GURU KASHI UNIVERSITY

Masters of Business Administration (M.B.A)

Session: 2025-26

Faculty of Management & Commerce

Post Graduate Attributes of the Programme: -

Type of learning outcomes	The Learning Outcomes Descriptors
Post Graduates should be able to demonstrate the acquisition of:	
Learning outcomes that are specific to disciplinary/interdisciplinary areas of learning	Comprehensive Understanding of Business and Management
	Strategic and Analytical Thinking
	Leadership and Decision-Making Skills
	Career Readiness and Employability
	Lifelong Learning and Adaptability
Generic learning outcomes	Entrepreneurial and Innovation Skill
	Digital Transformation and Technological Proficiency
	Global Business Acumen and Cross-Cultural Competence

Element of the Descriptor	Programme learning outcomes relating to Post-Graduation Degree in Management
The post graduates should be able to demonstrate the acquisition of:	
Knowledge and understanding	Students will develop expertise in key business disciplines, including finance, marketing, operations, human resources, and strategic management.
	Students will be able to analyze global business trends, economic policies, and market conditions to develop effective business strategies.
	Students will gain a deep understanding of corporate governance, ethical decision-making and regulatory frameworks impacting business operations.
	Students will be able to interpret financial statements, assess business performance, and apply financial modeling techniques for decision-making.
Skills required to perform and accomplish tasks	Ability to formulate business strategies, conduct market research, and analyze competitive landscapes for business growth.
	Proficiency in financial planning, risk management, and budgeting to enhance business sustainability and profitability.
	Strong problem-solving and analytical skills to evaluate business challenges and develop data-driven solutions.
Application of knowledge and skills	Ability to create and implement business models for startups, scale operations, and drive innovation.
	Applying leadership and team management skills to lead diverse teams and drive organizational success.
Generic learning outcomes	Graduates will demonstrate adaptability and a growth mindset, continuously upgrading their skills to stay relevant in a dynamic business environment.
Constitutional, humanistic, ethical, and moral values	Ability to make ethical and responsible business decisions that contribute to sustainable development and societal well-being.
	Developing strong interpersonal and communication skills to foster collaboration and manage conflicts effectively.
Employability and	Students will understand the impact of digital transformation and emerging technologies in business operations and decision-making.

job-ready skills, and entrepreneurship skills and capabilities/qualities and mindset	They will be capable of innovative thinking and problem-solving to drive organizational growth and competitive advantage.
	They will demonstrate effective negotiation, persuasion, and stakeholder management skills in diverse business environments.
	Ability to present complex business information, reports, and proposals clearly and persuasively to various stakeholders.
Credit requirements	Completion of 46 credits for 1-Year PG diploma in Business Administration
Entry requirements	Successfully completion of a Graduation/ Graduation with Honors or equivalent degree

Program Structure

Semester-I									
Course Code	**Course Title**	**Type of Course**	**L**	**T**	**P**	**Total Credits**	**Int.**	**Ext.**	**Total Marks**
MBA1400	Managerial Economics	Core	4	0	0	4	30	70	100
MBA1401	Organizational Behavior	Core	4	0	0	4	30	70	100
MBA1402	Principles and Practices of Management	Core	4	0	0	4	30	70	100
MBA1403	Business Statistics	Core	3	1	0	4	30	70	100
MBA1404	Management Information System (Lab)	PC	0	0	8	4	30	70	100
IKS0016	Indian Knowledge System	IKS	4	0	0	4	30	70	100
Total			**19**	**01**	**08**	**24**	**180**	**420**	**600**

Semester-II									
Course Code	**Course Title**	**Type of Course**	**L**	**T**	**P**	**Total Credits**	**Int.**	**Ext.**	**Total Marks**
MBA2450	Strategic Management	Core	4	0	0	4	30	70	100
MBA2451	Project Management	Core	4	0	0	4	30	70	100
MBA2452	Operation Research	Core	4	0	0	4	30	70	100
MBA2453	Corporate Responsibility and Business Ethics	Core	4	0	0	4	30	70	100
MBA2454	Information Technology (Lab)	PC	0	0	8	4	30	70	100
MBA2455	Workplace Integrity and Professionalism	EEC	2	0	0	2	30	70	100
Total			**18**	**0**	**8**	**22**	**180**	**420**	**600**

Programme learning outcomes: A Post-Graduate Diploma is awarded to students who have demonstrated the achievement of the outcomes located at level 1:

Element of the Descriptor	Programme learning outcomes relating to Post-Graduate Diploma
Students should be able to demonstrate the acquisition of:	
Knowledge and understanding	Students will acquire a strong foundation in core management disciplines, including finance, marketing, operations, human resources, and strategic management.
	Students will be equipped to analyze market trends, economic policies, and competitive strategies to make informed business decisions.
	Students will gain expertise in international business, handling cross-border transactions, and complying with global trade regulations.
	Proficiency in research methodologies, including case studies, data analytics, and surveys, to solve business challenges.
Skills required to perform and accomplish tasks	Ability to assess financial risks, design business models, and develop sustainable growth strategies.
	Competence in preparing financial reports, market analyses, and strategic business plans.
	Strong problem-solving and analytical skills to evaluate complex business scenarios and recommend effective solutions.
Application of knowledge and skills	Developing and implementing business strategies, including launching new ventures and securing investment.
	Applying leadership and management skills to enhance team performance and drive organizational success.
Generic learning outcomes	Demonstrating a commitment to continuous learning and professional development by keeping up with industry advancements.
	Making ethical business decisions that reflect

	integrity, corporate responsibility, and sustainability.
Constitutional, humanistic, ethical, and moral values	Collaborating effectively with teams, managing conflicts, and fostering a positive workplace culture.
Employability and job-ready skills, and entrepreneurship skills and capabilities/qualities and mindset	Understanding the role of digital transformation and technology in modern business practices.
	Applying innovative and entrepreneurial thinking to develop new products, services, or business models.
	Utilizing negotiation and persuasion techniques in various business interactions, including client negotiations, vendor management, and leadership discussions.
	Demonstrating strong communication skills to present ideas, reports, and strategies to diverse stakeholders.
Credit requirements	The Master Degree in Business Administration will require the completion of 90 credits.
Entry requirements	Successfully completion of a Graduation/ Graduation with Honors or equivalent degree and completion of First Year (2 Semesters) in the concerned subject at Masters level or successfully completion of 1-year PG Diploma in Business Administration.

		Semester-III							
Course Code	Course Title	Type of Course	L	T	P	Total Credits	Int.	Ext.	Total Marks
MBA3500	Marketing Management	Core	4	0	0	4	30	70	100
MBA3501	Financial Management	Core	4	0	0	4	30	70	100
MBA3502	Internship	Skill Based	0	0	0	4	30	70	100
MBA3503	Innovation &Creativity in Entrepreneurship	EEC	2	0	0	2	30	70	100
Any one Specialization of the following: **(Selected Specialization will remain same in the 2nd Semester)**									
Specialization- I (Marketing) **(Any one Elective course out of two Discipline Elective Categories from the following)**									
MBA3504	Consumer Behavior	DSE-I	4	0	0	4	30	70	100
MBA3505	Sales & Distribution Management								
MBA3506	Marketing Research	DSE-II	4	0	0	4	30	70	100
MBA3507	International Marketing								
Specialization-II (Human Resource Management **(Any one Elective course out of two Discipline Elective Categories from the following)**									
MBA3508	Social Security & Labour Welfare	DSE-I	4	0	0	4	30	70	100
MBA3509	Compensation								

	Management								
MBA3510	Training & Development	DSE-II	4	0	0	4	30	70	100
MBA3511	Organization Change & Development								

Specialization-III (Finance)

(Any one Elective course out of two Discipline Elective Categories from the following)

MBA3512	Security Analysis & Portfolio Management	DSE-I	4	0	0	4	30	70	100
MBA3513	Financial Services								
MBA3514	Corporate Finance	DSE-II	4	0	0	4	30	70	100
MBA3515	Management Control System								

Specialization-IV (International Business)

(Any one Elective course out of two Discipline Elective Categories from the following)

MBA3516	Export-Import Documentation	DSE-I	4	0	0	4	30	70	100
MBA3517	International Trade								
MBA3518	International Business & Regional Blocks	DSE-II	4	0	0	4	30	70	100
MBA3519	Cross Cultural Management								

Specialization-V (Information Technology)

(Any one Elective course out of two Discipline Elective Categories from the following)

MBA3520	E-Commerce and IT	DSE-I	4	0	0	4	30	70	100

	enabled services							
MBA3521	Data Warehousing and Data Mining	DSE-II	4	0	0	4	30	70	100
MBA3522	Data Base Management System	DSE-II	4	0	0	4	30	70	100
MBA3523	Operating System							
Specialization-VI (Hospital Administration)								
(Any one Elective course out of two Discipline Elective Categories from the following)								
MBA3524	Risk and Disaster Management	DSE-I	4	0	0	4	30	70	100
MBA3525	Hospital Waste Management							
MBA3526	Health System Management	DSE-II	4	0	0	4	30	70	100
MBA3527	Hospital Services Marketing							
Specialization-VII (Artificial Intelligence)								
(Any one Elective course out of two Discipline Elective Categories from the following)								
MBA3528	AI Ethics and Governance	DSE-I	4	0	0	4	30	70	100
MBA3529	Machine Learning and Deep Learning							
MBA3530	Foundation of Artificial Intelligence	DSE-II	4	0	0	4	30	70	100
MBA3531	Data Analytics and Web							

	Based Technologies								
Specialization-VIII (Digital Marketing)									
(Any one Elective course out of two Discipline Elective Categories from the following)									
MBA3532	Web Design and Analytics	DSE-I	4	0	0	4	30	70	100
MBA3533	Digital Marketing Strategy								
MBA3534	Consumer Behaviour in Digital Era	DSE-II	4	0	0	4	30	70	100
MBA3535	Search Engine Optimization								
Specialization-IX (Business Analytics)									
(Any one Elective course out of two Discipline Elective Categories from the following)									
MBA3536	Data Exploration and Preparation	DSE-I	4	0	0	4	30	70	100
MBA3537	Marketing and Finance Analytics								
MBA3538	Data Visualization and Story Telling	DSE-II	4	0	0	4	30	70	100
MBA3539	Introduction to Power BI								
Specialization-X (Shipping and Logistics Management)									
(Any one Elective course out of two Discipline Elective Categories from the following)									
MBA3540	Supply Chain Management	DSE-I	4	0	0	4	30	70	100
MBA3541	Port and Terminal								

	Management							
MBA3542	Port Operations and Pricing	DSE-II	4	0	0	4	30	70	100
MBA3543	Sustainable Logistics and Green Shipping							

Specialization-XI (Supply Chain Management)	
(Any one Elective course out of two Discipline Elective Categories from the following)	

MBA3540	Supply Chain Management	DSE-I	4	0	0	4	30	70	100
MBA3544	Materials and Store Management							
MBA3545	Information System in Supply Chain Management	DSE-II	4	0	0	4	30	70	100
MBA3546	Procurement and Quality Management							

Specialization-XII (Agriculture Business Management)	
(Any one Elective course out of two Discipline Elective Categories from the following)	

MBA3540	Supply Chain Management	DSE-I	4	0	0	4	30	70	100
MBA3547	Seed Production & Certification							
MBA3548	Agro Input Industry	DSE-II	4	0	0	4	30	70	100
MBA3549	Food and Agricultural Marketing							

Specialization-XIII (Hotel Management)	
(Any one Elective course out of two Discipline Elective Categories from	

**the following)**
MBA3550	Customer Relationship Management (CRM) in Hospitality	DSE-I	4	0	0	4	30	70	100
MBA3551	Event Management								
MBA3552	Hospitality Marketing	DSE-II	4	0	0	4	30	70	100
MBA3553	Entrepreneurship Development in Hospitality								
colspan="3"	**Total**	**18**	**0**	**0**	**22**	**180**	**420**	**600**

		Semester: IV							
MBA4550	Research Methodology	Core	4	0	0	4	30	70	100
MBA4551	Research Project	PC	0	0	0	12	30	70	100
MBA4552	Soft Skills Training and Development	EEC	2	0	0	2	30	70	100
Specialization- I (Marketing) **(Select any one of following Elective Course)**									
MBA4553	Product and Brand Management	DSE-III	4	0	0	4	30	70	100
MBA4554	Social Media Marketing								
Specialization-II (Human Resource Management) **(Select any one of following Elective Course)**									
MBA4555	Performance Management	DSE-III	4	0	0	4	30	70	100
MBA4556	Industrial Relations and Labour welfare								
Specialization-III (Finance) **(Select any one of following Elective Course)**									
MBA4557	Capital Markets & Regulatory Systems	DSE-III	4	0	0	4	30	70	100
MBA4558	Advanced Financial Management								
Specialization-IV (International Business) **(Select any one of following Elective Course)**									
MBA4559	International Business Environment	DSE-III	4	0	0	4	30	70	100
MBA4560	International Finance								
Specialization-V (Information Technology) **(Select any one of following Elective Course)**									

MBA4561	Cloud Security	DSE-III	4	0	0	4	30	70	100
MBA4562	Fin-Tech & Financial Technology Applications								
Specialization-VI (Hospital Administration) **(Select any one of following Elective Course)**									
MBA4563	Purchase Management & Inventory Control for Hospitals	DSE-III	4	0	0	4	30	70	100
MBA4564	Hospital Facilities Management								
Specialization-VII (Artificial Intelligence) **(Select any one of following Elective Course)**									
MBA4565	Digital Business and E-Commerce	DSE-III	4	0	0	4	30	70	100
MBA4566	Fundamentals of Cloud Computing								
Specialization-VIII (Digital Marketing) **(Select any one of following Elective Course)**									
MBA4554	Social Media Marketing	DSE-III	4	0	0	4	30	70	100
MBA4567	Digital Entrepreneurship								
Specialization-IX (Business Analytics) **(Select any oneof following Elective Course)**									
MBA4568	Data Mining	DSE-III	4	0	0	4	30	70	100
MBA4569	Operations and Supply Chain Analytics								
Specialization-X (Shipping and Logistics Management) **(Select any one of following Elective Course)**									
MBA4570	Warehousing and Inventory Management	DSE-III	4	0	0	4	30	70	100
MBA4571	Legal Principles in Shipping Business								

Specialization-XI (Supply Chain Management) **(Select any one of following Elective Course)**									
MBA4572	Project Management in Supply Chain Operations	DSE-III	4	0	0	4	30	70	100
MBA4573	Customer Relationship Management								
Specialization-XII (Agriculture Business Management) **(Select any one of following Elective Course)**									
MBA4574	Advanced Food Processing	DSE-III	4	0	0	4	30	70	100
MBA4575	Rural Development and Agri-Entrepreneurship								
Specialization-XIII (Hotel Management) **(Select any one of following Elective Course)**									
MBA4576	Strategic Management in Hospitality Industry	DSE-III	4	0	0	4	30	70	100
MBA4577	Sustainable Tourism and Hospitality								
Total			**10**	**0**	**0**	**22**	**120**	**280**	**400**
Grand Total			**65**	**1**	**16**	**90**			

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Semester-I

Course Title: Managerial Economics	L	T	P	Cr.
Course Code: MBA1400	4	0	0	04

Total Hours: 60

Course 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, NewDelhi*
- *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: Organizational Behaviour	L	T	P	Cr.
Course Code: MBA1401	4	0	0	04

Total Hours: 60

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

1. Understand the key concepts, theories, and models of organizational behavior and their application in the workplace.
2. Analyze the impact of individual and group behavior on organizational performance and effectiveness.
3. Demonstrate the ability to apply motivation, leadership, and communication theories to manage workplace dynamics.
4. Evaluate the influence of organizational culture, structure, and change on employee behavior and performance.
5. Develop strategies to enhance team collaboration, conflict resolution, and organizational productivity.

Course Content

UNIT I   **15 Hours**

Organisational Behaviour: Concepts and Determinants; Relationship between Management and OB; Emergence of OB; Hawthorne Study; Contributing disciplines of OB; OB models. Foundations of Individual Behaviour; Personality- Type A/B, Big five personality types, factors influencing personality; Attitude- concept, components, job related attitudes; Learning- concept, theories and reinforcement; Perception and emotions- concept, perceptual process, factors influencing perception, perceptual errors and distortions; Beliefs and values- concept and types: terminal values and instrumental values.

UNIT II   **15 Hours**

Communication-Understanding Communication; Persuasive communication; Communication styles; Transactional Analysis (TA), Johari Window, Motivation- Why people work; Intrinsic vs. extrinsic motivation; Need theories (Maslow's need hierarchy, ERG Theory, McClelland's Theory); Theory X and Theory Y, Two Factors Theory; Contemporary theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory, Vroom's theory, Porter-Lawler ability model, Adam's equity theory, Expectancy theory; Theory of Intrinsic Motivation at Work by Kenneth W._Thomas).

UNIT III   **17 Hours**

Formation of Groups; Group Behaviour- concepts, types- group norms, group roles, and group cohesiveness; Groups Vs Teams; Group decision making- process and types; Organisational conflict- nature, sources, and resolution strategies Leadership- Concept and theories;. Styles of leadership; Leadership continuum; Trait Behavioral and Situatiorial approach, Leadership Grid, developments in contemporary leadership- servant leadership, Transformational Organizational culture- concept and determinants;

UNIT IV   **13 Hours**

Organisational change- importance, basics of change management process; Stress- individual and organisational factors, prevention and management of stress

Transaction Mode

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

Suggested Readings:

- *Hersey, P. K., Blanchard, D., & Johnson, D. (2013). Management of Organizational Behavior: Leading Human Resources (1O'h ed.). Upper Saddle River, NLPearson.*
- *Luthans, F. (2017). Organizational Behavior: An Evidence- Based Approach (121h ed.). New York, NY: McGraw-Hill Education.*
- *Pareek, U. (2014). Understanding Organizational Behaviour. New Delhi, India: Oxford University Press.*
- *Robbins, S. P., & Judge, T. A. (2019). Essentials of Organizational Behavior (15th ed.). Boston, MA: Pearson.*
- *Singh, A. K., & Singh, B. P. (2007). Organizational Behavior / 1sr ed.). New Delhi, India: Excel Books Pvt. Ltd.*
- *Watts, H. K., & Arya, P. (2025). Organizational Behaviour. Kalyani Publishers.*
- *Singh, K. (2015). Organizational Behavior: Texts & Cases (3rd ed.). New Delhi, India: Pearson.*

Course Title: Principles and Practices of Management	L	T	P	Cr.
Course Code: MBA1402	4	0	0	04

Total Hours: 60

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

1. Understand the fundamental principles and functions of management.
2. Analyze different management approaches and their applications in business settings.
3. Develop decision-making, leadership, and strategic planning skills.
4. Evaluate organizational structures, culture, and change management processes.
5. Apply management principles to solve real-world business challenges effectively.

