to Budgetary and Management Control Systems: A Functional and Performance Evaluation Approach. Lexington Books.*

Course Title: Export-Import Documentation
Course Code: MBA221

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Acquire an Analyzing of policy, procedures and documentation relating to foreign trade operations.
2. Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social, and legal aspects
3. Evaluate concept in custom clearance concepts with functioning of global trade.
4. Analyze diversity and multicultural perspectives when making business decisions

Course Content

UNIT I **13 Hours**

Documentation Framework, Exim Documentation. International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement.

Instruments and methods of Financing Exports including credit and collections, Uniform custom, and practices (UCP). Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities.

UNIT II **12 Hours**

Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures. Role of Clearing and Forward Agents; Excise Clearance of cargo.

Custom Clearing and Forward Agents; Excise Clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo. Custom Clearance of Import Cargo; Negotiations of Documents with Banks.

UNIT III **10 Hours**

Procedures and documentation for availing export incentives- Duty drawbacks, Import Licensing and other incentives. Processing of an Export Order. World Shipping: Structure, Liners, and Tramps, Conference System, Freight, and Structure.

UNIT IV **10 Hours**

Containerization and other developments, International Agreements and Conferences on Sea Transport.

Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerization. Machinery for Consultation. Air Transport: International setup, Freight structure.

Transaction Mode

Cooperative learning, Inquiry based learning, Panel Discussions, Group Discussions, Brain storming, Active participation, Mentee Meter, Quiz, Open talk, Question

Suggested Readings

- *Johnson, T. E., & Bade, D. (2021). Export/import procedures and documentation. Amacom.*
- *Bade, D. (2015). Export/import procedures and documentation. Amacom.*
- *Weiss, K. D. (2017). Building an import/export business. John Wiley & Sons.*

Course Title: International Marketing
Course Code: MBA222

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the peculiarities of international marketing.
2. Develop marketing mix for international market.
3. Acquire the concept of cross –cultural behavior and its management for successful operations of international firms
4. Assess an organization's ability to enter and compete in international markets.

Course Content

UNIT I **13 Hours**

International Marketing: nature and scope, its differentiation from domestic marketing. Economic environment in International Marketing.

Emergence of trading blocs like E.U. and steps/stages involved in their formation (Customs union to common currency).

UNIT II **12 Hours**

Constraints in International marketing i.e., Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers. Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements.

India and World trade, Export & Import policy. Direction and Quantum of India's Exports.

UNIT III **10 Hours**

Institutional infrastructural framework for export promotion in India, i.e., EPCs, ECGC, Commodity Boards etc.

Registration, Production, and clearance of goods for exports, Shipping and Transportation. Documentation for Exports.

UNIT IV **10 Hours**

International Marketing mix-identification of markets, International Product Life cycle, Promotion and Pricing in International marketing.

Various forms of international business-Joint-ventures, Turnkey projects.

Transaction Mode

Problem solving learning, blended learning, Grasification, Cooperative learning, Inquiry based learning, Visualization, Group discussion, experiential learning, Active participation

Suggested Readings

- *On visit & Shaw. 2014. International Marketing-Analysis and Strategy. 4th Edition. Prentice-Hall of India. New Delhi.*
- *Subash C. Jain. 2018. International Marketing, 6th Edition. Thomson Learning, Mumbai.*
- *Philip R. Cateora and John L.Graham, 2014. International Marketing. 12th Edition. McGraw Hill Company.*

Course Title: E-Commerce and IT enabled Services
Course Code: MBA216

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate the basic components of management control systems design.
2. Analyze effectively, implementation and uses of a management control system given a range of relevant situational factors.
3. Appreciate the ways in which management control systems must fit within context.
4. Evaluate the effectiveness of a management control system.

Course Content

UNIT I **13 Hours**

Internet Basics, Dial Up Connection/Direct Connection; Slip Or PPP; WWW: The Client Site, Server Site, Web Pages in HTML. Environment Variables, Difference Between HTML and DHTML, ECOM and Portals. Internet Internals: Transmission Control Protocol/ Internet Protocol (TCP/IP), FTP, HTTP, WAIS (Wide Area Information Service), TELNET, Internet Addressing, IP Address, Electronic Mail Address, URL, E-Mail Basic.

UNIT II **12 Hours**

Domain Name System: Name for Machine, Flat Name Space, Hierarchical Names Internet Domain names, Domain Name Revolution. HTML (hypertext marking language) Basic HTML and tags, Language description, usability, static creation of HTML web pages. Creating tables, forms and their advantages.

UNIT III **10 Hours**

ASP (Active Server Pages): Basics. How to create dynamic web pages. Analyzing ASP objects model, processing data using session variables. Data base connectivity through ADO's. E-Business models, BPO, Electronic Business system, E-Business security, Introduction to CMM.

UNIT IV **10 Hours**

Security in E Commerce Threats in Computer Systems: Virus, Cyber Crime Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server. Issues in E Commerce Analyzing Ethical, Social and Political issues in E-Commerce: A model for Organizing the issues, Basic Ethical Concepts, Analyzing Ethical Dilemmas,

Transaction Mode

Problem solving learning, blended learning, Gasification, Cooperative learning, Inquiry based learning, Visualization, Group discussion, experiential learning, Active participation

Suggested Readings

- *Laudon, K. C., & Traver, C. G. (2017). E-commerce: Business, Technology, Society (13th ed.). Pearson.*
- *Turban, E., King, D., Lee, J., Liang, T. P., & Turban, D. (2018). Electronic Commerce 2018: A Managerial and Social Networks Perspective (9th ed.). Springer.*
- *Kalakota, R., & Whinston, A. B. (2015). Frontiers of Electronic Commerce. Addison-Wesley Professional.*
- *Reynolds, J., & Stair, R. M. (2017). Principles of Information Systems (13th ed.). Cengage Learning.*
- *Chaffey, D., & Wood, S. (2019). Digital Business and E-commerce Management (7th ed.). Pearson*

Course Title: Data Warehousing and Data Mining
Course Code: MBA231

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the concepts of data warehousing architectures, including dimensional modeling and ETL (extract, transform, load) processes.
2. Explore different data mining techniques and algorithms for extracting useful patterns and knowledge from large datasets.
3. Gain hands-on experience in using data mining tools and software.
4. Explore different types of data mining tasks, such as classification, clustering, association rule mining, and anomaly detection.

Course Content

UNIT I **13 Hours**

Introduction – Data Mining – Functionalities – Classification of data mining systems – Major issues in data mining. Business Context of Data Mining Data Mining for process improvement, Data Mining as a research tool. Data Mining for marketing, Data Mining for customer relationship management; Data warehouse and OLAP technology for data mining: What is a data warehouse – A Multidimensional model

UNIT II **12 Hours**

Data Warehouse Architecture – Data Warehouse Implementation – Future development of Data cube technology. Data pre-processing: Data cleaning – Data integration and transformation – Data reduction. Discretization and concept hierarchy generation. Data Mining Primitives: data mining task. Data Mining Tools: -Decision Trees; Neural Networks; Genetic Algorithms; Rough Sets and Fuzzy Logic

UNIT III **10 Hours**

Mining Association Rules in Large Databases: Association rule mining – Mining single dimensional Boolean association rule from transactional databases Mining Multidimensional association rules from relational databases and data warehouses.

UNIT IV **10 Hours**

MBA Information Systems- 2011-12 & onwards -SDE, Classification and Prediction: What is classification – Issues regarding classification- Classification by decision tree induction – Bayesian classification; , Cluster Analysis: Types of data in cluster analysis – Categorization of major clustering methods– Partioning methods – Hierarchical Methods.

Transaction Mode

Problem solving learning, blended learning, Cooperative learning, Inquiry based learning, Visualization, Group discussion, experiential learning, Active participation

Suggested Readings

- *Kimball, R., Ross, M., Thornthwaite, W., Mundy, J., & Becker, B. (2013). The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling. John Wiley & Sons.*
- *Han, J., Kamber, M., & Pei, J. (2017). Data Mining: Concepts and Techniques. Morgan Kaufmann.*
- *Inmon, W. H., Strauss, D., & Neushloss, G. (2018). DW 2.0: The Architecture for the Next Generation of Data Warehousing. Morgan Kaufmann.*
- *Berry, M. J. A., & Linoff, G. (2014). Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management. Wiley.*
- *Kimball, R., & Caserta, J. (20115). The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning, Conforming, and Delivering Data. John Wiley & Sons.*

Course Title: Risk and Disaster Management
Course Code: MBA218

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Integrate knowledge and to analyze, evaluate and manage the different public health aspects of disaster events at a local and global levels, even when limited information is available.
2. Analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects influencing vulnerabilities and capacities to face disasters.
3. Assess the work practically in the processes of disaster management (disaster risk reduction, response, and recovery) and relate their interconnections, particularly in the field of the Public Health aspects of the disasters.
4. Evaluate and manage the public health aspects of the disasters.

Course Content

UNIT I **13 Hours**

Security Organization and Management: Security Sensitive Areas – Functions of Hospital Security Department – Security Organization and Physical Security Measures, Need for Security Technology –Contract Security Agency –Effective Security Management in Hospitals – Security Committee – Periodic Security Audit, Hospital Acquired Infection (HAI): Objectives – Control and Prevention – Housekeeping – Central Sterile Supply Department (CSSD) – Nursing Care – Waste Disposal

UNIT II **12 Hours**

Antibiotic Policy, – Hospital Infection Control committee – Composition – Role and Functions – Surveillance – High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.

Fire Hazards: Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Electric Installations – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

UNIT III **10 Hours**

Radiation – Biological Effects of Radiation – Radiation Protection and Safety – Principles in the Layout of a Diagnostic X-ray Room – Contrast Media.

Magnetic Resonance Imaging – Planning Constraints – Preventive Measures

Against Magnetic Field Hazards – Nuclear Medicine Department – Radiation Protection Aspects – Radioactive Waste Collection and Disposal – Procedure for Obtaining Clearance

UNIT IV **10 Hours**

Disaster Management – Basic Concepts – Disaster Classification – Disaster Process – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities – Organizing Disaster Facilities , Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill. TRIAGE.

Transaction Mode

Problem solving learning, blended learning, Gasification, Cooperative learning, Inquiry based learning, Visualization, Group discussion, experiential learning, Active participation

Suggested Readings

- *Quarantelli, E. L. (2014). What is a disaster? Perspectives on the question. Routledge.*
- *Alexander, D. (2013). Resilience and disaster risk reduction: An etymological journey. Natural Hazards and Earth System Sciences, 13(11), 2707-2716.*
- *Tierney, K. J., Lindell, M. K., & Perry, R. W. (2014). Facing the unexpected: Disaster preparedness and response in the United States. University of California Press.*
- *McEntire, D. A. (2012). Disaster response and recovery: Strategies and tactics for resilience. Wiley.*

Course Title: Hospital Waste Management
Course Code: MBA232

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Handle any medical waste, hospital waste or infectious waste. It includes hazardous and non-hazardous waste.
2. Acquire knowledge about health hazards from pathogens are the major concern in waste from Health Posts.
3. Analyze and Manage minimization waste is the first and most important step in healthcare waste management.
4. Evaluate the need to Healthcare waste segregated into different categories and color coded containers used for storage.

Course Content

UNIT I **13 Hours**

Hospital Hazards: Meaning – Types – Physical–Biological Mechanical – Psychological – Its Impact on Employees – Preventive measures. Hospital Hazards Management: Meaning – Need – Principles Purpose. Control of Hospital Acquired Infection

UNIT II **12 Hours**

Types of Infection – Common Nosocomial Infection and their Causative Agents – Prevention of Hospital Acquired Infection, Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control or Cross-Infection– Staff Health.

UNIT III **10 Hours**

Biomedical Waste Management: Categories of Biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – Standards for Waste Autoclave, Micro Waving and Deep Burial – Segregation – Packaging – Transportation – Storage.

UNIT IV **10 Hours**

Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier – Methods of Excreta disposal.

Sewage wastes: Meaning – Composition – Aims of Sewage disposal – Decomposition of Organic Matter – Modern Sewage Treatment – Drawbacks of improper disposal of wastes – Solid and liquid.

Transaction Mode

Problem solving learning, blended learning, Cooperative learning, Inquiry based learning, Visualization, Group discussion, experiential learning, Active participation

Suggested Readings

- *Rao, R. V. (2014). Hospital Waste Management: A Case Study. Springer.*
- *Christen, M. O. (Ed.). (2013). Biomedical Waste Management: From Microbiology to Engineering. Springer.*
- *Pariatamby, A., & Victor, R. (2014). Healthcare Waste Management: A Step-by-Step Guide. Springer.*
- *World Health Organization. (2014). Safe management of wastes from health-care activities. World Health Organization.*
- *Kumar, A., & Samadder, S. R. (2016). Biomedical Waste Management: Processes, Technologies, and Challenges. Elsevier.*

Course Title: AI Ethics and Governance
Course Code: MBA241

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

1. Understand the concepts and principles of data warehousing and data mining.
2. Develop proficiency in designing and implementing data warehouses for effective data management.
3. Apply data mining techniques to extract valuable insights and patterns from large datasets.
4. Explore the business applications of artificial intelligence (AI) in data analysis and decision-making
5. Evaluate the impact of data warehousing, data mining, and AI on organizational performance and strategy.

Course Content

UNIT I **12 Hours**

Introduction to AI Ethics and Governance, Definition and significance of AI ethics and governance, Historical context and evolution of ethical considerations in AI development.
Ethical theories and frameworks for analyzing AI dilemmas.
Case studies highlighting ethical challenges in AI implementation.

UNIT II **11 Hours**

Ethical Principles and Guidelines for AI Development, Principles of responsible AI development: fairness, transparency, accountability, and inclusivity, Ethical guidelines from international organizations and industry bodies, Bias and fairness in AI algorithms: identification, mitigation, and fairness-aware techniques, Privacy-preserving techniques and considerations in AI systems.

UNIT III **10 Hours**

Societal Impact and Human Rights Implications of AI, Impact of AI on employment, socio-economic inequality, and labor markets, Ethical considerations in AI-driven decision-making processes, AI and human rights: surveillance, discrimination, and freedom of expression. Cultural and global perspectives on AI ethics and governance.

UNIT IV **12 Hours**

Regulatory Frameworks and Governance Mechanisms, Overview of existing regulatory frameworks for AI ethics and governance. Role of governments,

industry, and civil society in shaping AI policies, Ethical design and development standards for AI systems, Ethical auditing, certification, and compliance mechanisms.

Transaction Mode

Lectures, seminars, and interactive discussions on AI ethics and governance.

Case-based learning and group discussions on ethical dilemmas in AI., Guest lecturers from experts, Ethical impact assessments and scenario analyses for AI projects.

Suggested Readings

- Floridi, L., & Cowls, J. (2022). A unified framework of five principles for AI in society. Machine learning and the city: Applications in architecture and urban design, 535-545.
- Verma, S., & Bhalla, P. (2024). Sustainable Development and AI: Navigating Safety and Ethical Challenges. In Demystifying the Dark Side of AI in Business (pp. 174-184). IGI Global.
- Verma, S. Sustainability in the Digital Age: Leveraging Artificial Intelligence for Organizational Transformation.
- Taddeo, M., & Floridi, L. (2018). How AI can be a force for good. Science, 361(6404), 751-752.
- Mittelstadt, B. D., Allo, P., Taddeo, M., Wachter, S., & Floridi, L. (2016). The ethics of algorithms: Mapping the debate. Big Data & Society, 3(2), 2053951716679679.

Course Title: Machine Learning and Deep Learning
Course Code: MBA234

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

1. Understand the principles and algorithms of machine learning and deep learning.
2. Develop proficiency in implementing machine learning models for classification, regression, and clustering tasks.
3. Apply deep learning techniques for image recognition, natural language processing, and sequential data analysis.
4. Evaluate the performance of machine learning and deep learning models using appropriate metrics and validation techniques.
5. Explore advanced topics in machine learning and deep learning.

Course Content

UNIT I **7 Hours**

Introduction to Machine Learning-Definition and scope of machine learning.

Types of machine learning: supervised, unsupervised, and Reinforcement learning. Overview of machine learning algorithms: decision trees, k-nearest neighbors, support vector machines, etc.

UNIT II **8 Hours**

Supervised Learning, Classification algorithms: logistic regression, decision trees, random forests. Regression algorithms: linear regression, polynomial regression. Model evaluation and validation techniques: cross-validation, ROC curves analysis.

UNIT III **7 Hours**

Unsupervised Learning, Clustering algorithms: k-means clustering, hierarchical clustering, etc. Dimensionality reduction techniques: principal component analysis (PCA), t-distributed stochastic neighbor embedding (t-SNE), etc. Anomaly detection methods and applications.

UNIT IV **8 Hours**

Deep Learning: Basics of artificial neural networks (ANNs) and deep learning Convolutional neural networks (CNNs) for image recognition tasks Recurrent neural networks (RNNs) for sequential data analysis and natural language processing (NLP), Transfer learning and fine-tuning pre-trained models, Generative adversarial networks (GANs) for image generation and data augmentation, Reinforcement learning algorithms: Q-learning, policy

gradients, etc.