Course Content

UNIT I   15 Hours
Concept, Nature, Scope, and Importance of Management; Evolution of Management Thought: Classical, Neo-Classical, and Modern Theories; Functions of Management: Planning, Organizing, Leading, and Controlling; Levels of Management and Managerial Roles; Managerial Skills and Competencies in a Changing Business Environment

UNIT II   15 Hours
Concept and Importance of Planning; Types of Plans: Strategic, Tactical, Operational, and Contingency Planning; Decision-Making Process: Models and Techniques; Organizational Structure: Line, Functional, Matrix, and Network Structures; Authority, Responsibility, Delegation, and Decentralization; Coordination and Span of Control

UNIT III   15 Hours
Leadership Theories and Styles: Trait, Behavioral, and Contingency Approaches; Motivation Theories: Maslow's Hierarchy, Herzberg's Two-Factor Theory, McGregor's Theory X and Theory Y; Communication in Management: Process, Types, and Barriers; Team Management and Conflict Resolution; Emotional Intelligence and Its Role in Management

UNIT IV   **15 Hours**

Control Process: Meaning, Types, and Techniques; Budgetary and Non-Budgetary Control Methods; Balanced Scorecard and Key Performance Indicators (KPIs); Change Management: Need, Resistance, and Strategies for Effective Implementation; Corporate Social Responsibility (CSR) and Business Ethics; Recent Trends: Digital Transformation, Artificial Intelligence in Management, Agile Management

Transactional Modes

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

References

- Koontz, H., & Weihrich, H. (2015). *Essentials of Management: An International Perspective*. McGraw-Hill.
- Robbins, S. P., & Coulter, M. (2020). *Management*. Pearson.
- Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2013). *Management*. Pearson.
- Drucker, P. F. (2008). *The Practice of Management*. HarperBusiness.
- Mintzberg, H. (2009). *Managing*. Berrett-Koehler Publishers.
- Ghuman, K., & Aswathappa, K. (2010). *Management: Concept, Practice & Cases*. McGraw-Hill.
- Watts, H. K., & Arya, P. (2024). *Fundamentals of Management*. Kalyani Publishers.

Course Title: Business Statistics	L	T	P	Cr.
Course Code: MBA1403	3	1	0	04

Total Hours: 60

Course 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 II   **14 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   **16 Hours**

Probability Concepts Addition and Multiplication Theorems Conditional Probability and Bayes' Theorem Probability Distributions: Binomial, Poisson, and Normal Distribution Concept and uses of Index Numbers Methods of constructing Index Numbers (Laspeyres, Paasche's, Fisher's Index) Time Series Analysis: Components and Methods of Measurement Moving Averages and Least Squares Method

UNIT IV   **14 Hours**

Sampling Techniques: Random, Stratified, Systematic, and Cluster Sampling Concept of Hypothesis and Types of Errors   t-test, z-test, chi-square test, and ANOVA (Analysis of Variance) Application of Hypothesis Testing in Business Decisions

Transaction Mode

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

Suggested Readings

- *Siegel,AndrewF. (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: Management Information System (Lab)	L	T	P	Cr.
Course Code: MBA1404	0	0	08	04

Total Hours: 60

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

1. Understand business processes and how MIS supports them.
2. Analyze ERP implementation challenges and best practices.
3. Analyze the role of MIS in supply chain management (SCM) and customer relationship management (CRM).
4. Apply data visualization techniques for better business insights.

Course Content

UNIT I 15 Hours

Introduction: Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information System for Strategic Advantages

UNIT II 15 Hours

Business Applications of Information Systems: e-Business Systems, Functional Business Systems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, E-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System.

UNIT III 15 Hours

Management of Information Systems: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.

UNIT IV 15 Hours

Management of Information Systems: System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modeling and Designing System, Alternative

Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System.

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

Suggested Readings:
- *James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl,McGraw Hill, 11e, 2019.*
- *Jaytilak Biswas, Management Information System, Sage Publications,1e,2020.*
- *Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e,2017.*
- *Sahil Raj, Management Information Systems, Pearson, 2e, 2018.*
- *D PGoyal, Management Information Systems–Managerial Perspective, MacMillan, 3e , 2010.*
- *Jawadekar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.*

Course Title: Indian Knowledge System	L	T	P	Cr.
Course Code: IKS0016	4	0	04	04

Total Hours: 60

Course Objectives:
This course focuses on introduction to science and technology of Indian Knowledge System and Indian perspective of modern scientific view.

Course Learning Outcome:
1. It aimed to instill in students a sense of rootedness and pride in India, along with an appreciation for its rich, diverse, ancient, and modern culture, knowledge systems, and traditions.
2. This course helps students understand the rich scientific and technological heritage of the country.
3. This course emphasizes and promotes the Indian concept of multidisciplinary learning systems, integrating them with modern science.
4. The course will underscore the importance of intellectual property rights in safeguarding Indian knowledge.

Course Content

UNIT-I   **14 Hours**
Ancient philosophy of Knowledge: Vedas, Vedangas, sutras – Gurukul parampara

UNIT-II   **16 Hours**
Astronomy in India: The Beginnings of Indian Astronomy - The Early Historical Period-The Siddhāntic Era - The Kerala School - Aryabhatta - Varahamihira- Bhaskara I – Brahamagupta- Bhaskara II – Brief notes on Astronomical instruments.

UNIT-III   **15 Hours**
Chemistry in India: Early Chemical Techniques, Atomism in Vaiśeṣika - Rishi Kanad- Nagarjuna- Al-Bīrūnī', Vāgbhaṭa- Sushruta- Carak Metallurgy in India - Definition, Metallurgy in Harappan Civilization, Metallurgy of Gold- Copper-Zinc- Bronze - Iron and steel.

UNIT-IV   **15 Hours**
Developments in Mathematics: Number systems- Geometry- works of Pingala- Baudhayana- Jaina Mahavira-Sridharacharya – Madhava Siddanthas and Calender systems.

Transactional Mode

Seminars, Group discussion, Team teaching, Focused group discussion, Assignments, Project-based learning, Simulations, reflection and Self-assessment

Suggested Readings

- *A Concise History of Science in India – Bose, Sen & Subbarayappa-INSA Publications*
- *Encyclopedia of Classical Indian Sciences- Roddam Narasimha, Universities Press*
- *NCERT Modules of KPTI*

Semester-II

Course Title: Strategic Management	L	T	P	Cr.
Course Code: MBA2450	4	0	0	04

Total Hours: 60

Course 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 skillsby 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.

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: Project Management	L	T	P	Cr.
Course Code: MBA2451	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completing this course, the learner will be able to:

1. Understand the fundamental principles and concepts of project management.
2. Demonstrate the ability to plan, execute, and monitor projects using project management tools and techniques.
3. Analyze risk factors, resource allocation, and cost estimation for successful project completion.
4. Evaluate the role of leadership and teamwork in project execution and closure.
5. Apply project management methodologies to achieve organizational objectives effectively.

Course Content

UNIT I: **13 Hours**

Concept and Importance of Project Management; Project Life Cycle and Phases; Project Selection Criteria and Process; Project Charter, Scope, and Objectives; Feasibility Study: Technical, Economic, Legal, and Operational Feasibility; Project Stakeholders and Organizational Structures

UNIT II   **13 Hours**

Project Planning Process and Steps; Work Breakdown Structure (WBS) and Its Importance; Project Scheduling Techniques: Gantt Charts, Critical Path Method (CPM), and Program Evaluation and Review Technique (PERT); Resource Planning and Allocation; Project Cost Estimation and Budgeting; Time Management in Project Execution

UNIT III   **13 Hours**

Project Execution process and Key Activities; Project Quality Management: Tools and Techniques; Risk Management in Projects: Identification, Assessment, and Mitigation; Project Monitoring and Control Techniques; Project Performance Measurement: Earned Value Analysis (EVA);Project Communication and Documentation

UNIT IV   **13 Hours**
Project Closure Process: Types of Closure (Normal, Premature, Perpetual, Failed, and Changed Priority); Project Handover and Acceptance; Post-Project Evaluation: Lessons Learned and Documentation; Project Audit and Performance Review; Sustainable Project Management and Ethical Considerations; Role of Leadership in Project Success.

Transaction Mode:
Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question.

Suggested Readings
- *Chandra, P. (2019).* Projects: Planning, Analysis, Selection, Financing, Implementation, and Review *(9th ed.). New Delhi: McGraw Hill Education.*
- *Gray, C. F., & Larson, E. W. (2021).* Project Management: The Managerial Process *(8th ed.). New York: McGraw Hill.*
- *Meredith, J. R., & Mantel, S. J. (2020).* Project Management: A Managerial Approach *(10th ed.). Hoboken, NJ: Wiley.*
- *Pinto, J. K. (2020).* Project Management: Achieving Competitive Advantage *(5th ed.). New York: Pearson.*
- *Project Management Institute. (2021).* A Guide to the Project Management Body of Knowledge (PMBOK Guide) *(7th ed.). Newtown Square, PA: Project Management Institute (PMI).*
- *Agarwal, N. P. (2022).* Project Planning and Control *(3rd ed.). New Delhi: Raj Publications.*

Course Title: Operations Research	L	T	P	Cr.
Course Code: MBA2452	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completing this course, the learner will be able to:

1. Understand the fundamental concepts, importance, and applications of Operations Research in business decision-making.
2. Formulate and solve linear programming problems (LPP) for resource optimization.
3. Apply transportation, assignment, and network analysis techniques in business operations.
4. Analyze inventory, queuing, and replacement problems in organizational contexts.
5. Utilize decision-making models, game theory, and simulation techniques for effective business solutions.

Course Content:

UNIT-I 15 Hours

Operations Research: Meaning, Definition, Scope, and Importance in Business Decision-Making; Characteristics and Phases of Operations Research; Linear Programming Problem (LPP): Meaning, Assumptions, and Applications; Formulation of Linear Programming Problems; Solution of LPP Using: Graphical Method; Simplex Method (Maximization and Minimization Problems); Duality in LPP: Concept, Primal and Dual Relationship, Economic Interpretation of Duality

UNIT-II 15 Hours

Transportation Problem (TP): Meaning and Application of Transportation Problem; Methods of Finding Initial Basic Feasible Solution (IBFS): North-West Corner Rule; Least Cost Method; Vogel's Approximation Method (VAM); Optimality Test: MODI Method; Balanced and Unbalanced Transportation Problems; Maximization in Transportation Problem. Assignment Problem (AP): Meaning, Importance, and Applications; Hungarian Method for Solving Assignment Problem; Balanced and Unbalanced Assignment Problem; Maximization and Minimization in Assignment Problem; Travelling Salesman Problem

UNIT-III   15 Hours

Network Analysis (CPM and PERT): Concept and Applications of Network Models in Project Management; Critical Path Method (CPM): Network Construction, Time Estimation, Critical Path Calculation; Program Evaluation and Review Technique (PERT): Time Estimates, Probability of Completion, Variance and Standard Deviation; Crashing of Project and Time-Cost Trade-off Analysis.

UNIT-IV   15 Hours

Replacement Models: Replacement of Equipment that Deteriorates Gradually (Machine Replacement Problem); Replacement of Items that Fail Suddenly (Bulbs, Batteries, etc.).Game Theory: Meaning, Assumptions, and Applications of Game Theory; Two-Person Zero-Sum Game; Pure Strategy and Mixed Strategy Games; Dominance Rule and Saddle Point

Transaction Mode:
Group discussion, Active participation, Brain storming, Demonstration, Project based learning, Team Teaching, Mentee Meter, Quiz, Open talk, Question.

Suggested Readings

- *Taha, H. A. (2017).* Operations Research: An Introduction *(10th ed.). Pearson Education.*
- *Sharma, J. K. (2020).* Operations Research: Theory and Applications *(6th ed.). New Delhi: Macmillan India.*
- *Hillier, F. S., & Lieberman, G. J. (2020).* Introduction to Operations Research *(11th ed.). New York: McGraw Hill Education.*
- *Panneerselvam, R. (2018).* Operations Research *(3rd ed.). New Delhi: Prentice Hall of India.*
- *Winston, W. L. (2021).* Operations Research: Applications and Algorithms *(4th ed.). Cengage Learning.*
- *Kapoor, V. K. (2019).* Operations Research: Techniques for Management *(4th ed.). New Delhi: Sultan Chand & Sons.*
- *Gupta, P. K., & Hira, D. S. (2022).* Operations Research *(5th ed.). New Delhi: S. Chand & Compan*

Course Title: Corporate Responsibility and Business Ethics	L	T	P	Cr.
Course Code: MBA2453	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completing this course, the learner will be able to:

1. Understand the concept and significance of corporate social responsibility (CSR) and business ethics in organizational functioning.
2. Analyze the role of businesses in promoting sustainability, ethical practices, and social welfare.
3. Evaluate ethical dilemmas and decision-making processes in corporate environments.
4. Demonstrate knowledge of corporate governance, transparency, and accountability principles.
5. Apply ethical and CSR practices in business operations for long-term organizational success.

Course Content

UNIT-I   **15 Hours**

Corporate Social Responsibility (CSR): Meaning, Definition, Scope, and Importance; Evolution of CSR in Business Practices; CSR Models (Carroll's Pyramid, Triple Bottom Line Approach);Role of Business in Society and Sustainable Development's Legislation in India: Companies Act 2013, Section 135;Business Ethics: Meaning, Definition, and Nature of Business Ethics; Role and Importance of Ethics in Business; Ethical Theories: Utilitarianism, Deontology, Virtue Ethics, and Ethical Relativism.

UNIT- II   **15 Hours**

Corporate Governance: Concept, Meaning, and Importance of Corporate Governance Principles of Corporate Governance (Transparency, Accountability, Responsibility, Fairness); Corporate Governance Framework in India: SEBI Guidelines, Clause 49, Companies Act, 2013;Board of Directors, Independent Directors, Audit Committees, Whistle blowing; Ethical Leadership: Concept of Ethical Leadership and Its Role in Organizational Success; Characteristics and Qualities of Ethical Leaders; Leadership Styles and Ethical Behavior; Role of Leaders in Promoting Ethical Culture and Organizational Values; Case Studies on Ethical Leadership

UNIT-III **15 Hours**

CSR Practices in India and Global Context: CSR Practices in Large Corporates and SMEs; CSR Strategies and Stakeholder Engagement; Reporting CSR Activities: Sustainability Reporting, GRI Framework; CSR and Community Development; Sustainability and Business Ethics: Concept of Sustainability and Sustainable Business Practices; Environmental Ethics and Corporate Responsibility; Circular Economy and Sustainable Supply Chain Management; Green Marketing, Green Accounting, and Carbon Footprint Reduction; Role of Business in Promoting Sustainable Development Goals (SDGs).

UNIT-IV **15 Hours**

Ethical Issues in Business: Workplace Ethics: Discrimination, Harassment, Diversity, and Inclusion; Consumer Protection and Consumer Rights; Ethical Challenges in Marketing, HR, and Finance; Privacy, Data Security, and Ethical Issues in Technology; Corporate Scandals and Misconduct in Business (Case Studies).Legal Framework and Compliance: Corporate Compliance and Legal Framework for Ethical Business Practices; Regulatory Bodies for Corporate Governance in India (SEBI, Ministry of Corporate Affairs);Protection of Whistleblowers and Corporate Transparency; Corporate Accountability and Penalties for Non-Compliance.

Transaction Mode:

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

Suggested Readings (APA Style):
- *Carroll, A. B., & Buchholtz, A. K. (2018).* Business and Society: Ethics, Sustainability, and Stakeholder Management *(10th ed.). Cengage Learning.*
- *Crane, A., & Matten, D. (2021).* Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization *(6th ed.). Oxford University Press.*
- *Fernando, A. C. (2022).* Business Ethics and Corporate Governance *(4th ed.). New Delhi: Pearson Education.*
- *Werther, W. B., & Chandler, D. (2020).* Strategic Corporate Social Responsibility: Stakeholders in a Global Environment *(5th ed.). SAGE Publications.*

- *Mallin, C. A. (2019).* Corporate Governance *(6th ed.). Oxford University Press.*

Course Title: Information Technology (Lab)	L	T	P	Cr.
Course Code: MBA2454	0	0	8	04

Total Hours: 60

Course Learning Outcome: 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:JohnWiley&Sons.*

Course Title: Workplace Integrity and Professionalism	L	T	P	Cr.
Course Code: MBA2455	2	0	0	02

<div align="right">Total Hours: 30</div>

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

1. Recognize the impact of integrity on career growth and organizational success
2. Understand the role of corporate codes of conduct and compliance policies.
3. Demonstrate leadership skills with integrity and transparency.
4. Apply whistleblowing principles to report unethical behavior responsibly.

Course Content

UNIT-I   7 Hours
Definition and Importance of Integrity & Professionalism, Ethical Decision-Making in the Workplace, Core Values: Honesty, Accountability, Respect, Understanding Workplace Ethics, Corporate Code of Conduct and Compliance, Ethical Dilemmas & Decision-Making Models, Whistleblowing and Reporting Misconduct

UNIT-II   8 Hours
Workplace Etiquette and Business Manners, Professional Communication (Verbal & Non-Verbal), Time Management and Punctuality, Work Ethics and Positive Attitude, Leading with Integrity and Transparency, Building Trust within Teams, Ethical Leadership and Decision-Making, Conflict Resolution and Ethical Negotiation

UNIT-III   7 Hours
Respecting Cultural and Ethical Differences, Preventing Workplace Harassment & Discrimination, Promoting an Inclusive and Ethical Work Environment, Ethical Use of Technology and Social Media, Data Privacy & Confidentiality, Cybersecurity

UNIT-I   8 Hours
Awareness & Ethical Hacking Risks, Workplace Gossip and Office Politics, Dealing with Difficult Colleagues and Ethical Conflicts, Ethical Decision-Making in High-Pressure Situations, Understanding CSR and Ethical Business Practices, Environmental Responsibility in Workplaces, Role of Employees in Ethical and Sustainable Practices

Transaction Mode

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

Suggested Readings

- *Cleary, M., Walter, G., Horsfall, J., & Jackson, D. (2013). Promoting integrity in the workplace: A priority for all academic health professionals. Contemporary nurse,*
- *Malin, N. (Ed.). (2000). Professionalism, boundaries and the workplace (pp. 17-24). London: Routledge.*
- *Guerrero-Dib, J. G., Portales, L., & Heredia-Escorza, Y. (2020). Impact of academic integrity on workplace ethical behaviour. International Journal for Educational Integrity, 16(1), 2.*
- *Monrouxe, L. V., & Rees, C. E. (2017). Healthcare professionalism: improving practice through reflections on workplace dilemmas. John Wiley & Sons.*

Semester: III

Course Title: Marketing Management	L	T	P	Cr.
Course Code: MBA3500	4	0	0	04

Total Hours: 60

Course Learning Outcome: After completing this course, the learner will be able to:

1. Understand the fundamental concepts, scope, and importance of marketing in business organizations.
2. Analyze consumer behavior and market segmentation to develop effective marketing strategies.
3. Develop marketing mix strategies for products and services in different market scenarios.
4. Apply strategic marketing planning and control techniques to achieve organizational objectives.
5. Evaluate emerging trends in marketing, including digital marketing, social media marketing, and green marketing.

Course Content

UNIT-I 15 Hours

Introduction to Marketing: Meaning, Nature, Scope, and Importance of Marketing; Evolution of Marketing: Production, Product, Selling, Marketing, and Societal Concepts; Marketing Orientations: Customer-Centric, Relationship Marketing, and Holistic Marketing; Marketing Mix: Concept of 4Ps and Extended 7Ps (Product, Price, Place, Promotion, People, Process, Physical Evidence);Marketing vs. Selling; Marketing Environment: Internal and External Marketing Environment; Micro and Macro Environmental Factors Affecting Marketing Decisions; Environmental Scanning and Analysis (PESTEL Analysis)

UNIT-II 15 Hours

Consumer Behavior: Meaning and Importance of Consumer Behavior; Buying Decision Process: Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, and Post-Purchase Behavior; Factors Influencing Consumer Behavior: Cultural, Social, Personal, and Psychological Factors; Consumer Decision-Making Models; Market Segmentation, Targeting, and Positioning (STP): Concept and Importance of Market Segmentation; Bases for Segmenting Consumer and Industrial Markets; Target Market Selection: Undifferentiated,

Differentiated, and Niche Marketing; Product Positioning and Differentiation Strategies; Repositioning and Competitive Advantage.

UNIT-III   15 Hours

Product Management: Product Classification, Product Line, Product Mix; Product Life Cycle (PLC) and Strategies at Different Stages; New Product Development Process; Branding, Packaging, and Labeling Decisions; Pricing Decisions: Importance and Objectives of Pricing; Factors Influencing Pricing Decisions; Pricing Strategies; Place (Distribution) Decisions: Channels of Distribution: Types and Functions; Distribution Channel Management; Retailing and Wholesaling; Emerging Trends in Distribution (E-Commerce, Direct Selling, Franchising).Promotion Decisions: Promotion Mix Elements: Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing; Integrated Marketing Communication (IMC);Recent Trends in Promotion (Digital Marketing, Social Media Marketing, Influencer Marketing)

UNIT-IV   15 Hours

Strategic Marketing Planning: Marketing Planning Process; Marketing Control Techniques: Annual Plan Control, Profitability Control, Strategic Control; Market Demand Forecasting Techniques; Emerging Trends in Marketing: Digital Marketing and E-Marketing; Social Media Marketing and Influencer Marketing; Green Marketing and Sustainable Marketing Practices; Rural Marketing: Importance, Challenges, and Strategies; Marketing Ethics and Social Responsibility: Ethical Issues in Marketing (Misleading Advertisements, False Claims, Privacy Concerns); Role of Marketing in Sustainable Development

Transaction Mode:
Lectures: Case Studies, Group Discussions, Workshops: Presentations: Practical Assignments:

Suggested Readings
- *Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022).* Marketing Management: A South Asian Perspective *(15th ed.). Pearson Education.*
- *Ramaswamy, V. S., & Namakumari, S. (2018).* Marketing Management: Global Perspective, Indian Context *(6th ed.). New Delhi: McGraw Hill Education.*
- *Stanton, W. J., Etzel, M. J., & Walker, B. J. (2019).* Fundamentals of Marketing *(14th ed.). McGraw Hill Education.*

- *Saxena, R. (2021).* Marketing Management *(6th ed.). New Delhi: Tata McGraw Hill.*
- *Lamb, C. W., Hair, J. F., & McDaniel, C. (2020).* Marketing *(13th ed.). Cengage Learning.*

Course Title: Financial Management	L	T	P	Cr.
Course Code: MBA3501	4	0	0	04

Total Hours: 60

Course 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   **13 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   **15 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   **17 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   **15 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: Internship	L	T	P	Cr.
Course Code: MBA3502	0	0	0	04

Course Learning Outcomes: After completion of internship, 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

Course Title: Innovation and Creativity in Entrepreneurship	L	T	P	Cr.
Course Code: MBA3503	2	0	0	02

Total Hours: 30

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

1. Understand various innovation models like the Blue Ocean Strategy, Open Innovation, and Lean Startup
2. Identify and evaluate business opportunities using innovative approaches.
3. Apply digital tools for prototyping, product development, and business scaling.
4. Create and evaluate innovative business models using frameworks like the Business Model Canvas.

UNIT-I   **Hours: 8**

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

UNIT-II   **Hours: 7**

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

UNIT-III   **Hours: 8**

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   **Hours: 7**

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: Consumer Behavior	L	T	P	Cr.
Course Code: MBA3504	4	0	0	04

Total Hours: 60

Course 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 14 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 16 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 15 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   **15 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	L	T	P	Cr.
Course Code: MBA3505	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   **15 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: Marketing Research	L	T	P	Cr.
Course Code: MBA3506	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   **15 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*
- *Gandhi, J.C. (2017). Marketing a Managerial Introduction. McGraw Hill Education*
- *Baker, Michael J. (2016). Companion Encyclopedia of Marketing. Cengage Learning Emea*

Course Title: International Marketing	L	T	P	Cr.
Course Code: MBA3507	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   **15 Hours**
International Marketing mix-identification of markets, International Product Life cycle, Promotion and Pricing in International marketing.
Various forms of international business-Joint-ventures, Turn key 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: Social Security & Labor Welfare	L	T	P	Cr.
Course Code: MBA3508	4	0	0	04

Total Hours: 60

Course 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 15 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 15 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 15 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 15 Hou

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).*
- *Sivarethinamohan, 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	L	T	P	Cr.
Course Code: MBA3509	4	0	0	04

Total Hours: 60

Course 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   15 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   15 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   15 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   15 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: Training & Development	L	T	P	Cr.
Course Code: MBA3510	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   **15 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	L	T	P	Cr.
Course Code: MBA3511	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 Hours**

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

UNIT IV   **15 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: **Security Analysis & Portfolio Management**	L	T	P	Cr.
Course Code: **MBA3512**	4	0	0	04

Total Hours: 60

Course 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 15 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 15 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 15 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 15 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

- *Chandra, P. (2023).* Investment Analysis and Portfolio Management *(6th ed.). Tata McGraw Hill, New Delhi.*
- *Ranganatham, M., & Madhumathi, R. (2022).* Investment Analysis and Portfolio Management *(2nd ed.). Pearson Education, New Delhi.*
- *Bhalla, V. K. (2021).* Investment Management: Security Analysis and Portfolio Management *(19th ed.). S. Chand & Company Ltd., New Delhi.*
- *Fischer, D. E., & Jordan, R. J. (2020).* Security Analysis and Portfolio Management. *Pearson Education, New Delhi.*
- *Bodie, Z., Kane, A., & Marcus, A. J. (2021).* Investments *(12th ed.). McGraw Hill, New Delhi.*
- *Rustagi, R. P. (2023).* Investment Analysis and Portfolio Management. *Sultan Chand & Sons, New Delhi.*

Course Title: Financial Services	L	T	P	Cr.
Course Code: MBA3513	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   15 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: Corporate Finance	L	T	P	Cr.
Course Code: MBA3514	4	0	0	04

Total Hours: 60

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

1. Apply the Capital Asset Pricing Model (CAPM) to investment decisions.
2. Apply financial principles to maximize shareholder value.
3. Utilize portfolio diversification techniques to manage financial risks.
4. Analyze working capital components and their impact on liquidity.

Course Content

UNIT-I   **15 Hours**

Scope and Importance of Corporate Finance, Financial Management vs. Corporate Finance, Objectives of Corporate Finance: Value Maximization & Shareholder Wealth, Role of a Financial Manager, MUnderstanding Financial Statements (Balance Sheet, Income Statement, Cash Flow), Ratio, Analysis: Liquidity, Profitability, Efficiency, and Solvency Ratios, Trend Analysis and Comparative Financial Statements,

UNIT II   **15 Hours**

Financial Forecasting and Planning, Present Value (PV) and Future Value (FV), Concepts, Discounting and Compounding Techniques, Valuation of Bonds and Stocks, Cost of Capital: WACC (Weighted Average Cost of Capital) Capital Budgeting Process and Importance, Techniques: Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, Profitability Index, Risk Analysis in Capital Budgeting, Real Options in Investment Decisions, Concept of Risk and Return in Corporate Finance, Portfolio Theory and Diversification, Capital Asset Pricing Model (CAPM), Beta Analysis and Cost of Equity

UNIT III   **15 Hours**

Theories of Capital Structure (MM Theorem, Trade-Off Theory, Pecking Order Theory), Financial and Operating Leverage, Optimal Capital Structure Decision, Debt vs. Equity Financing, Factors Affecting Dividend Policy
Dividend Theories (Gordon Model, Walter Model, MM Dividend Irrelevance Theory), Types of Dividends: Cash Dividends, Stock Dividends, Share Buybacks, Practical Aspects of Dividend Policy, Components of Working Capital, Cash and Liquidity Management, Inventory Management (EOQ, JIT,

ABC Analysis), Credit Management and Trade Credit Policies

UNIT IV   15 Hours
Types of Mergers and Acquisitions, Valuation in M&A Transactions, Takeovers, Buyouts, and Restructuring Strategies, Synergies and Post-Merger Integration, Principles of Corporate Governance, Role of SEBI and, Other Regulatory Bodies, Ethical Issues in Corporate Finance
Corporate Social Responsibility (CSR) and Sustainability in Finance

Transaction Mode
Collaborative Teaching, Cooperative Teaching, Case based Teaching, Case Analysis, Panel Discussions, Group Discussions, Brain storming.

Suggested Readings
- *Tirole, J. (2010). The theory of corporate finance. Princeton university press.*
- *Damodaran, A. (2014). Applied corporate finance. John Wiley & Sons.*
- *Vernimmen, P., Quiry, P., & Le Fur, Y. (2022). Corporate finance: theory and practice. John Wiley & Sons.*
- *Berk, J., DeMarzo, P., Harford, J., Ford, G., Mollica, V., & Finch, N. (2013). Fundamentals of corporate finance. Pearson Higher Education AU.*

Course Title: Management Control System	L	T	P	Cr.
Course Code: MBA3515	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 Hours**
Management Control and Operational Control- Goal C ongruence-Cybernetic Paradigm of Gris Singer-Functions of the Controller. Responsibility Centers: Revenue and expense centers, Profit centers, Investment centers.

UNIT III   **15 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   **15 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	L	T	P	Cr.
Course Code: MBA3516	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   **15 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.*
- Aswathappa, K. (2022). *International Business* (7th ed.). Tata McGraw Hill, New Delhi.
- Cherunilam, F. (2022). *International Business: Text and Cases* (7th ed.). PHI Learning Pvt. Ltd., New Delhi.
- Das, H. (2023). *Export-Import Management* (2nd ed.). Pearson Education, New Delhi.
- Mittal, A. (2021). *Export-Import Documentation and Procedures*. Taxmann Publications, New Delhi.
- Rao, P. S. (2022). *Export-Import Documentation and Procedures* (5th ed.). Himalaya Publishing House, Mumbai.
- Sharma, R. (2022). *Export-Import Management and Documentation*. Vikas Publishing House, New Delhi.
- Verma, M. L. (2021). *Foreign Trade: Export-Import Documentation and Procedures*. Sultan Chand & Sons, New Delhi.

Course Title: International Trade	L	T	P	Cr.
Course Code: MBA3517	4	0	0	04

Total Hours: 60

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

1. Analyze the impact of trade policies, including tariffs, quotas, and non-tariff barriers, on global trade.
2. Understand the risks involved in international trade, such as currency risk, political risk, and credit risk.
3. Understand international trade laws and regulations, ensuring compliance with legal frameworks.
4. Apply theoretical knowledge to real-world trade scenarios, case studies, and business decision-making.

Course Content

UNIT I   15 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   15 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   15 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   15 Hours

International Marketing mix-identification of markets, International Product Life cycle, Promotion and Pricing in International marketing. Various forms of international business-Joint-ventures, Turn key projects.

Transaction Mode

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

Suggested Readings

- *Krugman, P. (1994). Rethinking international trade. MIT press.*
- *Howse, R., Eliason, A., & Trebilcock, M. (2005). The regulation of international trade. Routledge.*
- *Van den Berg, H., & Lewer, J. J. (2015). International trade and economic growth. Routledge.*
- *Brooke, Michael Z., and Peter J. Buckley. Handbook of international trade. Springer, 2016.*

Course Title: International Business & Regional Blocks	L	T	P	Cr.
Course Code: MBA3518	4	0	0	04

Total Hours: 60

Course 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 15 Hours

International Business: Nature, importance, problems, reasons for international business factors affecting international business environment - geographical, economic, socio cultural, 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 15 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 15 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 15 Hours

Social issues in international Business: Business ethics, social responsibility of business towards different sections. Various forms of international business- Joint-ventures, Turn key 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). InternationalMarketing.Thomson Learning, Mumbai.*
- *Philip R. Cateora and John L.Graham, (2019). International Marketing. McGraw Hill Company.*

Course Title: Cross Cultural Management	L	T	P	Cr.
Course Code: MBA3519	4	0	0	04

Total Hours 60

Course 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   **15 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   **15 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   **16 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   **14 Hours**

Culture and Organizational Practices: Cultural influences on organizational structures and systems, Cross-cultural human resource management, Ethical considerations in cross-cultural management 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: E-Commerce and IT enabled Services	L	T	P	Cr.
Course Code: MBA3520	4	0	0	04

Total Hours: 60

Course 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 15 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 15 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 15 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 15 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	L	T	P	Cr.
Course Code: MBA3521	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   **15 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: Data Base Management System	L	T	P	Cr.
Course Code: MBA3522	4	0	0	04

Total Hours: 60

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

1. Understand the basic concepts of database management systems
2. Apply SQL to find solutions to a broad range of queries
3. Apply normalization techniques to improve database design
4. Analyze a given database application scenario to use ER model for conceptual design of the database

Course Content

UNIT I   15 Hours
Meaning Importance of databases in modern applications. Differences, limitations of file systems, and advantages of DBMS. Data, hardware, software, people, and procedures. Hierarchical, Network, Relational, Object-Oriented. Overview of models like relational, hierarchical, and network. Single-tier, two-tier, and three-tier architecture. Logical and physical data independence

UNIT II   15 Hours
Concept of entities, attributes, and relationships. ER diagram. Concepts of 1NF, 2NF, 3NF, and BCNF. Definition and role in normalization. Lossless and dependency preserving decomposition. Tables, attributes, tuples, and keys. Operations like selection, projection, union, difference, intersection, and join. Tuple and domain relational calculus.

UNIT III   15 Hours
Introduction to SQL, Data Definition Language (DDL), Data Manipulation Language (DML), and Data Control Language (DCL). SELECT, INSERT, UPDATE, DELETE, and JOIN. Primary Key, Foreign Key, NOT NULL, UNIQUE, CHECK. Inner join, outer join (left, right, full), and cross join. Nested queries and correlated subqueries. UNION, INTERSECT, and EXCEPT. Concept of indexes, types of indexes, and their importance in DBMS. Definition, properties of transactions (ACID properties). COMMIT, ROLLBACK, and SAVEPOINT.

UNIT IV **15 Hours**

BCNF, 4NF, and 5NF. Concept, advantages, and when to use. Techniques and importance in DBMS. Definition, types (homogeneous and heterogeneous). Horizontal, vertical, and mixed fragmentation. Types of replication (full, partial, master-slave). Overview of how queries are processed in distributed databases. ACID properties in a distributed environment.

Transaction Mode

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

Suggested Readings

- *Agrawal, D., El Abbadi, A., Emekci, F., & Metwally, A. (2009, March). Database management as a service: Challenges and opportunities. In 2009 IEEE 25th international conference on data engineering (pp. 1709-1716). IEEE.*
- *McFadden, F. R., & Hoffer, J. A. (1991). Database management. Benjamin-Cummings Publishing Co., Inc..*
- *Hoffer, J. A., Prescott, M. B., & Topi, H. (2009). Modern database management. Pearson Education India.*

Course Title: Operating Systems	L	T	P	Cr.
Course Code: MBA3523	4	0	0	04

Total Hours: 60

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

1. Understand the role and functions of an operating system in computer systems.
2. Analyze the structure of various operating systems and their design principles.
3. Demonstrate knowledge of inter-process communication mechanisms and synchronization techniques.
4. Analyze deadlock conditions and implement solutions for deadlock prevention, avoidance, and recovery.

UNIT I   **15 Hours**

Definition of Operating System (OS): Overview of OS and its role in computer systems. Functions of an OS: Process management, memory management, file system management, device management, and security. Types of Operating Systems: Batch OS, Time-sharing OS, Real-time OS, Distributed OS, Network OS, and Embedded OS. Evolution of Operating Systems: Early operating systems, development of multiprogramming, time-sharing, and modern OS concepts. Operating System Structures: Monolithic structure, layered structure, microkernel, and modular approach.

UNIT II   **15 Hours**

Processes: Definition of processes, process states (new, ready, running, waiting, terminated). Process Control Block (PCB): Structure and function. Process Scheduling: Scheduling algorithms (First-Come-First-Served, Shortest Job First, Priority Scheduling, Round Robin, Multilevel Queue Scheduling). Context Switching: The process of switching between processes.

Inter-process Communication (IPC): Methods such as message passing, shared memory, and synchronization. Thread Management: User and kernel threads, multithreading models, thread synchronization.

UNIT III   15 Hours

Memory Management Basics: Importance of memory management in an OS. Memory Allocation: Contiguous memory allocation, fragmentation (internal and external). Paging and Segmentation: Paging mechanism, page table, address translation, segmentation, and segmentation with paging. Virtual Memory: Concept, benefits, and implementation (Demand Paging, Page Replacement Algorithms - FIFO, LRU, Optimal Page Replacement). Memory Protection: Techniques to prevent processes from accessing memory areas not allocated to them.

UNIT IV   15 Hours

File Concepts: File attributes, file types, and file operations. File Systems: Types of file systems (FAT, NTFS, ext4), file organization (sequential, indexed, and direct access). File Allocation Methods: Contiguous allocation, linked list allocation, and indexed allocation. Directory Structure: Single-level, two-level, hierarchical directory structure. File System Implementation: File control block (FCB), file system mounting, and management of free space. Access Control and Security: User permissions, access control lists (ACLs), encryption, and file security measures.

Race Condition: Concept and causes of race conditions. Critical Section Problem: Problem definition and solutions. Synchronization Mechanisms: Semaphores (binary and counting), mutex, monitors. Deadlock: Definition, conditions for deadlock, and strategies to prevent, avoid, and recover from deadlock. Banker's Algorithm: Resource allocation and deadlock avoidance.

Transaction Mode

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

Suggested Readings

- *Tanenbaum, A. S., & Woodhull, A. S. (1997). Operating systems: design and implementation (Vol. 68). Englewood Cliffs: Prentice Hall.*
- *Tanenbaum, A. S., & Van Renesse, R. (1985). Distributed operating systems. ACM Computing Surveys (CSUR), 17(4), 419-470.*
- *Madnick, S. E., & Donovan, J. J. (1974). Operating systems (Vol. 197, No. 4). New York: McGraw-Hill.*
- *Dhamdhere, D. (2008). Operating systems. McGraw-Hill, Inc.*

Course Title: Risk and Disaster Management	L	T	P	Cr.
Course Code: MBA3524	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   15 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	L	T	P	Cr.
Course Code: MBA3525	4	0	0	04

Total Hours: 60

Course 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 15 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 15 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 15 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 15 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: Health System Management	L	T	P	Cr.
Course Code: MBA3526	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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   **15 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. NewDelhi.*
- *Sharon B. Buchbinder and Nancy H. Shanks, Introduction To Health*

CareManagement.