Transaction Mode

Lectures, seminars, and interactive discussions on machine learning and deep learning concepts and methodologies

Hands-on workshops and coding exercises using Python and popular machine learning libraries (e.g., scikit-learn, TensorFlow, PyTorch)

Group projects and case studies involving the development and evaluation of machine learning and deep learning models

Guest lectures by industry professionals and researchers sharing insights and best practices in machine learning and deep learning applications

Suggested Readings

- Murphy, K. P. (2012). Machine learning: a probabilistic perspective. MIT press.
- Good fellow, I., Bengio, Y., & Courville, A. Example Notation for Deep Learning.
- Raschka, S., & Mirjalili, V. (2019). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and Tensor Flow 2. Packt publishing ltd.
- Bishop, C. M. (2006). Pattern recognition and machine learning. Springer google scholar, 2, 645-678.
- Chollet, F. (2021). Deep learning with Python. Simon and Schuster.

Course Title: Machine Learning and Deep Learning (Lab)
Course Code: MBA244

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

1. Gain practical experience in implementing machine learning algorithms using Python.
2. Develop skills in data preprocessing, feature engineering, and model selection.
3. Apply machine learning models to real-world datasets for classification, regression, and clustering.
4. Implement and fine-tune deep learning models for tasks such as image recognition and natural language processing.
5. Evaluate the performance of models and interpret the results effectively.

Course Content

UNIT I **8 Hours**

Introduction to Python for Machine Learning, Setting up the Python environment.
Introduction to Python libraries: NumPy, pandas, matplotlib, and scikit-learn.

UNIT II **8 Hours**

Data Preprocessing and Feature Engineering: Data cleaning and handling missing values., Feature scaling and normalization., Feature selection and extraction.

UNIT III **6 Hours**

Implementing Supervised Learning Models, implementing classification algorithms: logistic regression, decision trees, random forests, Implementing regression algorithms: linear regression, polynomial regression.
Model evaluation techniques: cross-validation, ROC curves analysis.

UNIT IV **8 Hours**

Implementing Unsupervised Learning Models: Implementing clustering algorithms: k-means clustering, hierarchical clustering, Deep Learning with Tensor Flow and PyTorch, Implementing CNNs for image recognition tasks.
Implementing RNNs for sequential data analysis and NLP., Implementing GANs for image generation.

Transaction Mode

Hands-on workshops and coding exercises using Python and popular machine learning libraries (e.g., scikit-learn, Tensor Flow, PyTorch)., Practical assignments and projects involving the implementation of machine learning and deep learning models on real-world datasets., Collaborative lab sessions to encourage peer learning and discussion.

Suggested Readings

- Raschka, S., & Mirjalili, V. (2019). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and TensorFlow 2. Packt publishing ltd.
- Chollet, F. (2021). Deep learning with Python. Simon and Schuster.
- Géron, A. (2019). Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow. O'Reilly Media.
- Brownlee, J. (2016). Machine Learning Mastery with Python. Machine Learning Mastery.
- Francois, C. (2017). Deep Learning with Python. Manning Publications.

Course Title: Web Design and Analytics
Course Code: MBA235

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

Upon completion of the course, students will be able to:

1. Understand the principles of effective web design and user experience (UX) to create visually appealing and user-friendly websites.
2. Demonstrate proficiency in utilizing web design tools and technologies for website development, including HTML, CSS, and JavaScript.
3. Apply web analytics techniques to track website performance, user behavior, and engagement metrics.
4. Analyze web analytics data to identify areas for website optimization and improvement.

Course Content

UNIT I **7 Hours**

Introduction to Web Design Principles: Fundamentals of web design and its importance in digital marketing, Principles of user-centered design and UX best practices, Typography, color theory, and visual hierarchy in web design.

UNIT II **8 Hours**

Web Design Tools and Technologies: Introduction to HTML and CSS for web development, Responsive web design principles and techniques, Introduction to JavaScript for adding interactivity and dynamic elements to websites.

UNIT III **8 Hours**

Web Analytics Fundamentals: Overview of web analytics and its significance in website optimization, Key web analytics metrics (traffic, bounce rate, conversion rate, etc.), Setting up and configuring web analytics tools (e.g., Google Analytics)

UNIT IV **8 Hours**

Website Optimization and Improvement: Analyzing web analytics data to identify usability issues and performance bottlenecks, A/B testing and experimentation for website optimization, Implementing SEO-friendly design elements and strategies, User behavior analysis and website personalization techniques

Transaction Mode

Lectures, demonstrations, and hands-on workshops on web design principles, tools, and technologies, Practical exercises and web design projects to apply learned concepts

Interactive sessions and case studies on web analytics

Suggested Readings

- Duckett, J. (2011). HTML & CSS: design and build websites (Vol. 15). Wiley.
- Giakoumakou, V. (2018). Development of a web application for an automated user assistant.
- Clifton, B. (2012). Advanced web metrics with Google Analytics. John Wiley & Sons.
- Odhiambo, R. O. (2023). Using Machine Learning to Predict Student Test Scores (Doctoral dissertation, Utica University).
- Krug, S. (2014). Don't make me think, Revisited. A Common Sense Approach to Web and Mobile Usability.

Course Title: Web Design and Analytics (Lab)
Course Code: MBA245

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

Upon completion of the course, students will be able to:

1. Develop practical skills in web design and user experience (UX) implementation.
2. Build and style web pages using HTML, CSS, and JavaScript.
3. Utilize web analytics tools to gather and analyze website performance data.
4. Optimize websites based on analytics insights and testing methodologies.

Course Content

UNIT I **7 Hours**

Introduction to HTML and CSS: Basics of HTML: structure, elements, and attributes, CSS fundamentals: selectors, properties, and styling

UNIT II **7 Hours**

Responsive Web Design: Media queries and responsive design techniques Building flexible grid layouts and responsive navigation

UNIT III **8 Hours**

JavaScript for Web Interactivity: Introduction to JavaScript syntax and basic programming concepts Manipulating the DOM to create interactive web elements

UNIT IV **8 Hours**

Setting Up Web Analytics: Configuring Google Analytics for a website Tracking key metrics and generating reports Analyzing and Optimizing Website Performance: Interpreting web analytics data to identify issues and opportunities Conducting A/B testing and implementing changes based on results Techniques for SEO and website personalization

Transaction Mode

Hands-on workshops and coding exercises in web design and development Practical assignments to build and enhance web pages Lab sessions focused on configuring and utilizing web analytics tools Collaborative projects for website optimization based on data analysis

Suggested Readings

- Duckett, J. (2011). HTML & CSS: design and build websites (Vol. 15). Wiley.

- Clifton, B. (2012). Advanced web metrics with Google Analytics. John Wiley & Sons.
- Krug, S. (2014). Don’t make me think, Revisited. A Common Sense Approach to Web and Mobile Usability.
- Niederst Robbins, J. (2018). Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics. O'Reilly Media.
- Keith, J. (2010). DOM Scripting: Web Design with JavaScript and the Document Object Model. Apress.

Course Title: Digital Marketing Strategy
Course Code: MBA236

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes:

- Upon completion of the course, students will be able to:
- Understand the fundamentals of digital marketing strategy development and its importance in achieving business objectives.
- Demonstrate proficiency in conducting market research and analysis to inform digital marketing strategies.
- Develop comprehensive digital marketing plans aligned with organizational goals, target audience, and competitive landscape.
- Evaluate and optimize digital marketing campaigns based on performance metrics and insights.

Course Content

UNIT I **12 Hours**

Introduction to Digital Marketing Strategy: Overview of digital marketing strategy and its role in organizational success Key concepts and components of a digital marketing strategy, Integration of digital marketing with overall marketing strategy

UNIT II **12 Hours**

Market Research and Analysis for Digital Marketing: Conducting market research and competitor analysis in the digital landscape Identifying target audience segments and buyer personas, Analyzing consumer behavior and trends in digital channels

UNIT III **10 Hours**

Digital Marketing Planning and Execution: Setting SMART objectives for digital marketing campaigns, Selecting appropriate digital marketing channels and tactics (e.g., SEO, SEM, social media, email marketing) Developing content strategy and creating engaging digital assets, budgeting and resource allocation for digital marketing initiatives.

UNIT **11 Hours**

Measurement and Optimization in Digital Marketing: Defining key performance indicators (KPIs) for digital marketing campaigns Implementing tracking and analytics tools to monitor campaign performance, interpreting data insights to optimize digital marketing strategies, A/B testing and experimentation for continuous improvement

Transaction Mode

Lectures, case studies, and interactive discussions on digital marketing strategy concepts and frameworks, Group exercises and projects to develop digital marketing plans and strategies

Suggested Readings

- Kingsnorth, S. (2022). Digital marketing strategy: an integrated approach to online marketing. Kogan Page Publishers.
- Evans, L. (2010). Social media marketing: strategies for engaging in Facebook, Twitter & other social media. Pearson Education.
- Smith, D. (2021). Digital Marketing Excellence.
- Frost, R., & Strauss, J. (2016). E-marketing. Routledge.

Course Title: Data Exploration and Preparation
Course Code: MBA237

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

1. Understand the importance of data exploration and preparation in the data analysis process.
2. Identify different types of data and common data formats.
3. Apply techniques for data cleaning, transformation, and preprocessing.
4. Utilize exploratory data analysis (EDA) methods to gain insights from data.