- *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*

Course Title: Hospital Services Marketing	L	T	P	Cr.
Course Code: MBA3527	4	0	0	04

Total Hours: 60

Course 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   **14 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   **16 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   **15 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   **15 Hours**

Service distribution; Service Demand and Capacity Management; , Service Quality Management – GAP model, SERVQUAL model – Service recovery strategies.

Suggested books:

- *Zeithamlbitner, 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 &JochenWirtz, 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.*

Course Title: AI Ethics and Governance	L	T	P	Cr.
Course Code: MBA3528	4	0	0	04

Total Hours: 60

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

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   **Hours: 15**

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   **Hours: 15**

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   **Hours: 15**

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   Hours: 15

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	L	T	P	Cr.
Course Code: MBA3529	4	0	0	04

Total Hours: 60

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

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   **Hours: 15**

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   **Hours: 15**

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   **Hours:15**

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   **Hours: 15**

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

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

Suggested Readings

- *Murphy, K. P. (2012). Machine learning: a probabilistic perspective. MIT press.*
- *Goodfellow, 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 TensorFlow 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: Foundation of Artificial Intelligence	L	T	P	Cr.
Course Code: MBA3530	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner 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   **15 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   **15 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   **15 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   **15 Hours**

Bias and fairness in AI algorithms, Privacy concerns and data protection in AI systems, I 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. Pearso*

Course Title: Data Analytics and Web Based Technologies	L	T	P	Cr.
Course Code: MBA3531	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner 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   **16 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   **15 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   **15 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   **15 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.".*
- *VanderPlas, 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..*

Course Title: Web Design and Analytics	L	T	P	Cr.
Course Code: MBA3532	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner 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   **Hours: 15**

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   **Hours: 15**

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   **Hours: 15**

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   **Hours: 15**

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

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 Research Project , Utica University).*
- *Krug, S. (2014). Don't make me think, Revisited. A Common Sense Approach to Web and Mobile Usability.*

Course Title: Digital Marketing Strategy	L	T	P	Cr.
Course Code: MBA3533	4	0	0	04

Total Hours: 60

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

Course Content

UNIT I   **Hours: 12**
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   **Hours: 12**
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   **Hours: 10**
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 IV   **Hours: 11**
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: Consumer Behavior in Digital Era	L	T	P	Cr.
Course Code: MBA3534	4	0	0	04

Total Hours: 60

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

1. Understand the role of omni-channel marketing in influencing consumer choices.
2. Analyze how digital transformation has reshaped consumer decision-making.
3. Utilize personalization, hyper-targeting, and social media marketing to engage consumers.
4. Analyze the role of AI, chatbots, and automation in shaping online shopping experiences.

Course Content

UNIT I 15 Hours

Introduction Consumer Behavior: Traditional vs. Digital Impact of Digital Transformation on Consumer Decision-Making Psychological & Social Factors Affecting Digital Consumers ole of Technology in Shaping Consumer Preferences

UNIT II 15 Hours

Stages of the Digital Consumer Journey (Awareness, Consideration, Purchase, Retention) Omni-Channel Consumer Behavior Consumer Decision-Making Models in Digital Markets Impact of Online Reviews & Ratings on Purchase Behavior

UNIT III 16 Hours

Personalization & Hyper-Targeting Strategies Role of Social Media in Consumer Influence Gamification & Interactive Marketing Strategies Factors Affecting Online Purchase Decisions Trust, Security & Privacy Concerns in E-commerce Mobile Commerce (M-Commerce) and Its Impact on Shopping Trends

UNIT IV 14 Hours

Big Data in Understanding Consumer Behavior Customer Segmentation & Predictive Analytics Online Brand Positioning & Reputation Management Loyalty Programs & Subscription Models Role of User-Generated Content (UGC) in Brand Building

Transaction Mode

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

Suggested Readings

- *Widyatmoko, W. (2022, June). Development of marketing strategy through social media impact on consumer behavior in the digital era. In Proceeding of The International Conference on Economics and Business (Vol. 1, No. 1, pp. 112-120).*
- *Keikhosrokiani, P. (Ed.). (2022). Handbook of research on consumer behavior change and data analytics in the socio-digital era. IGI Global.*
- *Keikhosrokiani, P. (Ed.). (2022). Handbook of research on consumer behavior change and data analytics in the socio-digital era. IGI Global.*

Course Title: Search Engine Optimization	L	T	P	Cr.
Course Code: MBA3535	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner 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 decision

Course Content

UNIT I 15 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 15 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.
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UNIT III 16 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 14 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: Data Exploration and Preparation	L	T	P	Cr.
Course Code: MBA3536	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner will be able to:
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   **Hours: 15**
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   **Hours: 15**
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   **Hours: 15**
Data Cleaning and Transformation, Identifying and handling missing data Dealing with duplicate records and inconsistencies, Techniques for data normalization and standardization

UNIT IV   **Hours: 15**
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: Marketing and Finance Analytics	L	T	P	Cr.
Course Code: MBA3537	4	0	0	04

Total Hours: 60

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

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.
2. Evaluate financial data using analytical tools to assess profitability, risk, and investment opportunities.
3. Interpret analytical insights to inform strategic marketing and financial planning.

Course Content

UNIT I **Hours: 15**

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 **Hours: 15**

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

UNIT III **Hours: 15**

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 **Hours: 15**

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: Data Visualization and Story Telling	L	T	P	Cr.
Course Code: MBA3538	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner 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.
2. Demonstrate proficiency in using data visualization tools to create informative and engaging visualizations.
3. Analyze data sets and determine appropriate visualization techniques to represent different types of data.
4. Communicate complex data analyses and findings through compelling visual narratives.

Course Content

UNIT I 15 Hours

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

UNIT II 15 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 15 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 15 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, seminars, and interactive discussions on marketing and finance analytics concepts and methodologies

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.*
- *Yau, N. (2013). Data points: Visualization that means something. John Wiley & Sons.*

Course Title: Introduction to Power BI	L	T	P	Cr.
Course Code: MBA3539	4	0	0	04

Total Hours: 60

Learning Outcomes: After completion of this course, the learner 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   **15 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   **15 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   **15 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   **15 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, seminars, and interactive discussions on marketing and finance analytics concepts and methodologies

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: Supply Chain Management	L	T	P	Cr.
Course Code: MBA3540	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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, Modeling approaches to Logistics/ Supply chain network design, Strategic Planning of logistics.

UNIT III   **15 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 **15 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.

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*

Course Title: Port and Terminal Management	L	T	P	Cr.
Course Code: MBA3541	4	0	0	04

Total Hours: 60

Course 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   **15 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   **15 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   **15 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:

- *Slack, B., & Frémont, A. (2005). Transformation of port terminal operations: from the local to the global. Transport Reviews, 25(1), 117-130.*
- *Pereira, F. G. G., Cruz, J. P. G., Botter, R. C., & Robles, L. T. (2022). Optimization model for integrated port terminal management. Trends in Maritime Technology and Engineering, 75-83.*
- *Pallis, P. L. (2017). Port risk management in container terminals. Transportation research procedia, 25, 4411-4421*.

Course Title: Port Operations and Pricing	L	T	P	Cr.
Course Code: MBA3542	4	0	0	04

Total Hours: 60

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

1. Identify and describe different types of ports (sea ports, inland ports, dry ports) and their specific operational roles.
2. Understand stevedoring, storage, intermodal transport, and customs procedures within port logistics.
3. Analyze performance indicators and assess the impact of automation, digitalization, and emerging technologies such as AI, IoT, and blockchain on port operations.
4. Demonstrate Knowledge of Regulatory and Legal Frameworks:

Course Content

UNIT I   **16 Hours**

Role of ports in global trade and logistics, Types of ports (sea ports, inland ports, dry ports), Port organization and management, Key stakeholders in port operations, Layout and design of port facilities, Types of cargo: bulk, break-bulk, containerized, Cargo handling equipment: cranes, conveyors, forklifts, Terminal operations and yard management

UNIT II   **16 Hours**

Stevedoring, storage, and warehousing, Customs clearance and documentation, Intermodal transportation (rail, road, pipeline connectivity), Port-centric logistics and value-added services, Port performance indicators (turnaround time, berth occupancy), Automation and digitalization in port operations, Port Community Systems (PCS), Use of AI, IoT, and blockchain in ports

UNIT III   **16 Hours**

Principles of port pricing, Tariff setting mechanisms, Types of port charges: berth, wharfage, storage, handling, Factors affecting pricing: demand, infrastructure, competition

UNIT IV   **16 Hours**

International maritime conventions (IMO, SOLAS, MARPOL), National port regulations, Port security and safety regulations (ISPS Code), Environmental impact of port operations, Green ports and sustainable practices, Waste management and emissions control

Transaction Mode

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

Suggested Readings

- *Alderton, P. (2008). Port management and operations (3rd ed.). Informa Law from Routledge.*
- *Song, D.-W., & Panayides, P. (2012). Maritime logistics: A guide to contemporary shipping and port management. Kogan Page.*
- *Sorgenfrei, J. (2018). The port business. Springer.*
- *Branch, A. E. (2007). Elements of shipping (8th ed.). Routledge.*
- *Notteboom, T., Pallis, A. A., & Rodrigue, J.-P. (2022). Port economics, management and policy.*

Course Title: Sustainable Logistics and Green Shipping	L	T	P	Cr.
Course Code: MBA3543	4	0	0	04

Total Hours: 60

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

1. Understand the principles of sustainable logistics and green shipping
2. Analyze the environmental impact of logistics and shipping operations
3. Apply eco-friendly transportation, warehousing, and packaging solutions
4. Evaluate global sustainability regulations in shipping and logistics

Course Content

UNIT I   **16 Hours**

Concept and Importance of Sustainability in Logistics, Environmental Impacts of Logistics Operations, The Triple Bottom Line: People, Planet, and Profit, Green Supply Chain Management (GSCM) Eco-friendly Transport Modes: Rail, Road, Air, and Water, Alternative Fuels and Electric Vehicles in Transportation

UNIT II   **14 Hours**

Smart Logistics and Route Optimization, Concept of Green Shipping and Its Importance, Energy-Efficient Ship Designs and Technologies, ustainable Port Operations and Green Port Initiatives, Green Warehousing: Energy-efficient Storage Solutions,

UNIT III   **14 Hours**

Use of Renewable Energy in Warehousing, Eco-Friendly Packaging: Biodegradable and Recyclable Materials Global Regulations & Policies: Paris Agreement, IMO 2020, EU, Green Deal Corporate Social Responsibility (CSR) in Logistics,

UNIT IV   **16 Hours**

The Role of **AI & IoT** in Sustainable Logistics, Future Trends: Carbon-Neutral Logistics and Circular Economy Reverse Logistics and Waste Management, Future Trends: Carbon-Neutral Logistics and Circular Economy

Transaction Mode

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

Suggested Readings

- *Psaraftis, H. N., Amboy, P., & Psaraftis. (2019). Sustainable shipping. Berlin: Springer International Publishing.*
- *Lun, Y. V., Lai, K. H., Wong, C. W., & Cheng, T. E. (2016). Green shipping management (pp. 17-29). New York: Springer.*
- *Grant, D. B., Wong, C. Y., & Trautrims, A. (2017). Sustainable logistics and supply chain management: principles and practices for sustainable operations and management. Kogan Page Publishers.*
- *Domagała, J., Górecka, A., & Roman, M. (Eds.). (2022). Sustainable logistics: how to address and overcome the major issues and challenges. CRC Press.*

Course Title: Materials and Store Management	L	T	P	Cr.
Course Code: MBA3544	4	0	0	04

Total Hours: 60

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

1. Demonstrate knowledge of procurement processes, supplier selection, and negotiation strategies.
2. Apply inventory management techniques such as EOQ, ABC, VED, and JIT for effective materials planning and control.
3. Understand storekeeping procedures, documentation, and safety practices in store operations.
4. Analyze warehouse layout, location selection, materials handling equipment, and storage systems.

Course Content

UNIT I   **16 Hours**

Determination of Stockholding Policy, Customer expectations – internal/external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock; Economics constraints; methods of avoiding carrying stock; General control methods e.g. ABC analysis. Control of Stock Range Coding, classification and categorization methods.

UNIT II   **14 Hours**

Variety reduction and standardization; Application and approval of new stock items; Control of slow moving; obsolete and redundant stock; Role of and function in determining stock range, Control of Stock Levels Forecasting techniques in relation to demand and lead times; Independent demand situations and the use of fixed order quantity and periodic review systems; Techniques for dealing with dependent demand.

UNIT III   **14 Hours**

The Kanban approach and Just in Time philosophy; Coping with uncertainty in achieving required service levels; Suppliers contribution to controlling stock. Management of Storage Facilities. Identifying types of commodities to be stored and their characteristics with regard to storage and handling needs; Materials requirements planning (MRP) and manufacturing resource planning (MRPII) and distribution requirements planning (DRP); Pull systems.

UNIT IV   **16 Hours**

Management Aspects Health and Safety at work – operational issues: Health and Safety at work – management issues interdependence and teamwork; Relationships with other functions. Relevant Techniques Use of operational research techniques of queuing theory, network analysis, simple simulation techniques and decision trees; Identifying methods to distinguish between stores efficiency and effectiveness; Benchmarking and measurement of performance.

Transaction Mode

Classroom instruction, online asynchronous discussions, Individual research projects, Group discussions and presentations

Suggested Readings

- *Chapman, S. N., Arnold, J. R., Gatewood, A. K., & Clive, L. M. (2017). Introduction to materials management. Pearson Education.*
- *Gopalakrishnan, P., & Haleem, A. (2015). Handbook of materials management. PHI Learning Pvt. Ltd*
- *Arnold, J. T., & Chapman, S. N. (2004). Introduction to materials management. Pearson Education India.*
- *Datta, A. K. (2008). Materials Management: Procedures, text and cases. PHI Learning Pvt. Ltd..*

Course Title: Information System in Supply Chain Management	L	T	P	Cr.
Course Code: MBA3545	4	0	0	04

Total Hours: 60

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

1. Demonstrate the application of ERP systems for procurement, inventory, logistics, and order management.
2. Understand how real-time data sharing improves visibility, collaboration, and agility across the supply chain.
3. Apply IT tools for supply chain risk management, disruption prediction, and contingency planning.
4. Describe various types of information systems used in SCM, such as ERP, SCM software, CRM, and WMS.

Course Content

UNIT I   16 Hours

The future of IT in the Supply Chain, Internal Supply Chain management, Supply Relationship Management, The Transaction Management Foundation, Data mining –Methods application area in Supply Chain

UNIT II   14 Hours

Goals of Supply Chain information Technology, Standardization, information Technology infrastructure Presentation Devises, Communication Devices. Data base, System architecture.

UNIT III   14 Hours

The Supply Chain IT in Practice, Integrating Supply Chain Information Technology, Stage of Development, Implementation of ERP & DSS. Structure of DSS. Selection of Supply Chain DSS. Supply Chain master Planning.

UNIT IV   16 Hours

Supply Chain Information System Design – Planning, Capacity, Performance requirement' manufacturing requirement, Operation, Transportation, Inventory Development.E-Business – Role in Supply chain, Framework, Impact on Cost.

Transaction Mode

Classroom instruction, online asynchronous discussions, Individual research projects, Group discussions and presentations

Suggested Readings

- Tang, C. S., Teo, C. P., & Wei, K. K. (Eds.). (2008). *Supply chain analysis: a handbook on the interaction of information, system and optimization.* New York: Springer.
- Rainer, R. K., Prince, B., Sanchez-Rodriguez, C., Splettstoesser-Hogeterp, I., & Ebrahimi, S. (2020). *Introduction to information systems.* John Wiley & Sons.
- Oz, E. (1999). *Management information systems.* Galgotia Publications.
- Hugos, M. H. (2024). *Essentials of supply chain management.* John Wiley & Sons.

Course Title: Procurement and Quality Management	L	T	P	Cr.
Course Code: MBA3546	4	0	0	04

Total Hours: 60

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

1. Apply criteria and methods for selecting, evaluating, and managing supplier relationships.
2. Analyze sourcing techniques such as global sourcing, e-procurement, and sustainable procurement.
3. Apply quality management tools like control charts, Pareto analysis, cause-and-effect diagrams, and Six Sigma.
4. Understand the role of ISO standards, quality audits, and certification systems in supplier and product quality management.

Course Content

UNIT I   **16 Hours**

Definition of Quality, Quality Standard, Quality Control, Aspects of Quality Control, Quality Control of Purchased Materials in a Supply Chain.

UNIT II   **14 Hours**

General Problems of Vendor Quality, Suppliers Quality Survey, Model for evaluation of Suppliers Quality

UNIT III   **14 Hours**

Management Action for Quality Assurance, Activities under Quality Assurance, Evaluating Product Quality, Control Chart – Mean & Range

UNIT IV   **16 Hours**

Element of Quality Management, Benefits, Six Sigma Quality Control, Principles, Benefits, Steps of Six Sigma, Benefits and Risk of Outsourcing, What is E-Procurement, Framework of E-Procurement.

Transaction Mode

Classroom instruction, online asynchronous discussions, Individual research projects, Group discussions and presentations

Suggested Readings

- *Farrington, B., & Lysons, K. (2020). Procurement and supply chain management. Pearson UK.*
- *Fernandez, R. (1994). Total Quality in Purchasing and Supplier Management. CRC Press.*

- *Turner, R. W. (2011). Supply management and procurement: from the basics to best-in-class. J. Ross Publishing.*
- *Knight, L., Harland, C., Telgen, J., Thai, K. V., Callender, G., & McKen, K. (Eds.). (2012). Public Procurement. Routledge.*

Course Title: Seed Production & Certification	L	T	P	Cr.
Course Code: MBA3547	4	0	0	04

Total Hours: 60

Learning Outcomes: After completion of this course, the learner will be able to:
1. Acquire an Analyzing of seed development, germination, vigor, deterioration and the relationship between laboratory tests and field performance
2. Analyze the principles of seed production for agronomic and horticultural crops within and outside of the region of adaptation and the techniques used in seed conditioning
3. Evaluate skill about seed increase systems, seed testing and the laws and regulations related to marketing high quality seed.
4. Apply diversity and multicultural perspectives when making business decisions

Course Content

UNIT I 16 Hours

Seed Technology – Role of Seed Technology, its Course Objective and goal, Seed Industry in India, National Seed Corporation – Tarai Seed Development Corporation, State Seed Corporations, National Seed Project and State Farms and their role.

UNIT II 14 Hours

Types of Seed Programmed – Nucleus seed, Breeders seed, Foundation seed and Certified seed etc. Seed health and viability, Dormancy type, causes and treatment of breaking dormancy.

UNIT III 14 Hours

Production of cereals, oil seeds & pulses seed, Certification, packaging & storage of seeds, viability & tests.