Course Content

UNIT I **7 Hours**

Introduction to Data Exploration and Preparation, Importance of data exploration and preparation in data analysis, Overview of the data exploration and preparation pipeline Role of data quality in effective data analysis

UNIT II **8 Hours**

Data Types and Formats, Understanding different types of data: numerical, categorical, ordinal, etc. Common data formats: CSV, Excel, JSON, XML. Data import and export techniques using Python, R, and other tools

UNIT III **8 Hours**

Data Cleaning and Transformation, Identifying and handling missing data Dealing with duplicate records and inconsistencies, Techniques for data normalization and standardization

UNIT IV **7 Hours**

Descriptive statistics: mean, median, mode, variance, Visualization methods for data exploration: histograms, box plots, scatter plots, identifying patterns, trends, and relationships in data, Strategies for detecting and handling outliers, Dealing with data quality issues in real-world datasets

Transaction Mode

Lectures, demonstrations, and interactive discussions on data exploration and preparation concepts, Hands-on workshops and practical exercises using datasets in Python, R, or other data analysis tools

Suggested Readings:

- Wickham, H., & Grolemund, G. (2017). R for data science: Import, tidy, transform, visualize, and model data.
- McKinney, W. (2012). Python for data analysis: Data wrangling with Pandas, NumPy, and IPython. O'Reilly Media, Inc.
- Ryan, C. (2021). Data Science with R for Psychologists and Healthcare Professionals. CRC Press.
- Bruce, P., Bruce, A., & Gedeck, P. (2020). Practical statistics for data scientists: 50+ essential concepts using R and Python. O'Reilly Media.
- Kelleher, J. D., & Tierney, B. (2018). Data science. MIT Press.

Course Title: Data Exploration and Preparation (Lab)
Course Code: MBA242

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

1. Gain practical skills in data exploration and preparation using real-world datasets.
2. Perform data cleaning, transformation, and preprocessing tasks.
3. Apply exploratory data analysis techniques to derive meaningful insights from data.
4. Utilize Python, R, and other data analysis tools for hands-on data manipulation and analysis.

Course Content

UNIT I **7 Hours**

Introduction to Data Import and Export: Importing data from various sources (CSV, Excel, JSON, XML), Exporting cleaned and transformed data to different formats

UNIT II **8 Hours**

Data Cleaning Techniques: Handling missing values using different methods

Removing duplicate records and correcting inconsistencies

UNIT III **7 Hours**

Data Transformation Methods: Data normalization and standardization techniques, Creating new variables and features from existing data

UNIT IV **8 Hours**

Exploratory Data Analysis (EDA): Calculating descriptive statistics (mean, median, mode, variance)**,** Creating and interpreting visualizations (histograms, box plots, scatter plots), Identifying patterns, trends, and relationships in data

Handling Data Quality Issues: Detecting and handling outliers, Addressing data quality issues in real-world datasets

Transaction Mode

Hands-on workshops and coding exercises in data exploration and preparation, Practical assignments using Python, R, and other data analysis tools, Collaborative lab sessions for data cleaning, transformation, and EDA, Projects involving real-world datasets for comprehensive data preparation practice

Suggested Readings:

- Wickham, H., & Grolemund, G. (2017). R for data science: Import, tidy, transform, visualize, and model data.
- McKinney, W. (2012). Python for data analysis: Data wrangling with Pandas, NumPy, and IPython. O'Reilly Media, Inc.
- Ryan, C. (2021). Data Science with R for Psychologists and Healthcare Professionals. CRC Press.
- Bruce, P., Bruce, A., & Gedeck, P. (2020). Practical statistics for data scientists: 50+ essential concepts using R and Python. O'Reilly Media.
- Kelleher, J. D., & Tierney, B. (2018). Data science. MIT Press.

Course Title: Marketing and Finance Analytics
Course Code: MBA238

L	T	P	Cr.
2	0	0	2

Total Hours: 30

Learning Outcomes

1. Understand the role of analytics in marketing and finance decision-making processes.
2. Apply statistical and analytical techniques to analyze marketing performance and financial data.
3. Utilize marketing analytics to measure and optimize marketing campaigns, customer acquisition, and retention.
4. Evaluate financial data using analytical tools to assess profitability, risk, and investment opportunities.
5. Interpret analytical insights to inform strategic marketing and financial planning.

Course Content

UNIT I **7 Hours**

Fundamentals of Marketing and Finance Analytics, Overview of analytics in marketing and finance domains, Role of data-driven decision-making in marketing and finance, Introduction to key concepts and techniques in analytics

UNIT II **8 Hours**

Marketing Analytics, Customer segmentation and targeting analysis, Marketing mix modeling and attribution analysis, Customer lifetime value (CLV) estimation and prediction

UNIT III **8 Hours**

Financial Analytics, Financial statement analysis: balance sheet, income statement, and cash flow statement, Ratio analysis for assessing liquidity, profitability, and solvency, Time value of money and discounted cash flow (DCF) analysis

UNIT IV **7 Hours**

Strategic Insights and Decision Making**,** Key performance indicators (KPIs) for marketing and finance**,** Portfolio optimization and risk management in finance

Interpreting analytical insights for strategic decision-making**,** Aligning marketing and financial strategies with organizational goals

Transaction Mode

Lectures, seminars, and interactive discussions on marketing and finance analytics concepts and methodologies

Suggested Readings:

- Bennett, M. J., & Hugen, D. L. (2016). Financial analytics with R: building a laptop laboratory for data science. Cambridge University Press.
- Winer, R. S., & Neslin, S. A. (Eds.). (2023). History Of Marketing Science, The (Vol. 18). World Scientific.
- Boyd, S., Mueller, M. T., O'Donoghue, B., & Wang, Y. (2013). Performance bounds and suboptimal policies for multi–period investment. Foundations and Trends® in Optimization, 1(1), 1-72.
- Grinblatt, M., & Titman, S. (2016). Financial markets & corporate strategy.

Course Title: Marketing and Finance Analytics (Lab)
Course Code: MBA243

L	T	P	Cr.
0	0	2	1

Total Hours: 30

Learning Outcomes

1. Gain practical skills in applying analytical tools to marketing and finance datasets.
2. Perform data analysis to optimize marketing campaigns and financial strategies.
3. Utilize software tools such as Excel, Python, and R for marketing and finance analytics.
4. Interpret and present analytical findings to support decision-making in marketing and finance.

Course Content

UNIT I **7 Hours**

Introduction to Analytical Tools: Overview of Excel, Python, R, and specialized analytics software, Importing and exporting data in different formats (CSV, Excel, etc.)

UNIT II **8 Hours**

Marketing Data Analysis: Customer segmentation using clustering techniques

Analyzing marketing mix and attribution data, Calculating and predicting customer lifetime value (CLV)

UNIT III **7 Hours**

Financial Data Analysis: Financial statement analysis using Excel and Conducting ratio analysis for financial health assessment, Applying time value of money and DCF analysis techniques

UNIT IV **8 Hours**

Strategic Decision Making Using Analytics: Defining and tracking key performance indicators (KPIs)**,** Portfolio optimization using Python and R Case studies on interpreting analytical insights for strategic decisions

Transaction Mode

Hands-on workshops and coding exercises in marketing and finance analytics, Practical assignments and projects using real-world datasets, Collaborative lab sessions for data analysis and interpretation

Suggested Readings:

- Bennett, M. J., & Hugen, D. L. (2016). Financial analytics with R: building a laptop laboratory for data science. Cambridge University Press.
- Winer, R. S., & Neslin, S. A. (Eds.). (2023). History Of Marketing Science, The (Vol. 18). World Scientific.
- Boyd, S., Mueller, M. T., O'Donoghue, B., & Wang, Y. (2013). Performance bounds and suboptimal policies for multi–period investment. Foundations and Trends® in Optimization, 1(1), 1-72.
- Grinblatt, M., & Titman, S. (2016). Financial markets & corporate strategy.

Course Title: Port and Terminal Management
Course Code: MBA246

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Describe the role of ports, features and different forms of ownership structure of ports.
2. Explain the role, organisation and operations of different terminal operators
3. Apply relevant frameworks and methods to address commercial and operational issues in port and terminal management.
4. Analyze the role of Port Trust Act in organisation and operation of ports and terminals in promoting the efficiency of the maritime and logistics sector
5. Evaluate port charges and port compensation related issues.

Course Content

UNIT I **10 hours**

Difference between Major and Minor Ports – State owned ports - Ports in India - Natural Harbors - New Ports to be developed in India - Major Ports of the World - Largest Port in the world - Port Officials and their roles - Role of Ports - Port users.