UNIT IV 16 Hours

Seed Marketing; GM Crop seed, IPR, PBR, Patents and related issues and their impact on developing countries; Statutory intervention in the seed industry; Seed legislation and seed law enforcement Seed Legislation / patents / WTO Seed marketing, Field inspection

Transaction Mode
Transaction Mode Group discussion, Active participation, Cooperative Teaching, Case based Teaching, Case Analysis, Quiz, Open talk, Question, One minute

Suggested Readings
- *Zante's, J., Moschetti, D., & Schramm-Klein, H. (2017). Strategic retail management. Verlag Dr. Th. Gabler GWV Fatherlike GmbH, Wiesbaden*
- *Ferine, J., & Sparks, L. (Eds.). (2018). Logistics and retail management: emerging issues and new challenges in the retail supply chain. Kogan page publishers*
- *Mathur, U. C. (2021). Retail management: text and cases. IK International Pvt Ltd.*
- *Berman & Evans. (2018). Retail Management: A Strategic Approach. Prentice Hall of India.*

Course Title: Argo Input Industry	L	T	P	Cr.
Course Code: MBA3548	4	0	0	04

Total Hours: 60

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

1. Analyze environment to conduct Argo business.
2. Examine micro and macro environmental forces and their impact on agribusiness.
3. Evaluate marketing environment and consumer behavior towards ago input industry.
4. Apply different concepts and working system of industry in context of agricultural inputs

Course Content

UNIT I   **16 Hours**

Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm Storage, Handling, Hazard Symptoms, role of cooperative, public, and private sectors in Agri- input marketing.

UNIT II   **14 Hours**

FCO Dealers Rules. Quality appraisal, Application principles. Export & Import. Terminology used in Trade

UNIT III   **14 Hours**

Management of Agrochemical Industry: Argo chemicals, Insecticides, Fungicides, and pesticides.

UNIT IV   **16 Hours**

Farm Machinery- Production, supply, demand, marketing, and distribution channels of farm machines; Argo-industries Corporation and marketing of farm machines / implements/Equipment's.

Transaction Mode

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

Suggested Readings

- *Koontz, H. &Wuthrich. (2015). Horticulture Management. 10 editions. New York McGraw Hill*
- *Stoner, J. etc. (2016). Horticulture Management. 6th Ed. New Delhi. Prentice Hall of India*
- *J.D. Drilon Jr. (2019). Introduction to Agribusiness Management. New Delhi. Prentice Hall of India.*
- *John, N. David & Ray. (2020) Concept of Agribusiness Management. New York McGraw Hill*

Course Title: Food and Agricultural Marketing	L	T	P	Cr.
Course Code: MBA3549	4	0	0	04

Total Hours: 60

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

1. Analyze the fundamentals of food and agricultural marketing, including market dynamics, consumer behavior, and supply chain management in the agri-food sector.
2. Apply marketing research techniques to analyze market trends, identify target markets, and evaluate consumer preferences and demands in the context of food and agriculture.
3. Develop effective marketing strategies and tactics for agri-food products, including branding, pricing, promotion, and distribution, to reach target markets and achieve business objectives.
4. Evaluate and adapt marketing plans based on market feedback, competitive analysis, and emerging trends, to enhance the competitiveness and profitability of agri-food businesses

Course Content

UNIT I   **16 Hours**

Food and Agricultural Marketing. Market dynamics and trends in the agrifood sector. Consumer behavior and decision-making in the context of food and agriculture. Supply chain management in the agri-food industry.

UNIT II   **14 Hours**

Marketing Research in the Agri-Food Sector: marketing research techniques for agri-food products. Data collection methods and analysis in the agri-industry. Market segmentation and target marketing for agri-food products. Evaluating consumer preferences and demands in the agri-food market

UNIT III   **14 Hours**

Marketing Strategies for Agri-Food Products. Product development and branding in the agri-food industry. Pricing strategies and value proposition for agri-food products. Promotional strategies and communication channels for agri-food products. Distribution channels and logistics management in the agri-food sector.

UNIT IV   **16 Hours**

Monitoring and Adaptation of Marketing Plans: Evaluating marketing performance and effectiveness in the agri-food industry. Competitive analysis and market feedback for agri-food businesses. Responding to

emerging trends and challenges in the agri-food market. Adapting marketing plans to enhance competitiveness and profitability

Transaction Mode

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

Suggested Readings

- *S.S. Acharya & N.L. Aggarwala, Agricultural Marketing in India - Oxford and IBH Publications*
- *Kusakabe - Ur - Rahman Rural Marketing in India - Himalaya publishing*
- *S.S.Chinna Agricultural Marketing in India - KALYANI publishers*
- *Publications of National Institute of Agricultural Marketing, Odisha Wikipediaing other websites on Agricultural Marketing*

Course Title: Customer Relationship Management (CRM) in Hospitality	L	T	P	Cr.
	4	0	0	04
Course Code: MBA3550				

Total Hours: 60

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

1. Analyze customer behavior, expectations, and lifecycle within hospitality services.
2. Develop and implement customer-centric strategies aligned with business goals.
3. Utilize CRM tools and technologies to enhance guest experience and operational efficiency.
4. Analyze customer data ethically to improve personalization and loyalty.
5. Apply relationship marketing principles to strengthen guest relationships and retention.

Course Content

UNIT I 16 Hours

Concept and Definition of CRM, Evolution and History of CRM, Importance of CRM in the Hospitality Industry, Types of CRM: Operational, Analytical, and Collaborative, Objectives and Benefits of CRM, Key Components of CRM, Understanding Customer Lifecycle in Hospitality, Guest Expectations and Service Quality

UNIT II 14 Hours

CRM Process: Acquisition, Retention, and Extension ,Guest Profiling and Segmentation, Personalization and Customization in Guest Services, CRM Strategies for Different Hospitality Sectors (Hotels, Resorts, Restaurants, Travel Services),Customer Feedback and Complaint Management Systems, Guest Loyalty Programs and Incentives, Role of Social Media in CRM

UNIT III 14 Hours

CRM Software and Applications in Hospitality, Property Management Systems (PMS) and Integration with CRM, Use of Data Analytics and Big Data in CRM, Guest Data Collection, Storage, and Privacy Issues, Online Reputation Management (ORM),Mobile CRM and Emerging Trends, Case Studies on CRM Software Implementation in Hotels

UNIT IV   **16 Hours**

CRM Software and Applications in Hospitality, Property Management Systems (PMS) and Integration with CRM, Use of Data Analytics and Big Data in CRM, Guest Data Collection, Storage, and Privacy Issues, Online Reputation Management (ORM),Mobile CRM and Emerging Trends, Case Studies on CRM Software Implementation in Hotels

Transaction Mode

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

Suggested Reading

- Rababah, K., Mohd, H., & Ibrahim, H. (2011). Customer relationship management (CRM) processes from theory to practice: The pre-implementation plan of CRM system. *International Journal of e-Education, e-Business, e-Management and e-Learning*, *1*(1), 22-27.
- Chen, I. J., & Popovich, K. (2003). Understanding customer relationship management (CRM): People, process and technology. *Business process management journal*, *9*(5), 672-688.
- Peppard, J. (2000). Customer relationship management (CRM) in financial services. *European management journal*, *18*(3), 312-327.

Course Title: Event Management	L	T	P	Cr.
Course Code: MBA3551	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner will be able to:
1. Analyze the structure and stakeholders of the MICE industry and evaluate key trends and challenges.
2. Apply technology and innovation in event execution, including virtual and hybrid event tools and software.
3. Assess legal, ethical, and risk management aspects involved in organizing events.
4. Evaluate event performance through feedback, ROI, and impact assessments.

Course Content

UNIT I   **16 Hours**

Introduction to Event Management and MICE Definition and scope of events and MICE Evolution and growth of the MICE industry Types of events: cultural, corporate, social, sports, and mega-events Importance of events in tourism and hospitality Event Planning and Design Steps in event planning Theme selection and creative design Budgeting and financial planning Legal considerations and permits

UNIT II   **14 Hours**

Logistics and Operations Venue selection and layout planning Catering, accommodation, transportation, and technical arrangements Vendor and supplier coordination Health, safety, and crowd management 4. Marketing and Promotion of Events Target audience identification Promotional tools and techniques (digital, print, PR) Sponsorship acquisition and management Branding and event positioning

UNIT III   **14 Hours**

MICE Industry Structure and Segments Overview of meetings, incentives, conferences, and exhibitions Stakeholders in the MICE industry Trends and challenges in MICE tourism MICE destinations and infrastructure requirements Event Technology and Innovations Role of technology in event management Use of event management software and apps Virtual, hybrid, and green events Social media and digital marketing for events 7. Risk Management and Legal Aspects Identifying and assessing risks Insurance and liability Contracts and negotiations Crisis and contingency planning

UNIT IV   **16 Hours**

Evaluation and Impact Assessment Post-event evaluation and reporting ROI and success metrics Feedback collection and analysis Social, economic, and environmental impacts of events , Case Studies and Practical Applications Case studies of national and international events and MICE activities Best practices in successful event execution

Transaction Mode

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

Suggested Readings

- Goldblatt, J. (2016). *Special events: Creating and sustaining a new world for celebration* (7th ed.). Wiley.
- Shone, A., & Parry, B. (2013). *Successful event management: A practical handbook* (4th ed.). Cengage Learning.
- Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2011). *Events management* (3rd ed.). Butterworth-Heinemann.

Course Title: Hospitality Marketing	L	T	P	Cr.
Course Code: MBA3552	4	0	0	04

Total Hours: 60

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

1. Define marketing concepts and explain their application within the hospitality industry.
2. Analyze consumer behavior and segment the hospitality market effectively.
3. Develop marketing strategies using the hospitality marketing mix (product, price, place, promotion, people, process, physical evidence).
4. Conduct market research and interpret consumer insights for decision-making.

Course Content

UNIT I 16 Hours

Introduction to Hospitality Marketing Definition and scope of marketing in the hospitality industry Importance of marketing in service-based businesses Unique characteristics of hospitality marketing Understanding the Hospitality Consumer Consumer behavior in hospitality Guest expectations and satisfaction Market segmentation, targeting, and positioning

UNIT II 14 Hours

Marketing Mix for Hospitality Product: service design, branding, and experience Price: pricing strategies and revenue management Place: distribution channels, online and offline Promotion: advertising, sales promotion, public relations, and digital marketing People, Process, and Physical Evidence in service marketing, Market Research and Consumer Insights Marketing research methods and tools Data collection, analysis, and interpretation Using insights for decision-making

UNIT III 14 Hours

Digital and Social Media Marketing Role of websites, social media, and mobile apps SEO, SEM, content marketing, and email campaigns Online reviews, reputation management, and influencer marketing, Branding and Customer Loyalty Building and managing hospitality brands Brand equity and positioning strategies Loyalty programs and relationship marketing

UNIT IV   **16 Hours**
Strategic Marketing in Hospitality Marketing planning and implementation Competitive analysis and market environment Marketing strategies for hotels, restaurants, and tourism services Sustainable and Ethical Marketing Green marketing and responsible practices Marketing ethics and consumer rights

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

Suggested Readings
- *Kotler, P., Bowen, J. T., & Makens, J. C. (2016).* Marketing for hospitality and tourism *(7th ed.). Pearson.*
- *Middleton, V. T. C., Fyall, A., Morgan, M., & Ranchhod, A. (2009).* Marketing in travel and tourism *(4th ed.). Butterworth-Heinemann.*
- *Bowie, D., & Buttle, F. (2019).* Hospitality marketing: Principles and practice *(3rd ed.). Routledge.*

Course Title: Entrepreneurship Development in Hospitality	L	T	P	Cr.
Course Code: MBA3553	4	0	0	04

Total Hours: 60

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

1. Understand the concept, characteristics, and importance of entrepreneurship in the hospitality industry.
2. Identify business opportunities and assess the feasibility of entrepreneurial ventures in hospitality.
3. Develop and structure a comprehensive business plan tailored to hospitality startups.
4. Demonstrate knowledge of legal, financial, and regulatory aspects related to hospitality entrepreneurship.

Course Content

UNIT I   16 Hours

Introduction to Entrepreneurship Definition, characteristics, and importance of entrepreneurship Types of entrepreneurs in hospitality Role of entrepreneurship in economic development Entrepreneurship in Hospitality Industry Scope and opportunities in hospitality entrepreneurship Challenges faced by hospitality entrepreneurs Case studies of successful hospitality ventures

UNIT II   14 Hours

Business Idea Generation and Opportunity Recognition Sources of business ideas in hospitality Market research and feasibility analysis Opportunity assessment and evaluation Business Planning and Development Components of a business plan Financial planning and budgeting Marketing strategies for hospitality startups 5. Legal and Regulatory Framework Licenses, permits, and compliance in hospitality business Intellectual property rights Understanding contracts and business law

UNIT III   14 Hours

Financing Entrepreneurship Sources of finance: loans, venture capital, angel investors Financial management and control Government schemes and support for entrepreneurs Innovation and Technology in Hospitality Entrepreneurship Role of innovation in business growth Use of technology and digital tools in hospitality startups 8. Managing

UNIT IV   **16 Hours**

Growth Expansion Strategies for business growth Managing human resources and operations Quality management and customer service Challenges and Success Factors Risk management and crisis handling Developing entrepreneurial mindset and leadership skills 10. Case Studies and Practical Applications Analysis of successful hospitality entrepreneurs Real-life project work and presentations

Transaction Mode

Online asynchronous discussions, Individual research projects, Group discussions and presentations, Practical exercises and data analysis tasks

Suggested Readings

- *Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017).* Entrepreneurship *(10th ed.). McGraw-Hill Education.*
- *Walker, J. R., & Walker, J. T. (2016).* Exploring the hospitality industry *(3rd ed.). Pearson.*
- *Thomas, R. (2019).* Small firms in the hospitality industry *(2nd ed.). Routledge.*
- *Morrison, A. (2021).* Entrepreneurship in the hospitality, tourism and leisure industries *(3rd ed.). Routledge.*

Semester IV

Course Title: Research Methodology	L	T	P	Cr.
Course Code: MBA4550	4	0	0	04

Total Hours: 60

Course 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 Project	L	T	P	Cr.
Course Code: MBA4551	0	0	0	12

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 Research Project , adhering to academic writing conventions.
4. Analysis, manages, and execute an independent research project, demonstrating self-motivation, time management, and organizational skills throughout the Research Project process.

Course Content

The Research Project course is designed to provide students with comprehensive guidance and support throughout the process of conducting independent research and writing a Research Project. 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

Course Title: Soft Skills Training and Development	L	T	P	Cr.
Course Code: MBA4552	2	0	0	02

Total Hours:30

Course Learning Outcomes: After completion of this course, the learner 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 I   **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 II   **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 II   **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 IV   **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.

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

- *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."*

Course Title: Product and Brand Management	L	T	P	Cr.
Course Code: MBA4553	4	0	0	04

Total Hours: 60

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

1. Understand the fundamental concepts, scope, and importance of product and brand management.
2. Analyze brand equity models and strategies for effective brand positioning.
3. Develop insights into product lifecycle management and innovation strategies.
4. Examine branding techniques, including extensions, co-branding, and global brand management.
5. Evaluate brand communication strategies and legal considerations in product and brand management.

Course Content

UNIT I: **15 Hours**

Concept of Product Management: Definition, Scope, and Importance; New Product Development (NPD): Stages, Idea Generation, Screening, Concept Testing, Prototyping, Commercialization; Product Lifecycle Management (PLM): Stages, Strategies at Each Stage; Product Portfolio Management: BCG Matrix, GE Matrix; Brand vs. Product: Differentiation and Relationship

UNIT II: **15 Hours**

Branding Concepts: Definition, Importance, Elements of a Brand; Brand Identity and Personality: Building and Managing Brand Image; Brand Equity Models: Aaker's Brand Equity Model, Keller's Brand Resonance Model; Brand Positioning Strategies: Differentiation, Repositioning, Perceptual Mapping; Measuring Brand Performance: Brand Audits, Brand Value Assessment

UNIT III: **15 Hours**

Brand Extension and Stretching: Opportunities and Risks; Co-branding and Ingredient Branding; Product Strategy and Innovation: Market-Driven vs. Technology-Driven Innovations; Packaging and Labeling as a Branding Tool; Global Brand Management: Challenges, Strategies, and Localization

UNIT IV: **15 Hours**

Brand Communication Strategies: IMC, Advertising, Digital & Social Media Marketing; Consumer Perception and Brand Loyalty; Crisis Management

and Brand Recovery; Trademark and Intellectual Property Rights in Branding; Ethical Issues in Branding and Product Management

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

Suggested Readings
- *Kotler, P., & Keller, K. L. (2019).* Marketing Management *(15th ed.). Pearson.*
- *Aaker, D. A. (2012).* Managing Brand Equity. *Free Press.*
- *Keller, K. L. (2012).* Strategic Brand Management: Building, Measuring, and Managing Brand Equity *(4th ed.). Pearson.*
- *Kapferer, J. N. (2012).* The New Strategic Brand Management. *Kogan Page.*
- *Ries, A., & Ries, L. (2002).* The 22 Immutable Laws of Branding. *HarperBusiness.*
- *Chiaravalle, B., & Schenck, B. F. (2014).* Branding for Dummies. *Wiley.*
- *Hollis, N. (2013).* The Meaningful Brand: How Strong Brands Make More Money. *Palgrave Macmillan.*
- *Keller, K. L. (2012).* Marketing Communications: Integrating Offline and Online with Social Media. *Pearson.*

Course Title: Social Media Marketing	L	T	P	Cr.
Course Code: MBA4554	4	0	0	04

Total Hours: 60

Course Learning Outcomes: After completion of this course, the learner 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   15 Hours

Introduction to social media marketing: Definition, scope, and importance, Evolution of social media and its impact on consumer behavior, Key concepts and terminology in social media marketing, Understanding different types of social media (social networks, microblogs, media-sharing platforms, forums, etc.).Ethical and legal considerations in social media marketing

UNIT II   15 Hours

Overview of major social media platforms (Facebook, Instagram, Twitter, LinkedIn, TikTok, YouTube, Pinterest, Snapchat),Features, audience demographics, and content strategies for each platform, Social media advertising: Overview of ad formats and bidding strategies, Introduction to social media management tools (e.g., Hootsuite, Buffer, Meta Business Suite),Emerging trends and technologies in social media marketing (AI, AR/VR, chatbots)

UNIT III   15 Hours

Developing a social media marketing strategy: Goals, target audience, and positioning, Understanding audience behavior and engagement patterns, Content creation strategies: Text, images, videos, infographics, and interactive content, Content calendar planning and scheduling techniques, Influencer marketing: Identifying, partnering, and measuring impact, Crisis management and reputation management on social media

UNIT IV **15 Hours**

Paid vs. organic marketing: Understanding the balance, Social media ad formats (carousel, video ads, lead generation ads, stories, etc.),Budget allocation and bidding strategies for paid campaigns, Targeting and retargeting strategies using social media ads, Best practices for ad copy, visuals, and call-to-action (CTA),A/B testing for ad performance optimization

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

- *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: Performance Management	L	T	P	Cr.
Course Code: MBA4555	4	0	0	04

Total Hours: 60

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

1. Understand the principles and significance of performance management in organizations.
2. Develop and implement effective performance measurement and evaluation techniques.
3. Analyze various performance appraisal methods and their impact on employee development.
4. Identify legal, ethical, and strategic considerations in performance management.
5. Apply modern trends and technologies to enhance performance management practices.

Course Content

UNIT I   15 Hours
Concept and Importance of Performance Management; Link Between Performance Management and Strategic Goals; Performance Management vs. Performance Appraisal; Key Performance Indicators (KPIs) and Metrics; Challenges in Performance Management Systems

UNIT II   15 Hours
Setting Performance Standards and Objectives (SMART Goals);Competency Mapping and Job Analysis; Performance Measurement Tools and Techniques;360-Degree Feedback, Balanced Scorecard, and Benchmarking; Role of HR in Performance Planning and Evaluation

UNIT III   15 Hours
Traditional and Modern Methods of Performance Appraisal; Employee Motivation and Performance Improvement Strategies; Coaching, Mentoring, and Career Development; Performance-Based Compensation and Reward Systems; Managing Poor Performance and Performance Counseling

UNIT IV   15 Hours
Legal and Ethical Issues in Performance Management; Performance Management in a Global Context; Role of AI and Technology in Performance Evaluation; Managing Remote Workforce Performance; Future Trends in Performance Management

Transaction Mode

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

Suggested Readings

- *Armstrong, M. (2017).* Armstrong's Handbook of Performance Management *(6th ed.). Kogan Page.*
- *Aguinis, H. (2019).* Performance Management *(4th ed.). Pearson.*
- *Pulakos, E. D. (2009).* Performance Management: A New Approach for Driving Business Results. *Wiley*
- *Rao, T. V. (2016).* Performance Management: Toward Organizational Excellence *(2nd ed.). Sage Publications India.*
- *Khandelwal, K. A. (2011).* Performance Management Systems and Strategies. *Global India Publications.*
- *Deb, T. (2009).* Performance and Reward Management. *Ane Books Pvt. Ltd.*
- *Bhatia, S. K. (2008).* Performance Management. *Deep & Deep Publications.*

Course Title: Industrial Relations and Labour Welfare	L	T	P	Cr.
Course Code: MBA4556	4	0	0	04

Total Hours: 60

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

1. Understand the fundamentals of industrial relations and labour laws in India.
2. Analyze industrial conflicts, collective bargaining, and dispute resolution mechanisms.
3. Examine key labour legislations related to wages, social security, and employment conditions.
4. Evaluate the role of trade unions, government policies, and HR in industrial relations.
5. Explore emerging trends and challenges in labour law and industrial relations in a globalized economy.

Course Content

UNIT I   **15 Hours**

Concept, Scope, and Importance of Industrial Relations; Evolution of Industrial Relations in India;Role of Trade Unions in Industrial Relations; Industrial Conflicts: Causes and Resolution Mechanisms; Collective Bargaining: Process, Strategies, and Challenges

UNIT II   **15 Hours**

Introduction to Labour Legislation: Need, Objectives, and Principles; The Factories Act, 1948: Provisions Related to Health, Safety, and Welfare; The Industrial Disputes Act, 1947: Dispute Settlement, Strikes, and Lockouts; The Trade Unions Act, 1926: Registration, Rights, and Liabilities of Trade Unions; The Contract Labour (Regulation and Abolition) Act, 1970

UNIT III   **15 Hours**

The Minimum Wages Act, 1948: Fixation and Revision of Wages; The Payment of Wages Act, 1936: Provisions Related to Wage Payment; The Employees' Provident Funds and Miscellaneous Provisions Act, 1952; The Employees' State Insurance Act, 1948: Benefits and Coverage; The Payment of Gratuity Act, 1972 and The Maternity Benefit Act, 1961

UNIT IV   **15 Hours**

Role of HR in Industrial Relations; Industrial Democracy and Workers' Participation in Management; Globalization and Its Impact on Labour Laws

and Industrial Relations; Labour Reforms and Code on Wages, 2019;Ethical Issues and Corporate Social Responsibility in Labour Management

Transaction Mode

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

Suggested Readings

- *Blyton, P., & Turnbull, P. (2004).* The Dynamics of Employee Relations *(3rd ed.). Palgrave Macmillan.*
- *Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017).* Industrial Relations, Trade Unions, and Labour Legislation. *Pearson.*
- *Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2019).* Dynamics of Industrial Relations. *Himalaya Publishing House.*
- *Srivastava, S. C. (2012).* Industrial Relations and Labour Laws. *Vikas Publishing House.*
- *Malik, P. L. (2022).* Handbook of Labour and Industrial Law. *Eastern Book Company.*
- *Taxmann (2021).* Labour Laws – A Complete Guide to Industrial Relations, Wages & Social Security Laws. *Taxmann Publications.*

Course Title: Capital Markets & Regulatory Systems	L	T	P	Cr.
Course Code: MBA4557	4	0	0	04

Total Hours: 60

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

1. Understand the structure, functioning, and significance of capital markets.
2. Analyze various financial instruments and their role in market operations.
3. Examine regulatory frameworks governing capital markets, with a focus on SEBI, RBI, and FEMA.
4. Evaluate emerging trends, technological advancements, and ethical issues in capital markets.
5. Develop insights into risk management, investor protection, and sustainable investing.

Course Content

UNIT I   **15 Hours**

Overview of Financial Markets: Money Market vs. Capital Market; Structure and Role of Capital Markets in Economic Development; Primary Market: Initial Public Offerings (IPOs), Rights Issues, Private Placements; Secondary Market: Stock Exchanges, Trading Mechanisms, Market Participants; Major Capital Markets: Indian vs. Global Perspective

UNIT II   **15 Hours**

Equity and Debt Instruments: Shares, Bonds, Debentures, Derivatives; Mutual Funds and Exchange-Traded Funds (ETFs);Role of Financial Intermediaries: Brokers, Investment Bankers, Credit Rating Agencies; Market Indices and Benchmarking: NIFTY, SENSEX, Dow Jones, NASDAQ; Risk and Return Analysis in Capital Markets

UNIT III   **15 Hours**

Overview of Financial Regulations and Market Governance; Securities and Exchange Board of India (SEBI): Powers, Functions, and Regulations; Reserve Bank of India (RBI) and Its Role in Regulating Capital Markets; Foreign Exchange Management Act (FEMA) and Foreign Institutional Investors (FIIs);Corporate Governance and Investor Protection Laws.

UNIT IV   **15 Hours**
Fintech Innovations and Capital Markets: Algorithmic Trading, Robo-Advisors; Sustainable Investing: ESG (Environmental, Social, and Governance) Investing; Ethical Issues in Capital Markets: Insider Trading, Market Manipulation; Global Financial Crises and Their Impact on Regulatory Systems; Future Trends in Capital Markets and Digital Transformation

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

Suggested Readings
- *Mishkin, F. S., & Eakins, S. G. (2018).* Financial Markets and Institutions *(9th ed.). Pearson.*
- *Fabozzi, F. J., Modigliani, F., & Jones, F. J. (2018).* Foundations of Financial Markets and Institutions *(5th ed.). Pearson.*
- *Madura, J. (2020).* Financial Markets & Institutions *(13th ed.). Cengage Learning.*
- *Pathak, B. V. (2018).* Indian Financial System: Markets, Institutions, and Services. *Pearson India.*
- *Bhole, L. M., & Mahakud, J. (2017).* Financial Institutions and Markets: Structure, Growth, and Innovations. *Tata McGraw-Hill.*
- *Khan, M. Y. (2019).* Indian Financial System. *Tata McGraw-Hill.*

Course Title: Advanced Financial Management	L	T	P	Cr.
Course Code: MBA4558	4	0	0	04

Total Hours: 60

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

1. Understand advanced financial management concepts and decision-making techniques.
2. Analyze capital structure and cost of capital for optimal financial planning.
3. Apply working capital management strategies for efficient resource utilization.
4. Evaluate corporate valuation methods and financial restructuring strategies.
5. Assess financial risk management techniques and emerging trends in finance.

Course Content

UNIT I **15 Hours**

Financial Management: Scope, Objectives, and Functions; Time Value of Money and Capital Budgeting Techniques; Risk and Return Analysis: Systematic and Unsystematic Risk; Financial Forecasting and Planning; Emerging Trends in Financial Management

UNIT II **15 Hours**

Capital Structure Theories: MM Approach, Trade-off Theory, Pecking Order Theory; Cost of Capital: Computation and Importance; Capital Structure Decision: Factors Affecting Capital Structure; Leverage Analysis: Operating, Financial, and Combined Leverage; Dividend Policy: Theories, Determinants, and Practices

UNIT III **15 Hours**

Working Capital Management: Components, Estimation, and Strategies; Cash and Liquidity Management; Receivables and Inventory Management; Corporate Valuation Methods: Discounted Cash Flow (DCF), Relative Valuation, EVA; Mergers, Acquisitions, and Corporate Restructuring

UNIT VI **15 Hours**

Derivatives and Risk Management: Futures, Options, Swaps, Hedging Strategies; Foreign Exchange Risk and Interest Rate Risk Management; International Financial Management: Forex Market, FDI, and FII;Behavioral

Finance and Its Impact on Investment Decisions; Fintech, Blockchain, and AI in Financial Management.

Transaction Mode

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

Suggested readings

- *Brigham, E. F., & Ehrhardt, M. C. (2021).* Financial Management: Theory & Practice *(16th ed.). Cengage Learning.*
- *Ross, S. A., Westerfield, R. W., & Jaffe, J. (2021).* Corporate Finance *(13th ed.). McGraw-Hill.*
- *Van Horne, J. C., & Wachowicz, J. M. (2012).* Fundamentals of Financial Management *(13th ed.). Pearson.*
- *Pandey, I. M. (2022).* Financial Management. *Vikas Publishing House.*
- *Chandra, P. (2020).* Financial Management: Theory and Practice. *Tata McGraw-Hill.*
- *Khan, M. Y., & Jain, P. K. (2019).* Financial Management: Text, Problems and Cases. *Tata McGraw-Hill.*
- *Bhalla, V. K. (2017).* Financial Management and Policy. *Anmol Publications.*

Course Title: International Business Environment	L	T	P	Cr.
Course Code: MBA4559	4	0	0	04

Total Hours: 60

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

1. Understand how technological advancements impact international business operations, communication, and trade.
2. Identify ethical challenges faced by businesses in international markets (e.g., labor practices, environmental concerns).Evaluate the relevance of these theories in the modern business environment.
3. Analyze how consumer behavior varies across different international markets.
4. Evaluate the appropriate entry strategy for businesses based on market conditions and company objectives.

Course Content

UNIT I 15 Hours

Concept and Scope of International Business; Globalization and Its Impact on Business;
Theories of International Trade and Investment; Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) Analysis; Challenges and Opportunities in the Global Business Environment

UNIT II 15 Hours

International Economic Institutions: IMF, World Bank, WTO, UNCTAD; Regional Economic Integration: EU, NAFTA, ASEAN, SAARC, BRICS; Balance of Payments (BoP) and Exchange Rate Mechanisms; International Financial Markets and Foreign Direct Investment (FDI); Emerging Market Economies and Their Business Potential

UNIT III 15 Hours

Cross-Cultural Management and Global Business Ethics; Political Risks and Their Impact on International Business; International Legal Framework: Trade Laws, Intellectual Property Rights (IPR), Dispute Resolution; Corporate Social Responsibility (CSR) and Sustainability in International Business; Ethical Issues in Global Business Operations

UNIT VI   **15 Hours**

Digital Transformation and Its Impact on Global Business; International Marketing Strategies: Standardization vs. Customization; Supply Chain and Logistics in Global Markets; Risk Management in International Business Operations; Future Trends in International Business: AI, Blockchain, and Green Business Practices.

Transaction Mode

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

Suggested Readings

- *Hill, C. W. L., & Hult, G. T. M. (2022).* International Business: Competing in the Global Marketplace *(14th ed.). McGraw-Hill.*
- *Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2021).* International Business: Environments and Operations *(17th ed.). Pearson.*
- *Cavusgil, S. T., Knight, G., & Riesenberger, J. R. (2020).* International Business: The New Realities *(5th ed.). Pearson.*
- *Aswathappa, K. (2022).* International Business. *Tata McGraw-Hill.*
- *Cherunilam, F. (2020).* International Business: Text and Cases. *PHI Learning.*
- *Paul, J. (2019).* International Business. *Oxford University Press.*
- *Bhalla, V. K. (2018).* International Business Environment and Management. *Anmol Publications.*

Course Title: International Finance	L	T	P	Cr.
Course Code: MBA4560	4	0	0	04

Total Hours: 60

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

1. Understand the interrelationship between domestic and international financial markets.
2. Analyze the effect of macroeconomic policies, such as fiscal and monetary policy, on international financial markets
3. Apply financial management techniques to international business, including capital budgeting, capital structure decisions, and risk management.
4. Develop financial strategies for managing cross-border operations, including financing, investing, and managing currency exposure.

Course Content

UNIT I   **16 Hours**

Introduction to International Finance: Scope, Importance, and Challenges; Global Financial System: IMF, World Bank, BIS, WTO, and Financial Stability; Exchange Rate Determination: Theories – Purchasing Power Parity (PPP), Interest Rate Parity (IRP), and Fisher Effect; Foreign Exchange Market: Structure, Instruments, Spot and Forward Markets; Exchange Rate Regimes and Currency Convertibility

UNIT II   **14 Hours**

International Monetary System: Evolution, Fixed vs. Floating Exchange Rates; Currency Derivatives: Futures, Options, Swaps, and Forward Contracts; Measuring and Managing Foreign Exchange Risk: Translation, Transaction, and Economic Exposure; Interest Rate Risk and Hedging Strategies; Role of International Banking in Risk Management

UNIT III   **17 Hours**

Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI);Cost of Capital for Multinational Corporations (MNCs);International Capital Budgeting: Techniques and Risk Considerations; Political Risk and Financial Strategies for MNCs; International Project Financing and Cross-border Mergers & Acquisitions

UNIT VI   **13 Hours**

International Bond and Equity Markets; Global Financial Crises: Causes, Impacts, and Policy Responses; International Taxation and Transfer Pricing;

Digital Currencies and Fintech in International Finance; Sustainable Finance and ESG Considerations in Global Markets.

Transaction Mode

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

Suggested Readings

- *Eun, C. S., & Resnick, B. G. (2020).* International Financial Management. *McGraw Hill.*
- *Madura, J. (2021).* International Financial Management. *Cengage Learning.*
- *Shapiro, A. C. (2019).* Multinational Financial Management. *Wiley.*
- *Levi, M. D. (2021).* International Finance. *Routledge.*
- *Pilbeam, K. (2013).* International Finance. *Palgrave Macmillan.*
- *Apte, P. G. (2020).* International Financial Management. *Tata McGraw Hill.*
- *Jain, P. K., Peyrard, J., & Yadav, S. S. (2019).* International Financial Management. *Macmillan India.*
- *Siddaiah, T. (2017).* International Financial Management. *Pearson Education.*
- *Bhalla, V. K. (2014).* International Financial Management: Text and Cases. *Anmol Publications.*
- *Varshney, R. L., & Bhattacharya, K. (2015).* International Financial Management. *Sultan Chand & Sons.*

Course Title: Cloud Security	L	T	P	Cr.
Course Code: MBA4561	4	0	0	04

Total Hours: 60

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

1. Understand security frameworks like NIST, ISO/IEC 27017, and CSA (Cloud Security Alliance)**.**
2. Analyze shared responsibility models in cloud environments.
3. Implement Multi-Factor Authentication (MFA) and Single Sign-On (SSO).
4. Apply encryption techniques for data at rest, in transit, and in use.

Course Content

UNIT I   **15 Hours**

Introduction to cloud security concepts Cloud security challenges and risks Importance of securing cloud environments , Security principles and best practices, Key components of a secure cloud infrastructure, Role of Identity and Access Management (IAM), Security requirements for IaaS, PaaS, SaaS, Shared responsibility model in cloud securitZ,

UNIT II   **15 Hours**

Data privacy and compliance in cloud services, Data encryption (at rest, in transit), Data masking and tokenization, Backup and disaster recovery strategies in the clou, General Data Protection Regulation (GDPR), Health Insurance Portability and Accountability Act (HIPAA) Compliance challenges in cloud environments, Data breaches, insider threats, roles in cloud environments

UNIT III   **15 Hours**

DDoS attacks Insecure APIs and interfaces Account hijacking and denial of service Risk assessment frameworks Cloud risk management strategies Managing cloud vulnerabilities and threats Role-based access control (RBAC) Multi-factor authentication (MFA) Single Sign-On (SSO) and federation Access control policies and models (DAC, MAC, RBAC) Managing user permissions and roles in cloud environments

UNIT VI   **15 Hours**

Cloud Security Alliance (CSA) and ISO/IEC 27001 SOC 2, PCI DSS compliance for cloud services Legal frameworks for cloud computing (Data sovereignty, jurisdiction issues) Cloud security and contractual obligations Cloud security breach response and notification.

Transaction Mode

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

Suggested Readings

- *Kandukuri, B. R., & Rakshit, A. (2009, September). Cloud security issues. In 2009 IEEE international conference on services computing (pp. 517-520). IEEE.*
- *Samarati, P., & De Capitani di Vimercati, S. (2016). Cloud security: Issues and concerns. Encyclopedia of cloud computing, 205-219.*
- *Coppolino, L., D'Antonio, S., Mazzeo, G., & Romano, L. (2017). Cloud security: Emerging threats and current solutions. Computers & Electrical Engineering, 59, 126-140.*

Course Title: FinTech & Financial Technology Applications	L	T	P	Cr.
Course Code: MBA4562	4	0	0	04

Total Hours: 60

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

1. Demonstrate a comprehensive understanding of the key concepts and technologies in FinTech, such as digital payments, cryptocurrencies, blockchain & robo-advisors.
2. Analyze the regulatory and compliance challenges associated with FinTech, focusing on legal issues such as data privacy, KYC (Know Your Customer), AML (Anti-Money Laundering), and cybersecurity.
3. Apply knowledge of digital payments and blockchain technology to design secure, scalable, and efficient systems for handling transactions in both centralized and decentralized environments.

Course Content

UNIT I   15 Hours

Overview of FinTech: m Definition, history, and evolution of FinTech Role of FinTech in the global financial ecosystem Key players and sectors in the FinTech industry (payments, lending, insurance, asset management) FinTech vs. Traditional Banking: nComparison of FinTech with traditional financial services Benefits and challenges of FinTech in financial services Regulatory considerations and financial technology's impact on global economies

UNIT II   15 Hours

Digital Payments: Types of digital payments (mobile wallets, e-payments, contactless payments) Payment gateways and processors Cryptocurrency payments and the rise of digital currencies Blockchain Technology: Basics of blockchain and distributed ledger technology (DLT) Applications of blockchain in FinTech (smart contracts, cryptocurrency) Security, transparency, and decentralization in financial transactions

UNIT III   15 Hours

Introduction to Cryptocurrencies: Understanding Bitcoin, Ethereum, and altcoins Cryptocurrency market dynamics and exchanges Legal and regulatory issues around cryptocurrencies ICOs and Tokenization: The concept of Initial Coin Offerings (ICOs) and Security Token Offerings (STOs) Advantages and risks of ICOs for fundraising Role of tokenization in financial assets and real estate

UNIT VI   **15 Hours**
 Robo-Advisory Services: Introduction to robo-advisors and their role in wealth management Automated portfolio management and investment advice Risk management strategies used by robo-advisors Digital Wealth Management: Wealth management platforms and their applications in the digital world Algorithmic trading and financial planning tools Big data an AI application in wealth management.