UNIT II **12 hours**

Container Terminals - Privatization of Terminals - Reason for Privatization – PPP Projects - Major Terminal Operators in India - Terminal Operators of the world - Privatization the need of the hour - Agreement between and existing Port Terminal and the new operator – Coal, Liquid bulk, LNG Terminals

UNIT III **8 hours**

Import Cycle - Export Cycle - Positions and Places in a Terminal - Facilities in a Terminal – Yard planning – Vessel ship planning – stacking of refrigerated & hazardous containers - Container Monitoring and stacking – Types of ships and containers – CFS, ICD & its roles - CFS inside a Terminal - Reasons for Congestion of a terminal - de-congesting the terminal - Window berthing system in a terminal.

UNIT IV **15 hours**

Major Port Trust Act - Port as a custodian of the cargo - Transit sheds - Cargo receivers – Types of Cargo – goods handled in port - Wharfs and Berths - Various berths in a Port - Meaning of Berth Restrictions – Draught

- Port equipments and damage - Extra services - Berth reservation schemes.MN Port Tariff - Pilots and their duties - Tugs and its usage - Night navigations - Light Dues - Tariff Authorities of Major Port - Revision of rates - Port Trustees - Safety Procedures - Introduction of ISPS – SOLAS - Damage to Port property by ships - Compensation and confiscation of cargo to adjust dues – Plant & Quarantine – Guidelines – Import & Export clearances

Transaction Mode

Inquiry based learning, Group discussion, Active participation, Case Analysis, Mentor Mentee, Brain storming, Demonstration, Project based learning, Team Teaching

Suggested Readings:

- *Major Port Trust Act – Government of India*
- *PATRICK M. ALDERTON. 2008, Port Management and Operations. Informa Law Category, U.K.*
- *Sathish Sharma, Port and Terminal Management, Random Publishers*
- *Mihir Das, Port Management A 360-degree view, JBS Academy Pvt. Ltd*
- *Paul Wright Valerie Stringer & & more, Port and Terminal Management, Institute of Chartered Shipbrokers (2015)*

Course Title: Supply Chain Management
Course Code: MBA247

L	T	P	Cr.
3	0	0	3

Total Hours: 45

Learning Outcomes

After completion of this course, the learner will be able to:

1. Understand the framework and scope of supply chain management.
2. Build and manage a competitive supply chain using strategies, models, techniques and information technology.
3. Plan the demand, inventory and supply and optimize supply chain network.
4. Understand the emerging trends and impact of IT on Supply chain.

Course Content

UNIT I **13 Hours**

Introduction to SCM: Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics, A model of SCM, Focus areas in SCM, Change Drivers, Evolution of SCM, Types of Cargoes. Cross docking warehousing, Agile SCM, Green SCM, Maritime SCMs.

UNIT II **12 Hours**

Supply Chain Network Design and Demand Management : Logistics and SCM Network design, Integrated SCM Planning, Strategic Importance of Logistics/SCM network planning, Factors influencing network design decisions, Major Locational determinants, Framework - Design – and Functions, Types and Functions of Distribution Channel, Physical Distribution Management, Tasks in Physical Distribution Channel, Economic of distribution, Channel Relationships, Logistics service alliances, Alliances, Modelling approaches to Logistics/ Supply chain network design, Strategic Planning of logistics. Supply chain network, Demand Management, Relationship between customer service and demand management, Performance measures for customer service. Demand management process, The Role of forecasting and production, Nature of forecasting, Basic approach to demand forecasting, collaborative planning, forecasting and replenishment (CPFR), Customer service, Elements of customer service, how to establish customer service strategy? , Customer service audit, Development of Customer service standards

UNIT III **11 Hours**

Supply Chain Planning, implementation and order processing with IT: Aggregate planning in a supply chain, Aggregate planning strategies, Planning supply and demand in a supply chain, Planning and managing inventories in a supply chain, Planning for optimal level of product availability, Sourcing/source management, Strategic sourcing management

/Transportation management The customer order cycle, Order management system, Order and replenishment cycles, Order processing categories, The logistics information system, The order management system, The warehouse management system, The transportation management system.

UNIT IV **9 Hours**

Supply Chain Planning and Strategies: Supply chain strategies, Strategy classification, Corporate strategy, Logistics strategies, Strategic fit, Achieving strategic fit, Supply chain strategies, Supply chain strategy framework, Supply chain relationships, Customer relationship management, Supply chain integration, Push, Pull and Push Pull systems, Demand-driven strategies, Distribution strategies, Centralised control strategy versus decentralized control strategy.

Unit V **14 Hours**

Location and Transportation Strategy in Supply Chain: The need for long range planning, Major locational determinants, Historical perspectives on location problems, Single facility versus multi facility location, Methods of evaluating location alternatives The role of transportation in a supply chain, Traffic and transportation strategy, Carrier selection decision, Intermodel transportation, Transport documentation, Transportation economics and pricing costing of transportation services, Rate and rating, Transportation management strategy, Transportation Management System (TMS), Transportation services, Transportation cost considerations, Transportation rate profiles, Transportation documents used in International transportation, and Domestic transportation.

Transaction Mode

Problem solving learning, Case Analysis, Cooperative Teaching, Inquiry based learning, Visualization, Group discussion, Active participation, Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming, Mentor Mentee, Quiz, Open talk

Suggested Readings

- *K. Shridhara Bhat, Supply Chain Management, Himalaya Publishing House, Latest Edition*
- *Sunil Chopra, Peter Meindl, Dharam Vir Kalra Supply Chain Management – Strategy, Planning and Operation, Pearson Latest Edition*
- *Sarika Kulkarni, Ashok Sharma Supply Chain Management – Creating Linkages for Faster Business Turnaround, Tata McGraw-Hill Publishing Company Ltd, Latest Edition*

SEMESTER-III

Course Title: Research Methodology
Course Code: MBA321

L	T	P	Cr.
4	0	0	4

Total Hours: 60

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate the research process, including the identification of research problems, formulation of research questions, and the steps involved in designing, conducting, and reporting research studies.
2. Apply appropriate research design and sampling techniques based on the research objectives, ensuring the selection of suitable methods for data collection and analysis.
3. Analyze and interpret research data using both quantitative and qualitative techniques, including descriptive and inferential statistics, thematic analysis, and content analysis.
4. Evaluate the ethical considerations involved in conducting research, including obtaining informed consent, ensuring participant confidentiality, and maintaining integrity in data collection and reporting.

Course Content

UNIT I **16 Hours**

Research: Nature, Purpose, and Scope of Research, Importance of research in various fields, Characteristics of good research. Research Process: Steps and Components Identification of research problem, Formulation of research objectives and questions, Literature review and theoretical framework, Research design and methodology, Data collection and analysis, Interpretation and reporting of results, Ethical considerations in research.

UNIT II **14 Hours**

Research Design: Types and Selection, Experimental, quasi-experimental, and non-experimental designs, Cross-sectional and longitudinal designs, Case study, survey, and ethnographic designs. Sampling Techniques: Principles and Methods, Probability sampling techniques (simple random sampling, stratified sampling, cluster sampling), non-probability sampling techniques (convenience sampling, purposive sampling, snowball sampling), Sample size determination

UNIT III **15 Hours**

Data Collection Methods: Questionnaires and surveys, Interviews (structured, semi-structured, and unstructured), Observations (participant

and non-participant). Data Analysis Techniques: Descriptive statistics (measures of central tendency and variability), Inferential statistics (hypothesis testing, correlation, regression), Qualitative data analysis (thematic analysis, content analysis)

UNIT IV **15 Hours**

Research Ethics: Ethical considerations in research involving human participants, Informed consent and confidentiality, Integrity and responsible conduct of research. Research Reporting and Presentation: Writing a research proposal, Structure and format of a research report, Effective presentation of research findings, Publication and dissemination of research results.

Transaction Mode

Face-to-face classroom instruction, offline synchronous sessions, online asynchronous discussions, Individual research projects, Group discussions and presentations, Practical exercises and data analysis tasks

Suggested Readings

- *Creswell, J. W. (2021). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publications.*
- *Sekaran, U., & Bougie, R. (2020). Research Methods for Business: A Skill-Building Approach. Wiley*
- *Neuman, W. L. (2022). Social Research Methods: Qualitative and Quantitative Approaches. Pearson.*
- *Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students. Pearson.*
- *Kothari, C. R. (2020). Research Methodology: Methods and Techniques. New Age International Publishers.*
- *Panneerselvam, R. (2021). Research Methodology. PHI Learning Pvt. Ltd.*

Course Title: Research Proposal
Course Code: MBA398

L	T	P	Credits
0	0	8	4

Learning Outcomes

After completion of the course, the learner willbe able to

1. Get deep insights to collect, review and analyze the related literature.
2. To apply the knowledge to formulate hypothesis & design research process.
3. Find the research titles which are significant, applicable and researchable.
4. Interpret the findings to design statistical strategies & write references, bibliography and webliography.

Course Content

A research proposal contains all the key elements involved in the research process and proposes a detailed information to conduct the research.
The students are supposed to prepare the research proposal of any research area of their choice following these steps:

1. Selection of topic
2. Significance of the research area
3. Formulation of hypothesis/Research questions
4. Review of related literature
5. Method & Procedure (Includes sampling & design)
6. Data collection and proposed statistical analysis
7. Delimitations
8. Reference/Bibliography

Evaluation

The students will have to complete the writing process of each topic given above within one week, which will be evaluated at the end of every week. It will consist of 8 marks each. The final proposal shall be of 15 marks, Viva 16 marks and attendance 5 marks.

Transaction Mode

Collaborative learning, Group Discussion, E team Teaching, Activities, Assessments, Collaborative teaching, Peer Teaching, Video Based Teaching, Quiz, Open talk, E team Teaching, Case analysis, Flipped Teaching

Course Title: Ethics & IPR
Course Code: MBA323

L	T	P	Credits
2	0	0	2

Total Hours: 30

Learning Outcomes

After completion of this course, the learner will be able to:

1. Evaluate the ethical principles and their application in various contexts, including business, technology, research, and professional practice.
2. Analyze ethical issues and dilemmas related to intellectual property rights, technology development, and the digital era.
3. Evaluate the legal framework and concepts of intellectual property rights, including patents, copyrights, trademarks, and their implications in innovation and creativity.
4. Develop ethical decision-making skills and strategies to navigate complex ethical challenges in business, technology, research, and professional settings.

Course Content

UNIT I **7 Hours**

Ethics and IPR: Importance and ethical principles. Intellectual Property Rights: Types of IPR, significance, and legal framework.
Ethical Decision-Making in Business: Ethical theories and frameworks. Ethical Issues in Technology: Privacy, security, artificial intelligence, and digital rights.

UNIT II **8 Hours**

Patents: Concept, patentability, and patent infringement. Copyrights: Scope, protection, and fair use. Trademarks: Registration, infringement, and brand protection. Research Ethics: Responsible conduct of research, plagiarism, and data integrity

UNIT III **8 Hours**

Digital Ethics: Privacy, data protection, cybersecurity, and online ethics Ethical Issues in the Use of Artificial Intelligence (AI) and Big Data Ethical Leadership: Traits, responsibilities, and ethical decision-making in leadership roles, Professional Ethics: Ethical codes and standards in various professions

UNIT IV **7 Hours**

Bioethics: Ethical considerations in genetic engineering, human subjects research, and healthcare delivery. Ethical Issues in Healthcare: Patient rights, end-of-life decisions, and access to healthcare. Technology Transfer: Licensing, commercialization, and intellectual property valuation.

Open Source and Open Innovation: Ethical considerations and impact on innovation.

Transaction Mode

Lectures, Discussions, Workshops, Case Studies, Research Proposal, Presentations, Practical Exercises, One-on-One Consultations

Suggested Readings

- *Velasquez, M. G. (2017). Business Ethics: Concepts and Cases. Pearson.*
- *Lawrence, A. T., & Weber, J. (2017). Business and Society: Stakeholders, Ethics, Public Policy (15th ed.). McGraw-Hill Education.*
- *Beauchamp, T. L., & Bowie, N. E. (2018). Ethical Theory and Business (9th ed.). Pearson.*
- *Kizza, J. M. (2017). Ethical and Social Issues in the Information Age. Springer.*
- *Patterson, D. (2017). Ethics in Business: A Guide for Managers. Routledge.*
- *Waelde, C., Kheria, S., & Cornwell, J. (2020). Contemporary Intellectual Property: Law and Policy (5th ed.). Oxford University Press.*

Course Title: PROFICENCY IN TEACHING
Course Code: MBA397

L	T	P	Credits
2	0	0	2

Total Hours: 30

Learning Outcomes

After completion of this course, the learner will be able to:

1. Design the learner-centered instructional plans and learning outcomes.
2. Apply innovative teaching strategies and technologies to engage learners.
3. Analyze the different assessment methods to evaluate student learning.
4. Reflect on teaching experiences and continuously improve teaching practices.
5. Develop effective communication and classroom management skills.

Course content

UNIT I **10 Hours**

Overview of the course and its objectives – Specify 1-2 theories or give overview of theories of learning for teaching - Understanding the role of the teacher and student in the learning process - Writing clear and measurable learning outcomes -

Meaning Nature, definition, scope, and importance Pedagogy, Andragogy, and Heutagogy – Skills-based approach to teaching (Teaching skills), Micro-teaching, Macro teaching. Methods and approaches of teaching - CAM, Structure-function approach, Synthetic and Analytic approach, Jurisprudential inquiry model

UNIT II **6 Hours**

Understanding the diverse needs and backgrounds of learners - Creating an inclusive and supportive learning environment - Facilitating active learning and student engagement strategies

Lectures, discussions, and demonstrations - Group work, collaborative learning, and cooperative learning - Problem-based learning, case studies, and simulations

UNIT III **7 Hours**

Integrating technology tools into instruction – Online, blended learning, flipped learning, and M-learning approaches - Using educational software and platforms effectively

Formative and summative assessment methods – Difference between Assessment, Evaluation and Measurement, E-assessment tools,

UNIT IV **7 Hours**

The importance of reflective practice in teaching - Self-assessment and evaluation of teaching effectiveness –Need for Professional development -

Teaching in multicultural and international classrooms - Culturally responsive teaching practices

Meaning, Definition of teaching model - Assumptions, Importance, Role, and type of teaching models. Historical teaching model, Philosophical model of teaching

Transaction Mode

Discussions, Case Studies, Microteaching, Classroom Observations, Peer Teaching: Video Analysis, Role-Playing, Lecture-cum-demonstration, Classroom Simulations, Reflective Journals/Blogs, Teaching Portfolios and Technology Integration, Flipped Teaching.

SUGGESTED READINGS

- *Ali, L. (2012). Teacher education. New Delhi: APH Publishing Corporation.*
- *Anandan, K. (2010). Instructional technology in teacher education. New Delhi: APH Publishing Corporation.*
- *Bruce R Joyce and Marsha Weil, Models of Teaching, Prentice Hall of India Pvt Ltd, 1985.*
- *Chalan, K. S. (2007). Introduction to educational planning and management. New Delhi: Anmol Publications Pvt. Ltd.*
- *Chand, T. (2008). Principles of teaching. New Delhi: Anmol Publications Pvt. Ltd.*
- *Chiniwar, P. S. (2014). The technology of teaching. New Delhi: Anmol Publications Pvt. Ltd.*
- *Curzon, L. B., & Tummons, J. (2004). Teaching in future education. U.S.A: Bloomsbury Academic Publications.*
- *Das, R.C. (1993): Educational Technology – A Basic Text, Sterling Publishers Pvt. Ltd.*
- *Evaut, M. The International Encyclopedia of Educational Technology.*
- *Gage N L, Handbook of Research on Teaching, Rand Mc Nally and Co., Chicago, 1968.*
- *Graeme, K. (1969): Blackboard to Computers: A Guide to Educational Aids, London, Ward Lock.*
- *Haas, K.B. and Packer, H.Q. (1990): Preparation and Use of Audio Visual Aids, 3rd Edition, Prentice Hall, Inc.*
- *Haseen Taj (2006): modern Educational Technology, Agra: H.P Bhargava Book House.*
- *Jarvis, M. (2015). Brilliant ideas for ICT in the classroom. New York: Routledge Publications.*

Course Title: Service Learning
Course Code: MBA396

L	T	P	Credits
0	0	4	2

Learning Outcomes

On the completion of the course, the students will be able to

1. Participate in community activities to establish connections and build relationships.
2. Evaluate community needs through conversations with community members.
3. Develop and implement initiatives that address community needs.
4. Reflect on personal growth, community impact and ethical considerations related to service activities.

Course Content

This course aims to engross students in meaningful service-learning activities that foster community linking. Students will actively participate in community-based projects, collaborate with community members and organizations and reflect on the impact of their service activities. Through this experiential learning approach, students will develop a deep understanding of community needs, build relationships with diverse stakeholders and contribute to community development.

In this course, students are expected to be present in the community throughout the semester and reflect on their experiences regularly after working with them. The students will use experiential learning for providing service learning. They will be able to analyse and have understanding of the key theoretical, methodological and applied issues.

Select 10 community related activities which are to be performed in nearby villages. Students in groups of 8-10 shall work on one activity.

Evaluation Criteria

1. Every activity shall be evaluated on the same day out of 10 marks.
2. Total 10 activities out of 100 shall be evaluated and submitted to Examination branch.