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

Suggested Readings
- *Rukiah, R. (2023). The Role of Fintech in the Evolution of Financial Management. Riwayat: Educational Journal of History and Humanities, 6(4), 3239-3248.*
- *Uña, G., Verma, A., Bazarbash, M., & Griffin, M. N. N. (2023). Fintech payments in public financial management: benefits and risks. International Monetary Fund.*

Course Title: Purchase Management & Inventory Control for Hospitals	L	T	P	Cr.
Course Code: MBA4563	4	0	0	04

Total Hours: 60

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

1. Understand the fundamentals of hospital purchase management, procurement strategies, and supplier selection.
2. Analyze inventory control techniques to optimize hospital supply chain operations.
3. Evaluate cost-control mechanisms and financial implications in healthcare procurement.
4. Assess the impact of technology in hospital inventory management, including automation and data-driven decision-making.
5. Develop strategies to ensure efficient procurement and inventory control while maintaining quality standards and regulatory compliance.

Course Content

UNIT I   **15 Hours**

Introduction to Hospital Purchase Management: Scope and Importance; Procurement Process: Vendor Selection, Supplier Evaluation, and Contract Negotiation; Types of Purchases in Hospitals: Medical Equipment, Pharmaceuticals, Consumables, and Non-Medical Supplies; Purchase Planning and Demand Forecasting in Healthcare; Regulatory and Legal Aspects in Hospital Procurement (GMP, FDA, NABH, WHO Guidelines).

UNIT II   **15 Hours**

Role of Inventory Management in Hospitals: Challenges and Importance; Inventory Classification: ABC, VED, and FSN Analysis; Just-in-Time (JIT) and Economic Order Quantity (EOQ) in Healthcare; Stock Replenishment Strategies: Minimum Stock Levels, Lead Time, and Buffer Stock; Waste Management and Disposal of Expired Medical Supplies

UNIT III   **15 Hours**

Cost Analysis in Hospital Purchasing: Direct and Indirect Costs; Budgeting and Financial Planning for Procurement; Cost Reduction Strategies: Bulk Purchasing, Vendor Contracts, and Alternative Sourcing; Role of Group Purchasing Organizations (GPOs) in Cost Optimization; Case Studies: Cost-Saving Initiatives in Healthcare Procurement.

UNIT VI   **15 Hours**

Digitalization and Automation in Hospital Procurement; Role of Enterprise Resource Planning (ERP) and Hospital Management Systems (HMS) in Inventory Control; Use of Artificial Intelligence (AI) and Data Analytics in Demand Forecasting; Supply Chain Disruptions in Healthcare: Lessons from COVID-19;Sustainable and Green Procurement Practices in Hospitals.

Transaction Mode

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

Suggested Readings

- *Schneller, E. S., & Smeltzer, L. R. (2006).* Strategic Management of the Health Care Supply Chain. *Jossey-Bass.*
- *Langabeer, J. R. (2016).* Health Care Operations Management: A Systems Perspective. *Jones & Bartlett Learning.*
- *Carter, R. J. (2017).* Hospital Materials Management. *Routledge.*
- *Fredriksson, M. (2021).* Supply Chain Management in Healthcare: A Global Perspective. *Springer.*
- *Ross, D. F. (2015).* Introduction to Supply Chain Management Technologies. *CRC Press.*
- *Gopalakrishnan, P., & Sundaresan, M. (2020).* Materials Management: An Integrated Approach. *Pearson India.*
- *Chatterjee, A. (2018).* Hospital Inventory and Supply Chain Management. *Jaypee Brothers Medical Publishers.*

Course Title: Hospital Facilities Management	L	T	P	Cr.
Course Code: MBA4564	4	0	0	04

Total Hours: 60

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

1. Understand the fundamental principles of hospital facilities management and its role in healthcare delivery.
2. Analyze space planning, infrastructure maintenance, and operational efficiency in hospitals.
3. Evaluate safety, security, and regulatory compliance in hospital facilities management.
4. Assess the impact of technology, automation, and sustainability in modern hospital infrastructure.
5. Develop strategies to optimize hospital facilities for improved patient care, cost efficiency, and resource utilization.

Course Content

UNIT I   **15 Hours**

Overview of Hospital Facilities Management: Scope and Importance; Healthcare Infrastructure Planning: Design, Layout, and Space Utilization; Hospital Support Services: Housekeeping, Laundry, and Waste Management; Role of Facilities Managers in Patient Experience and Safety; Legal and Regulatory Frameworks: NABH, JCI, Fire Safety, and Disaster Management Guidelines

UNIT II   **15 Hours**

Building Maintenance: HVAC Systems, Electrical, Plumbing, and Biomedical Equipment; Hospital Engineering and Utilities Management (Water, Energy, and Medical Gases); Preventive and Breakdown Maintenance Strategies; Outsourcing vs. In-House Maintenance in Healthcare Facilities; Cost-Effective Maintenance Planning and Budgeting

UNIT III   **15 Hours**

Fire Safety and Emergency Preparedness in Hospitals; Hospital Security Management: Surveillance, Access Control, and Risk Mitigation; Infection Control and Waste Disposal: Biomedical Waste Management Rules; Patient and Staff Safety: Ergonomics, Work Environment, and Hazard Prevention; Compliance with Healthcare Facility Accreditation Standards (NABH, JCI, OSHA)

UNIT VI   15 Hours

Smart Hospitals: Role of IoT, AI, and Automation in Facilities Management; Energy Conservation and Green Hospital Initiatives; Sustainability in Hospital Infrastructure: Water Conservation, Renewable Energy, and LEED Certification; Digital Health Infrastructure: Telemedicine, Electronic Health Records (EHR), and Smart Bed Management; Case Studies: Best Practices in Hospital Facilities Management.

Transaction Mode

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

Suggested Readings

- *Rechel, B., Wright, S., Edwards, N., Dowdeswell, B., & McKee, M. (2009).* Investing in Hospitals of the Future. *World Health Organization.*
- *Griffith, J. R., & White, K. R. (2020).* The Well-Managed Healthcare Organization. *Health Administration Press.*
- *Sherman, R. A. (2013).* Managing to Improve Healthcare. *Routledge.*
- *Smith, D. (2016).* Hospital Facilities Management: Strategies for Optimizing Patient Care. *Springer.*
- *McKee, M. (2011).* Understanding Health Systems: Hospital Planning and Design. *Cambridge University Press.*
- *Sharma, S. (2019).* Hospital Administration and Management: Theory and Practice. *Tata McGraw Hill.*
- *Kunders, G. D. (2017).* Hospitals: Facilities Planning and Management. *Tata McGraw Hill.*
- *Gupta, P. K. (2017).* Hospital and Healthcare Management. *CBS Publishers & Distributors.*
- *Goel, S. L. (2014).* Healthcare Management and Hospital Administration. *Deep & Deep Publications.*
- *Chandra, H. (2018).* Hospital Engineering and Management. *Jaypee Brothers Medical Publishers.*

Course Title: Digital Business and E-Commerce	L	T	P	Cr.
Course Code: MBA4565	4	0	0	04

Total Hours: 60

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

1. Understand the role of Artificial Intelligence (AI) in transforming digital business and e-commerce.
2. Analyze AI-driven customer experience strategies, including chatbots, recommendation systems, and personalization.
3. Evaluate AI-based digital marketing, predictive analytics, and consumer behavior modeling.
4. Assess AI applications in supply chain, fraud detection, and cybersecurity for e-commerce businesses.
5. Develop strategies for leveraging AI tools to enhance business efficiency, automation, and decision-making.

Course Content

UNIT I   **15 Hours**

Overview of AI in Business: Scope, Benefits, and Challenges; Machine Learning (ML) and Deep Learning (DL) in E-Commerce; AI-Driven Business Models: Automation, Personalization, and Optimization; Role of Natural Language Processing (NLP) in Chatbots and Virtual Assistants; Ethical Considerations and Regulatory Frameworks for AI in Digital Business.

UNIT II   **15 Hours**

AI in Personalization and Recommendation Engines (Amazon, Netflix, Spotify Case Studies);AI-Powered Chatbots and Virtual Assistants for Customer Service; AI in Digital Advertising: Google Ads, Programmatic Advertising, and Real-Time Bidding; Predictive Analytics and Consumer Behavior Modeling; Sentiment Analysis and AI-Driven Social Media Marketing

UNIT III   **15 Hours**

AI in Demand Forecasting and Inventory Management; AI-Powered Logistics and Delivery Optimization (Drones, Robotics, and Automation); Fraud Detection and AI-Based Cybersecurity in E-Commerce Transactions; AI in Payment Systems: Biometric Authentication, Voice Recognition, and Blockchain; AI for Review Moderation and Fake Review Detection

UNIT VI   **15 Hours**

AI in Voice Commerce (Alexa, Google Assistant, Siri);AI and Augmented Reality (AR) for Virtual Shopping and Immersive Commerce; AI in

Sustainability and Ethical AI Practices in E-Commerce; Future of AI: Generative AI, ChatGPT, and AI-Powered Business Intelligence; Case Studies: AI-Led Transformations in Leading E-Commerce Companies.

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

Suggested Readings

- *Russell, S., & Norvig, P. (2021).* Artificial Intelligence: A Modern Approach. *Pearson.*

- *Sharda, R., Delen, D., & Turban, E. (2020).* Business Intelligence, Analytics, and Data Science: A Managerial Perspective. *Pearson.*

- *Bostrom, N. (2017).* Superintelligence: Paths, Dangers, Strategies. *Oxford University Press.*

- *Marr, B. (2019).* Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems. *Wiley.*

- *Agrawal, A., Gans, J., & Goldfarb, A. (2018).* Prediction Machines: The Simple Economics of Artificial Intelligence. *Harvard Business Review Press.*

Course Title: Fundamentals of Cloud Computing	L	T	P	Cr.
Course Code: MBA4566	4	0	0	04

Total Hours: 60

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

1. Understand the fundamentals of cloud computing and its integration with artificial intelligence.
2. Analyze cloud-based AI services, machine learning models, and their applications in business.
3. Evaluate the role of AI in cloud security, automation, and cost optimization.
4. Assess cloud computing platforms (AWS, Google Cloud, Azure) for AI deployment.
5. Develop AI-driven cloud strategies for business transformation and decision-making.

Course Content

UNIT I   **15 Hours**

Introduction to Cloud Computing: Models (IaaS, PaaS, SaaS), Deployment Types (Public, Private, Hybrid);Evolution of Cloud AI: Role of AI in Cloud Services and Business Applications; I-Powered Cloud Services: Machine Learning as a Service (MLaaS), AIaaS, and Big Data Processing; Edge Computing and AI: Enhancing Cloud Performance with IoT and Raincloud AI Regulatory Frameworks and Compliance (GDPR, Data Security, and Privacy Laws)

UNIT II   **15 Hours**

AI in Cloud Storage and Data Management; Cloud-Based AI for Predictive Analytics and Decision-Making; I Chatbots and Virtual Assistants on Cloud Platforms (Google Dialogflow, IBM Watson);AI in Cloud-Based Healthcare, Finance, and Retail; Case Studies: AI-Powered Cloud Strategies in Leading Tech Companies

UNIT III   **15 Hours**

AI in Cloud Security: Threat Detection, Anomaly Detection, and Cyber security Automation; I-Based Identity Management and Access Control in Cloud Platforms;
AI for Cloud Performance Optimization: Load Balancing and Resource Allocation; Cloud Cost Optimization Using AI: Predictive Billing and Auto-Scaling; AI for Disaster Recovery and Business Continuity in Cloud Computing

UNIT VI   15 Hours

Quantum Computing and AI in Cloud Computing; AI-Powered Autonomous Cloud Systems; Blockchain and AI Integration in Cloud Computing; Green Cloud Computing: AI for Energy Efficiency and Sustainability; Case Studies and Future Predictions: AI-Driven Cloud Innovations.

Transaction Mode

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

Suggested Readings

- *Erl, T., Mahmood, Z., & Puttini, R. (2022).* Cloud Computing: Concepts, Technology & Architecture. *Pearson.*

- *Bahga, A., & Madisetti, V. (2021).* Cloud Computing: A Hands-On Approach. *University Press.*

- *Jamsa, K. (2020).* Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Security, and More. *Jones & Bartlett Learning.*

- *Gollapudi, S. (2021).* Practical Machine Learning on AWS: Artificial Intelligence on Cloud Computing. *Packt Publishing.*

- *Linthicum, D. (2019).* Cloud Computing and AI: Modern Business Strategies for Digital Transformation. *O'Reilly Media.*

- *Raj, P. & Deka, G. C. (2021).* Advances in Cloud Computing: AI, IoT, and Big Data Applications. *CRC Press India.*

- *Reddy, P. (2018).* AI-Driven Cloud Computing in Indian Enterprises. *PHI Learning.*

- *Gupta, A. (2021).* Machine Learning on Cloud: Indian Industry Use Cases. *Wiley India.*

- *Sharma, V. (2020).* Cloud Security and AI: Emerging Trends in India. *Tata McGraw Hill.*

- *Joshi, N. (2019).* Cloud Computing and AI: Digital Transformation in Indian Businesses. *BPB Publications.*

Course Title: Digital Entrepreneurship	L	T	P	Cr.
Course Code: MBA4567	4	0	0	04

Total Hours: 60

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

1. Understand the key concepts, opportunities, and challenges in digital entrepreneurship.
2. Develop and implement digital business models leveraging emerging technologies.
3. Analyze digital marketing strategies, customer acquisition, and revenue generation techniques.
4. Evaluate funding options, scalability strategies, and financial planning for digital startups.
5. Apply legal, ethical, and cyber security principles in digital business operations.

Course Content

UNIT-I   **15 Hours**

Introduction to Digital Entrepreneurship: Evolution, Opportunities, and Challenges; Types of Digital Business Models: Subscription, Marketplace, On-Demand, Freemium;Digital Transformation and Disruptive Innovation in Entrepreneurship; Lean Startup Methodology and Minimum Viable Product (MVP) Development; Case Studies: Successful Digital Entrepreneurs and Startups.

UNIT-II   **15 Hours**

Search Engine Optimization (SEO) and Search Engine Marketing (SEM);Social Media Strategies for Digital Entrepreneurs; I-Driven Marketing and Personalization; Influencer Marketing and Community Building; Growth Hacking Strategies for Digital Startups.

UNIT-III   **15 Hours**

Cloud Computing, AI, and Blockchain in Digital Businesses-Commerce Platforms, Payment Systems, and Digital Logistics; Funding for Digital Startups: Bootstrapping, Venture Capital, Crowdfunding; Business Metrics and KPIs for Digital Entrepreneurs; Scalability and Sustainability in Digital Entrepreneurship.

UNIT-IV   **15 Hours**

Intellectual Property Rights (IPR) and Cyber Laws for Digital Startups; Data Privacy and Security in Digital Business; Ethical Challenges in Digital

Entrepreneurship; Emerging Trends: Web 3.0, Metaverse, and AI in Digital Business; Case Studies: Lessons from Failed and Successful Digital Ventures.

Transaction Mode

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

Suggested Readings

1. Gupta, S. (2019). *Digital Entrepreneurship in India: A Roadmap for Startups*. Tata McGraw Hill.
2. Sharma, R. (2020). *E-Commerce and Digital Business Strategies for Indian Entrepreneurs*. PHI Learning.
3. Jain, V. (2021). *Growth Hacking for Startups: The Indian Perspective*. BPB Publications.
4. Agarwal, K. (2018). *Digital Marketing and E-Business Models in India*. Wiley India.
5. Reddy, P. (2022). *Technology and Innovation in Indian Startups: A Digital Approach*. Springer India.

Course Title: Data Mining	L	T	P	Cr.
Course Code: MBA4568	4	0	0	04

Total Hours: 60

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

1. Understand the fundamental concepts, techniques, and applications of data mining in business analytics.
2. Apply data mining algorithms for predictive modeling, classification, clustering, and association rule mining.
3. Utilize data preprocessing, cleaning, and transformation techniques for effective data analysis.
4. Evaluate business case studies and real-world applications of data mining in decision-making.
5. Implement data mining tools and software such as Python, R, and SQL for business analytics.

Course Content

UNIT-I **15 Hours**

Overview of Business Analytics and Role of Data Mining; Data Mining vs. Machine Learning vs. Big Data Analytics; Data Preprocessing: Cleaning, Transformation, and Reduction Data Warehousing and OLAP (Online Analytical Processing); Business Case Studies on Data Mining Applications.

UNIT-II **15 Hours**

Supervised Learning: Regression, Decision Trees, and Neural Networks; Unsupervised Learning: Clustering (K-Means, Hierarchical, DBSCAN); Association Rule Mining (Apriori, FP-Growth) and Market Basket Analysis; Text Mining and Sentiment Analysis for Business Insights Case Studies: Customer Segmentation, Fraud Detection, and Risk Analysis.

UNIT-III **15 Hours**

Hands-on Implementation Using Python, R, and SQL; Data Visualization Techniques for Business Intelligence; Web Mining, Social Media Analytics, and Sentiment Analysis; Data Mining for Marketing, Finance, and Supply Chain Optimization; Predictive Analytics and Forecasting for Business Decision-Making.

UNIT-IV **15 Hours**

Ethical Considerations in Data Mining and Business Analytics; Data Privacy, Security, and Compliance (GDPR, HIPAA); Explainable AI and Bias

in Data Mining Models; Emerging Trends: AutoML, Deep Learning, and AI-Driven Analytics; Case Studies on AI-Enabled Data Mining in Business.

Transaction Mode

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

Suggested Readings

- *Data Mining for Business Analytics: Concepts, Techniques, and Applications. Wiley.*
- *Witten, I. H., Frank, E., Hall, M. A., & Pal, C. J. (2016). Data Mining: Practical Machine Learning Tools and Techniques. Elsevier.*
- *Provost, F., & Fawcett, T. (2013). Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking. O'Reilly Media.*
- *Hastie, T., Tibshirani, R., & Friedman, J. (2017). The Elements of Statistical Learning: Data Mining, Inference, and Prediction. Springer.*
- *Gupta, G. K. (2014). Introduction to Data Mining with Case Studies. PHI Learning.*
- *Pujari, A. K. (2013). Data Mining Techniques. Universities Press India.*
- *Kumbhar, S. R. (2019). Business Analytics and Data Mining. Wiley India.*
- *Sharma, R. (2021). Data Mining and Business Intelligence in India. Tata McGraw Hill.*
- *Aggarwal, C. C. (2020). Machine Learning and Data Mining for Business Analytics. Springer India.*

Course Title: Operations and Supply Chain Analytics	L	T	P	Cr.
Course Code: MBA4569	4	0	0	04

Total Hours: 60

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

1. Understand the key concepts, tools, and methodologies used in operations and supply chain analytics.
2. Apply data-driven decision-making techniques to optimize supply chain performance.
3. Utilize predictive and prescriptive analytics to improve inventory, logistics, and demand forecasting.
4. Implement advanced analytics tools and technologies such as AI, machine learning, and blockchain in supply chain management.
5. Analyze real-world case studies and develop strategies for improving operational efficiency and sustainability.