Activity Evaluation

1. Type of activity- 2 marks
2. Participation of student- 2 marks

3. Engagement in the activity- 2 marks
4. Outcome of the activities- 2 marks
5. Attendance- 2 marks

Transaction Mode

Problem-solving learning, Blended learning, Gamification, Cooperative learning, Inquiry-based learning, Visualization, Group discussion, Experiential learning, Active participation

Course Title: Computer Applications in Research
Course Code: MBA332

L	T	P	Credits
0	0	2	1

Total Hours: 30

Learning Outcomes

After completion of this course, the learner will be able to:

1. Analyze the hardware, software, components of a network and the interrelations.
2. Evaluate networking protocols and their hierarchical relationship to compare protocol models and select appropriate protocols for a particular design.
3. Acquire the skill to manage multiple operating systems, systems software, network services and security to evaluate and compare system software and emerging technologies
4. Apply solutions for networking and security problems, balancing business concerns, technical issues and security

Course Content

Networking and System Management

Hardware, software, and network components and their interrelationships.
Networking protocols and select appropriate ones for specific design scenarios.
Operating systems, system software, and network services.
Networking and security problems, considering performance and security balance.

Transaction Mode

Problem-solving learning, blended learning, Cooperative learning, Inquiry-based learning, Visualization, Group discussion, experiential learning, Active participation

Course Title: Business Environment
Course Code: MBA327

L	T	P	Credits
2	0	0	2

Total Hours: 30

Learning Outcomes

1. The basic objective of this course is to familiarize the participants with various aspects of economic, social, political and cultural environment of India.
2. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

Add learning outcomes

Course Content

UNIT I **8 Hours**

Business Environment: Meaning, nature and scope, economic and non-economic environment; internal and external environment. Scanning of environment – importance, methods and techniques of scanning.

UNIT II **7 Hours**

Economic Environment of Business: Economic environment – Economic and non -economic environment – recent developments in Indian Economy.

UNIT III **7 Hours**

Regulatory Environment: Industrial policy – export import policy – trade liberalization – industrial (D&R) act. Consumer protection act – its main provisions.

UNIT IV **8 Hours**

Global Business Environment: Environment in developed, developing and emerging countries – WTO; agreements and issues: Global outsourcing; MNCs and FDIs. India tryst with FTA's. Global business ethics and values

Transaction Mode

Cooperative learning, Active participation, Panel Discussions, Group Discussions, Flipped teaching, Mentee Meter, Open talk

Suggest Reading:

- Cherunilam, Francis, (2007), Business Environment - Text and Cases, Himalaya Publishing House. Reference Book
- Aswathappa, K., (2000), Essentials of Business Environment, 7th edition, Himalaya Publishing House.
- Gupta C. B., (2008), Business Environment, 4th edition, Sultan Chand.
- Bedi, Suresh, ((2004)), Business Environment Excel Book
- Agrawal Raj, Business Environment, Excel book

Course Title: Internship (4 weeks)
Course Code: MBA304

L	T	P	Credits
0	0	0	4

Learning Outcomes

After completion of this course, the learner will be able to:

1. Provide students with practical work experience in their field of study and analyze the application of theoretical knowledge in real-world situations.
2. Develop students' professional skills such as communication, time management, teamwork, and problem-solving skills
3. Connect with experienced professionals in their field and learn about job opportunities and gain insights into the industry.
4. Apply theoretical knowledge gained in their academic studies to real-world situations and analyze the practical implications of their academic knowledge.
5. Gain exposure to various industries and analyze the different career paths available to them in their field of study.

Course Content

The Internship course is a 4-week program that offers students or recent graduates the opportunity to gain practical work experience in their field of study. The course is designed to provide students with hands-on experience working in a professional environment, allowing them to apply their knowledge and skills to real-world situations. Through this program, students will have the opportunity to work with experienced professionals and gain exposure to various industries, while also developing their communication, time management, and teamwork skills.

Transaction Mode

Peer Demonstration, Field Visit, Role Play

Evaluation Criteria

A. First Week Attendance and Report taken from industry where internee joins: 10 Marks
B. Second Week Attendance and Report taken from industry where internee joins: 10 Marks
C. Third Week Attendance and Report taken from industry where internee joins: 10 Marks
D. Fourth Week Attendance and Report taken from industry where internee joins: 10 Marks
E. Internship completion certificate duly stamped and signed from industry where internee joins: 10 Marks
F. Viva Voce (Department will held it with one external expert): 20 Marks
G. Submission of Training report: 10 Marks

Course Title: Accounting for Everyone
Course Code: OEC034

L	T	P	Credits
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Interpret basic financial statements.
2. Create budgets and manage personal finances.
3. Apply accounting principles to real-life scenarios.
4. Analyze business financial statements.
5. Evaluate taxation and compliance requirements.

Course Content

UNIT I **08 Hours**

Introduction to Accounting: Purpose and Importance in Everyday Life, Basics of Financial Statements (Income Statement, Balance Sheet, and Cash Flow Statement) with Practical Exposure, Accounting Principles (Revenue recognition, Matching principle, and Cash vs. Accrual accounting) with Practical Exposure.

UNIT II **07 Hours**

Managing Personal Finances: Personal Budget and Tracking Expenses. Credit and Debt: Types of Loans, Interest Rates, and Managing Debt. Savings Accounts, Retirement Funds, and Basic Investment Options. Tips for making informed financial decisions in everyday life.

UNIT III **08 Hours**

Business Finances: Basics of Business Accounting (Income, expenses, assets, liabilities, and equity). Reading financial statements: Interpreting key financial ratios and indicators and Forecasting.

UNIT IV **07 Hours**

Taxation and Compliance: Types of taxes (e.g., income tax, sales tax) and their impact on individuals and businesses. Tax Returns and Compliance Requirements (Tax Filing Procedure and Practical Exposure). Tax planning strategies: Minimizing tax liabilities and maximizing deductions.

Transaction Mode

Microteaching, Lecture-cum-demonstration, Classroom Simulations, Flipped Teaching, Blended Learning, Inquiry-Based, Interactive Self-Paced Learning, Case Study Analysis, Group Projects and Presentations.

Suggested Readings

- *Smith, J. A. Accounting for Everyone: An Introduction to Financial Statements. Publisher.*
- *Johnson, M. B. Managing Personal Finances: A Layman's Guide to Budgeting and Investing. Publisher.*
- *Brown, R. C. Business Finances Made Easy: Understanding Financial Statements and Ratios. Publisher.*
- *Williams, E. D. Taxation Demystified: A Beginner's Guide to Understanding Taxes. Publisher.*
- *Lee, S. W. Personal Finance 101: A Layman's Guide to Managing Money. Publisher*
- *Clark, T. R. Investing for Beginners: A Practical Guide to Building Wealth. Publisher.*

L	T	P	Cr.
2	0	0	2

Course Title: Event Management
Course Code: OEC035

L	T	P	Credits
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Identify various types of events and their unique characteristics.
2. Develop skills in event marketing, promotion, and brand management.
3. Gain insights into event sponsorship and its significance in funding and promoting events.
4. Explore best practices in event management and planning for different types of events.
5. Develop skills in event team leadership, time management, and client servicing.

Course Content

UNIT I **07 Hours**

Fundamentals of Event Management, Role of an event manager and the qualities of a good event manager. Introduction to events, various types of events. Event Planning and coordination, scheduling of event, Human resources in even management. Role of communication, Team work development, body language, Skills, interview techniques and grooming. Basic Principles of event management-functions, forms and strategic planning

UNIT II **08 Hours**

Event Marketing and event promotions. Event marketing strategies, Event proposal invitations. Brand management. Publicity, Client servicing. Event organizers. Tips to better Management and Organization. Event team leadership. Time management· Presentations and event communication, Hospitality and customers relations.

UNIT III **08 Hours**

Basic Principles of marketing –Marketing process 7 Ps, brand and image building and management. Event Sponsorship -Conceptualizing & Launching of Unique Events, Programme & Scheduling, Online promotion, Venue Sponsorship, Catering Sponsorship-Entertainment Sponsorship, Logistic Sponsorship

UNIT IV **07 Hours**

Best Practices in Event Management, Planning for Different types of events, Understanding & Planning Corporate events, Exhibition & Road Showing,

Sports Event Management, Event Tourism, Systems approach to Sponsorship, Sponsorship for Awards

Transaction Mode

Microteaching, Lecture-cum-demonstration, Classroom Simulations, Flipped Teaching, Blended Learning, Group Projects and Presentations

Suggested Readings

- Principles of event management by Bakash, Nagabhushana, Ramchandra (Himalaya publishing house)
- Business of event planning: Behind -the-scenes secrets of success special event by Judy Allen
- Sustainable event management: A practical Guide by Meegan Jones
- Event planning: the ultimate Guide to successful meetings, corporate events, fundraising, galas, conferences, conventions by Judy Allen
- Special events: A new generation and the next frontier by Joe Gold blatt
- Into the heart of meetings: basic principles of meeting design by Mikevan Der Vijver and Eric De Groot
- Planning and management of meetings, expositions, events and conventions by George G. Fenich

Course Title: Retail Banking
Course Code: OEC036

L	T	P	Credits
2	0	0	2

Total Hours: 30

Learning Outcomes

On the completion of the course, the students will be able to

1. Understand the evolution of retail banking and its role within the banking industry.
2. Analyze retail banking strategies, product development processes, and the distinction between liability and asset products.
3. Assess the effectiveness of various delivery channels in retail banking, such as branches, ATMs, internet banking, and mobile banking.
4. Identify regulatory compliance requirements and the role of technology in retail banking operations.

Course Content

UNIT I **08 Hours**

History and definition, role within the bank operations, Applicability of retailing concepts distinction between Retail and Corporate/ Wholesale Banking.

Retail Strategies; Retail Products Overview - Customer requirements, Products development process, Liabilities and Assets Products/ Description of Liability products, Description of Asset Products, Approval process for retail loans, Credit scoring

UNIT II **07 Hours**

Asset products (Home loans, Auto/ Vehicle Loans, Personal Loans, Educational Loans, Credit/ Debit Cards) eligibility, purpose, amount, process for application, prepayment issue and repayments.

Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans, with Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans Delivery Channels - Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking. Selling Process in retail products - Direct Selling Agents.

UNIT III **08 Hours**

Customer Relationship Management - Role and impact of customer relationship management, Stages in customer relationship management process. Regulations and compliance Technology for Retail Banking - Static information, Account opening, basic loan origination data, Loan process and the relevant accounting including EMI Computation.

UNIT IV **07 Hours**

Securitization, mortgage based securities. Trends in retailing - New products like Insurance, Demat services, online/ Phone Banking, Reverse Mortgage - Recovery of Retail Loans - Defaults, Rescheduling, recovery process, Recovery Agents - RBI guidelines.

Transaction Mode

Face-to-face classroom instruction, offline synchronous sessions, online asynchronous discussions, Individual research projects, Group discussions and presentations.

Suggested Readings

- *Henderson, J. (2018). Retail and digital banking: principles and practice (Vol. 5). Kogan Page Publishers.*
- *Omarini, A. (2016). Retail banking: Business transformation and competitive strategies for the future. Springer.*
- *IIBF (2023). Principles and Practices of Banking. Macmilian Education.*
- *Croxford, H., Abramson, F., & Jablonowski, A. (2005). The art of better retail banking: supportable predictions on the future of retail banking. John Wiley & Sons.*

SEMESTER-IV

Course Title: Dissertation
Course Code: MBA401

L	T	P	Credits
0	0	0	20

Learning Outcomes

After completion of this course, the learner will be able to:

1. Develop advanced research skills, including literature review, data collection, analysis, and interpretation, to investigate a specific research question or problem.
2. Apply critical thinking and analytical skills to evaluate existing literature, theories, and methodologies, and generate new insights or perspectives within the chosen research area.
3. Analyze effective communication skills by presenting research findings and arguments in a clear, coherent, and well-structured dissertation, adhering to academic writing conventions.
4. Analysis, manage, and execute an independent research project, demonstrating self-motivation, time management, and organizational skills throughout the dissertation process.

Course Content

The Dissertation course is designed to provide students with comprehensive guidance and support throughout the process of conducting independent research and writing a dissertation. Through this course, students will acquire advanced research skills, develop critical analysis abilities, and effectively communicate their research findings. The course will emphasize the importance of independent project management and provide extensive guidance on research methodologies, data analysis techniques, and academic writing conventions.

Transaction Mode

Field work, Mentoring, Discussion

L	T	P	Cr.
1	0	0	01

Course Title: Logical Reasoning
Course Code: MBA402

L	T	P	Credits
1	0	0	1

Total Hours: 15

Learning Outcomes

On the completion of the course, the students will be able to
1. Comprehend principles of logical reasoning.
2. Apply critical thinking skills to analyze arguments.
3. Analyse the validity of arguments and identify fallacies.
4. Evaluate the effectiveness of different means of knowledge.
5. Develop the ability to construct well-structured arguments.

Course Content

UNIT I **04 Hours**

Understanding the structure of arguments: argument forms, the structure of categorical propositions, Mood and Figure, Formal and Informal fallacies, Uses of language, Connotations, and denotations of terms.

UNIT II **03 Hours**

Classical square of opposition, Evaluating and distinguishing deductive and inductive reasoning, Syllogism, Analogies.

UNIT III **04 Hours**

Venn diagram: Simple and multiple uses for establishing the validity of arguments.
Indian Logic: Means of knowledge. Schools of Indian Logic (Ancient, Medieval and Modern).

UNIT IV **04 Hours**

Pramanas: Pratyaksha (Perception), Anumana (Inference), Upamana (Comparison), Shabda (Verbal testimony), Arthapatti (Implication) and Anupalabddhi (Non-apprehension). Structure and kinds of Anumana (inference), Vyapti (invariable relation), Hetvabhasas (fallacies of inference).

Transaction Mode

Microteaching, Lecture-cum-demonstration, Classroom Simulations, Flipped Teaching, Blended Learning, Inquiry-Based, Interactive Self-Paced Learning.

Suggested Readings

- Aristotle. Prior Analytics.
- Toulmin, S. E. The Uses of Argument.

- Copi, I. M., & Cohen, C. Introduction to Logic.
- Hurley, P. J. A Concise Introduction to Logic.
- *Walton, D. N., & Krabbe, E. C. W. Commitment in Dialogue: Basic Concepts of Interpersonal Reasoning.*
- Johnson, A. Logic: An Introduction.
- *Smith, B. Critical Thinking: Tools for Taking Charge of Your Professional and Personal Life.*
- Brown, C. Introduction to Formal Logic.

Course Title: Behavioral Finance
Course Code: MBA403

L	T	P	Credits
3	0	0	3

Total Hours: 45

Learning Outcome

On the completion of this course, students will be able

1. To compare and contrast various theories in behavioural finance.
2. To develop insights on factors affecting the decision-making of individual investors.
3. To analyse problems related to social forces and market outcomes.
4. To examine the problems and prospects of corporate finance and money management.

Course Content

UNIT I **12 Hours**

Introduction of behavioural finance: Conventional Finance, Prospect Theory and Market Efficiency: Traditional versus behavioural finance, neoclassical economics, expected utility theory, risk attitude, Allais paradox, asset pricing, the pricing of risk, market efficiency, agency theory, prospect theory and extensions, framing, and mental accounting, challenges to market efficiency, some key anomalies, noise trading and limits to arbitrage. Identification of challenges to market efficiencies

UNIT II **11 Hours**

Behavioral Science Foundations and Investor Behaviour: Heuristics and biases, overconfidence, emotional foundations, implications of heuristics and biases for financial decision-making, implications of overconfidence for financial decision-making, individual investors and the forces of emotions.
Evaluation of Heuristics behaviour in investment

UNIT III **11 Hours**

Social Forces and Market Outcomes: Social interactions and investments, empirical evidences of social forces at work, behavioral explanations to market anomalies, behavioural factors and stock market puzzles- the equity premium puzzle, real-world bubbles, experimental bubbles market, behavioral finance and market valuations, excessive volatility.
Identification of market anomalies (Monday Effect)

UNIT IV **11 Hours**

Behavioral Corporate Finance and Money Management: Managerial decision-making, financial decisions, capital budgeting and other investment decisions, dividend policy decisions, loyalty, agency conflicts and corporate governance, initial public offers, mergers and acquisitions, neuro-finance and the traders' brain.

Drafting a report on agency problem and corporate governance

Transaction Mode

Lecture, Project Method, Seminar, Case study, Role play, Cooperative learning, Group discussion, Active participation, Quiz, Open talk, Question, Team Teaching

Suggested Readings

- *Titman S., Keown A.J. & Martin J.D.(2019). Financial Management: Principles and Applications (13th ed.). Pearson Education.*
- *Berk J., Harford J. & Marzo P.D. (2019). Fundamentals of Corporate Finance (3rd ed.). Pearson Education.*
- *Ackert, L. and Deaves, R. (2016). Behavioral Finance: Psychology, Decision-Making, and Markets. South-Western Cengage Learning.*
- *Forbes, W. (2016). Behavioral Finance. John Wiley & Sons Ltd.*
- *Montier, J. (2016). Behavioral Finance: Insights into Irrational Minds and Markets.John Wiley & Sons Ltd.*
- *Pompian, M.M. (2015). Behavioral Finance and Wealth Management: How to Build Optimal Portfolios That Account for Investor Biases. John Wiley & Sons Ltd.*
- *Baker, H.K. and Nofsinger, J.R. (2015). Behavioral Finance: Investors, Corporations, and Markets. John Wiley & Sons Ltd.*
- *Thaler, R.H. (2014). Advances in* Behavioural Finance. Russell *Sage Foundation.*
- *Shleifer, A. (2014). Inefficient Markets: An Introduction to Behavioural Finance. Oxford University Press.*

Webliography

- *https://nptel.ac.in/courses/110/105/110105144/*
- *https://www.digimat.in/nptel/courses/video/110105144/L01.html*