Course Content

UNIT-I   **15 Hours**

Overview of Operations and Supply Chain Management; Role of Analytics in Operations and Supply Chains; Descriptive, Predictive, and Prescriptive Analytics in Supply Chain; Key Performance Indicators (KPIs) and Metrics for Supply Chain Performance; Case Studies: Analytics-Driven Supply Chain Success Stories

UNIT-II   **15 Hours**

Time Series Analysis and Predictive Analytics for Demand Forecasting; Inventory Management: EOQ, JIT, Safety Stock Optimization; Supply Chain Risk Analytics and Disruption Management; Machine Learning Applications in Demand Forecasting; Case Studies: Inventory Optimization in Retail, E-commerce, and Manufacturing

UNIT-III   **15 Hours**

Route Optimization and Fleet Management Using Analytics; Warehouse Management and Distribution Analytics; Blockchain and AI in Logistics and Supply Chain Transparency; Simulation and Optimization Techniques in Supply Chain Networks; Case Studies: Smart Logistics and AI-Driven Supply Chain Optimization

UNIT-IV   **15 Hours**

Green Supply Chain and Sustainable Analytics; Digital Twin Technology and IoT in Supply Chain Analytics; Role of Big Data and Cloud Computing in

Supply Chain Decision-Making; Ethics, Data Privacy, and Cybersecurity in Supply Chain Analytics; Case Studies: Industry 4.0 and Smart Supply Chain Strategies.

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

Suggested Readings
- Chopra, S., & Meindl, P. (2022). *Supply Chain Management: Strategy, Planning, and Operation.* Pearson.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2020). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies.* McGraw Hill.
- Watson, M., Lewis, S., Cacioppi, P., & Jayaraman, J. (2013). *Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain.* FT Press.
- Montgomery, D. C., Jennings, C. L., & Kulahci, M. (2015). *Introduction to Time Series Analysis and Forecasting.* Wiley.
- Silver, E. A., Pyke, D. F., & Thomas, D. J. (2016). *Inventory and Production Management in Supply Chains.* CRC Press.
- *Banerjee, A. (2018).* Supply Chain Analytics in Indian Business Context. *Tata McGraw Hill.*

Course Title: Warehousing and Inventory Management	L	T	P	Cr.
Course Code: MBA4570	4	0	0	04

Total Hours: 60

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

1. Understand the principles and functions of warehousing and inventory management in supply chains.
2. Apply inventory control techniques to optimize stock levels and reduce costs.
3. Analyze warehouse layout, storage systems, and automation technologies for efficiency.
4. Utilize data analytics, AI, and IoT in warehouse and inventory management.
5. Evaluate real-world case studies and develop strategies for effective warehousing and inventory management.

Course Content

UNIT-I   **15 Hours**

Fundamentals of Warehousing and Inventory Management; Role of Warehousing in Supply Chain Management; Types of Warehouses: Public, Private, Bonded, Smart; Warehouses; Inventory Types: Raw Materials, Work-in-Progress, Finished Goods Case Studies: Importance of Warehousing in E-commerce and Manufacturing

UNIT-II   **15 Hours**

Economic Order Quantity (EOQ) and Reorder Point Analysis;ABC, VED, FSN, and HML Analysis for Inventory Categorization; Just-in-Time (JIT) and Vendor-Managed Inventory (VMI) Strategies; Inventory Turnover, Safety Stock, and Demand Forecasting Techniques; Case Studies: Inventory Optimization in Retail, FMCG, and Pharma Industries

UNIT-III   **15 Hours**

Warehouse Layout and Design Considerations; Material Handling Equipment and Storage Systems; Warehouse Management Systems (WMS) and Automation Technologies; I, IoT, and RFID in Warehousing and Inventory Control; Case Studies: Smart Warehousing and Robotics in Logistics

UNIT-IV   **15 Hours**

Warehouse Key Performance Indicators (KPIs) and Performance Evaluation; Green Warehousing and Sustainable Inventory Practices; Reverse Logistics and Waste Reduction in Warehousing; Emerging Trends: Blockchain, Digital Twins, and Predictive Analytics in Inventory; Case Studies: Data-Driven Decision Making in Warehouse and Inventory Management

Transaction Mode

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

Suggested Readings

- Krishnan, A. (2021). *Warehousing and Inventory Management: Indian Context and Best Practices*. Tata McGraw Hill.
- Sharma, R. (2020). *Logistics and Warehouse Management in India*. PHI Learning.
- Reddy, P. (2019). *Inventory Optimization Strategies for Indian Businesses*. Wiley India.
- Gupta, A. (2018). *Smart Warehousing and Emerging Technologies in Supply Chain*. BPB Publications.
- Srivastava, S. K. (2018). *Green Supply Chain and Sustainable Warehousing in India*. Springer India.

Course Title: Legal Principles in Shipping Business	L	T	P	Cr.
Course Code: MBA4571	4	0	0	04

Total Hours: 60

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

1. Understand the fundamental legal frameworks governing the shipping industry at national and international levels.
2. Analyze key shipping contracts, including charter parties, bills of lading, and marine insurance.
3. Apply regulatory compliance principles related to shipping safety, environmental laws, and dispute resolution.
4. Evaluate legal risks in maritime trade, logistics, and supply chain management.
5. Examine case studies related to international shipping disputes, liabilities, and claims.

Course Content

UNIT-I   **15 Hours**

Overview of Shipping Law and Its Importance in Global Trade; International Maritime Organizations and Conventions (IMO, SOLAS, MARPOL, UNCLOS);Key National and International Shipping Regulations; Legal Aspects of Ship Registration, Ownership, and Flag States; Case Studies: Compliance with Maritime Laws in Global Shipping

UNIT-II   **15 Hours**

Law of Carriage: Bills of Lading, Charter Parties, and Freight Agreements; Rights and Liabilities of Ship owners, Charterers, and Cargo Owners; Incoterms and Their Legal Implications in International Shipping; Admiralty and Salvage Laws: Marine Liens and Ship Arrests;Case Studies: Legal Disputes in Freight Contracts and Cargo Claims

UNIT-III   **15 Hours**

Principles of Marine Insurance: Hull, Cargo, and P&I Insurance; General and Particular Average in Shipping Contracts; Legal Liabilities in Collisions, Pollution, and Salvage Operations; Risk Management and Dispute Resolution in Maritime Insurance Claims; Case Studies: Maritime Insurance Settlements and Liability Disputes

UNIT-IV   **15 Hours**

Environmental Laws: MARPOL, Ballast Water Management, Emission Control Regulations; Safety at Sea: SOLAS and Port State Control Regulations; Cyber security and Digitalization in Shipping: Legal Challenges; Arbitration and Dispute Resolution in Maritime Conflicts; Case Studies: Legal Challenges in Sustainable Shipping and Cyber security

Transaction Mode

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

Suggested Readings

- Gold, E., Chircop, A., & Kindred, H. (2003). *Maritime Law.* Routledge.
- Wilson, J. (2017). *Carriage of Goods by Sea.* Routledge.
- Baughen, S. (2018). *Shipping Law.* Routledge.
- Hill, C. (2017). *Maritime Law.* Informa Law from Routledge.
- Todd, P. (2015). *Principles of the Carriage of Goods by Sea.* Routledge.
- Bhandarkar, R. (2018). *Admiralty Law and Practice in India.* Eastern Book Company.
- Chaturvedi, R. (2020). *Maritime Law and Policy in India.* LexisNexis.
- Sharma, N. (2019). *Legal Aspects of Shipping and Logistics in India.* PHI Learning.
- Ramesh, K. (2021). *Shipping and Port Laws in India.* Tata McGraw Hill.
- Gupta, A. (2018). *Marine Insurance Law and Practice in India.* Wiley India.

Course Title: Project Management in Supply Chain Operations	L	T	P	Cr.
Course Code: MBA4572	4	0	0	04

Total Hours: 60

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

1. Apply quality management principles including Total Quality Management (TQM), Six Sigma, and Lean tools to ensure consistent and high-quality outcomes in supply chain projects
2. Analyze real-life case studies with a focus on ethics and sustainability.
3. Identify, assess, and mitigate supply chain risks.

Course Content

UNIT-I 15 Hours

Definition and characteristics of a project, Importance of project management in supply chain, Project lifecycle and project phases, Role of a project manager , Overview of supply chain management (SCM), Components and functions of supply chains , Strategic fit between competitive strategy and supply chain strategy, Key drivers of supply chain performance

UNIT-II 15 Hours

Project planning and scheduling play a crucial role in supply chain operations, beginning with the project planning process that lays the foundation for execution. Key tools such as the Work Breakdown Structure (WBS), Gantt charts, PERT, and CPM techniques help in organizing tasks, setting timelines, and tracking progress. Efficient project scheduling and resource allocation ensure optimal use of time and materials. Cost and time management are essential components, involving budgeting, cost estimation, and understanding time-cost trade-offs.

UNIT-III 15 Hours

Techniques like Earned Value Management (EVM) and cost-benefit analysis assist in tracking financial performance and making informed decisions. Risk management is equally critical, with a focus on identifying various types of risks in supply chain projects, performing risk assessments, creating mitigation strategies, and planning contingencies using tools such as Monte Carlo Simulation and Sensitivity Analysis. Procurement and contract management cover vendor selection, contract types, legal considerations, and the evaluation of supplier performance.

UNIT-IV **15 Hours**

Quality management ensures that project outcomes meet standards through quality assurance and control, applying Six Sigma, Lean principles, and Total Quality Management (TQM), along with adherence to industry certifications. Information technology enhances project and supply chain management through ERP systems, specialized project management software like MS Project and Primavera, and the use of analytics and dashboards for real-time insights.

Transaction Mode

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

Suggested Readings

- *Kerzner, H. (2017).* Project management: A systems approach to planning, scheduling, and controlling *(12th ed.). Wiley.*
- *Chopra, S., & Meindl, P. (2019).* Supply chain management: Strategy, planning, and operation *(7th ed.). Pearson.*
- *Jacobs, F. R., & Chase, R. B. (2018).* Operations and supply chain management *(15th ed.). McGraw-Hill Education.*
- *Kogon, K., Blakemore, S., & Wood, J. (2015).* Project management for the unofficial project manager. *BenBella Books.*

Course Title: Customer Relationship Management	L	T	P	Cr.
Course Code: MBA4573	4	0	0	04

Total Hours: 60

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

1. Understanding provides a clear of CRM concepts, its types, scope, and relevance in modern business practices.
2. Analyze customer behavior and segmentation, and understand the importance of customer retention and lifecycle value.
3. Develop skills in designing and implementing CRM strategies, aligned with business goals and customer expectations.
4. Understand customer data management, including data collection, analysis, and privacy issues.

Course Content

UNIT-I   **15 Hours**

Customer Relationship Management (CRM) begins with understanding its definition, scope, and objectives, along with the evolution and growing importance of CRM in modern business. Students explore the types of CRM systems—operational, analytical, and collaborative—and evaluate their respective benefits and challenges. The course then delves into understanding customer behavior and expectations, focusing on customer segmentation, profiling, and the customer lifecycle.

UNIT-II   **15 Hours**

Customer lifetime value (CLV), acquisition, and retention strategies are also discussed. Strategic planning in CRM includes developing effective CRM strategies, implementing them, aligning with business goals, and identifying success factors and barriers.

UNIT-III   **15 Hours**

Technology forms a core part of CRM education, with topics such as CRM software and tools, system features, cloud-based and mobile CRM, and integration with other systems like ERP and SCM. The course also emphasizes customer data management, covering data collection, storage, data warehousing, mining, analytics, and privacy issues. Relationship marketing and customer loyalty are explored through principles of engagement, satisfaction, loyalty programs, and personalized marketing strategies.

UNIT-IV   **15 Hours**

CRM applications across different sectors such as B2B, B2C, banking, retail, hospitality, and telecom, including the impact of e-CRM and digital experiences Finally, the course addresses measuring CRM effectiveness through key performance indicators (KPIs), ROI analysis, customer feedback, and CRM audits for continuous improvement.

Transaction Mode

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

Suggested Readings

- Buttle, F., & Maklan, S. (2019). *Customer relationship management: Concepts and technologies* (4th ed.). Routledge. Peppers, D., & Rogers, M. (2016). *Managing customer relationships: A strategic framework* (2nd ed.). Wiley.
- Shanmugasundaram, S. (2008). *Customer relationship management: A strategic approach to marketing.* PHI Learning Pvt. Ltd.
- Payne, A. (2006). *Handbook of CRM: Achieving excellence in customer management.* Butterworth-Heinemann.

Course Title: Advanced Food Processing	L	T	P	Cr.
Course Code: MBA4574	4	0	0	04

Total Hours: 60

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

1. Apply different concepts and working system of industry in context of agricultural inputs.
2. Evaluate the environment of export & import implications for agricultural inputs
3. Analyze the areas of concern in the processing of meat products, in relation to process control, undesirable microbes and export.
4. Acquire the skill of the processing techniques used to produce a variety of milk products.

Course Content

UNIT I   17 Hours
Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deterioration factors and hazards during processing, storage, handling, and distribution.

UNIT II   13 Hours
Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals, and biotechnological agents; Packaging of foods.

UNIT III   15 Hours
Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management – quality standards, PFA, ISO, etc.

UNIT-IV   15 Hours
Case studies on project formulation in various types of food industries –milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.

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

Suggested Readings

- *John, David N. & Ray. (2021). Concept of Agribusiness Management. Western Publication*
- *D. Dull Kenneth. (2018). Principles of Management in Agri-Business. Western Publication*
- *National Academies of Sciences, Engineering, and Medicine. (2019). Science breakthroughs to advance food and agricultural research by 2030. National Academies Press.*
- *Aguilera, J. M., & Stanley, D. W. (2021). Micro structural principles of food processing and engineering. Springer Science & Business Media.*

Course Title: Rural Development and Agri-Entrepreneurship	L	T	P	Cr.
Course Code: MBA4575	4	0	0	04

Total Hours: 60

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

1. Evaluate and Analyze principles and theories of rural development and Agri-entrepreneurship, including key concepts, models, and strategies.
2. Apply critical thinking and problem-solving skills to identify and evaluate opportunities for Agri-entrepreneurship in rural areas, considering market demands, resources, and socio-economic factors.
3. Analyze and evaluate different business planning, financial management, and marketing strategies to effectively establish and manage Agri-entrepreneurial ventures in rural contexts.
4. Synthesize sustainable and inclusive approaches to rural development, integrating social, environmental, and cultural dimensions, to enhance the overall well-being of rural communities and promote long-term growth.

Course Content

UNIT I   **16 Hours**

Rural Development: Concepts, Nature, Scope and Significance, History of Rural Development. Approaches and Strategies: Rural Reconstruction Approach, Area- Specific and Target Group Oriented Approach and Economic Development with Social Justice Approach. Theories of Rural Development: Historical-Materialist Marxian Theory, Gandhian-Sarvodaya Theory and Theories of Balanced and Unbalanced Growth.

UNIT II   **14 Hours**

Policy and Programmed for Rural Development: With Special Reference to Community Development Programmed, IRDP from 1952 to 2012, NRESA,SGSY and NRLM. Planning for Rural Development: Rural Development planning at the national and State level with reference to Maharashtra, Micro-level planning: Concept and Significance and District level planning machinery. Development Administration in Rural Development: Administrative machinery at the State, District, Tehsil and Village level and People's participation in development process

UNIT III   **15 Hours**

Agri-Entrepreneurship: scope, and importance. Identifying agripreneurial opportunities. Business planning and development. Financing agripreneurial ventures

UNIT IV   **15 Hours**

Agri-entrepreneurial Skills and Strategies, Innovation and technology adoption in agriculture. Supply chain management in Agri-entrepreneurship. Marketing and branding in Agri-entrepreneurship. Risk management and sustainability

Transaction Mode

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

Suggested Readings

- *Desai, Vasant, Rural Development: Issues & Problems, Vo. I, Himalaya PublishingHouse, 2015.*
- *Desai Vasant, Fundamentals of Rural Development: A Systems Approach, HimalayaPublishing House, 2017.*
- *Reddy, Venkata, Rural Development in India, Poverty and Development, ItsEd., Himalaya Publishing House, 2012.*
- *Maheshwari, S.R., Rural Development in India, Sterling Publishers Pvt. Ltd.*

Course Title: Strategic Management in Hospitality Industry	L	T	P	Cr.
Course Code: MBA4576	4	0	0	04

Total Hours: 60

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

1. Understand the definition, nature, and scope of strategic management within the hospitality industry.
2. Analyze the structure, characteristics, trends, and challenges of the hospitality industry.
3. Conduct environmental analyses using tools like PESTEL and SWOT to assess internal and external factors.
4. Formulate effective strategic plans including vision, mission, competitive, and growth strategies for hospitality businesses.

Course Content

UNIT-I   **15 Hours**

Introduction to Strategic Management covers the definition, nature, and scope of strategic management, highlighting its importance in the hospitality industry. It explores the different levels of strategy: corporate, business, and functional. The Hospitality Industry Overview includes the structure and characteristics of the industry, key sectors such as hotels, restaurants, travel and tourism, and event management, as well as trends and challenges in the hospitality industry.

UNIT-II   **15 Hours**

Environmental Analysis involves examining the external environment through PESTEL analysis—Political, Economic, Social, Technological, Environmental, and Legal factors—and the internal environment by assessing resources, capabilities, and core competencies, along with a SWOT analysis of strengths, weaknesses, opportunities, and threats

UNIT-III   **15 Hours**

Strategy Formulation focuses on developing the vision, mission, and objectives of hospitality firms, competitive strategies such as cost leadership, differentiation, and focus strategies, growth strategies including market penetration, market development, product development, and diversification, as well as corporate-level strategies like mergers, acquisitions, and alliances. Strategy Implementation addresses organizational structure and design in hospitality, leadership and corporate culture, resource allocation and budgeting, and managing change and strategic control. Strategic Decision

Making in Hospitality covers tools and techniques for decision making, risk management and crisis management, and ethical considerations and social responsibility.

UNIT-IV   **15 Hours**
Performance Measurement and Control includes key performance indicators (KPIs) for hospitality, the balanced scorecard approach, and strategic audits and evaluation. Finally, Case Studies and Applications provide analysis of real-life hospitality companies, strategic challenges and solutions, and the impact of technology and innovation in strategic management.

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

Suggested Readings

- "*Strategic Management for Hospitality and Tourism" by Fevzi Okumus, Levent Altinay, and Prakash Chathoth*
- *"Strategic Management in the Hospitality Industry" by Michael Olsen, Joseph West, and Eliza Ching-Yick Tse*
- *"Hospitality Strategic Management: Concepts and Cases" by Cathy A. Enz*
- *"Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter*

Course Title: Sustainable Tourism and Hospitality	L	T	P	Cr.
Course Code: MBA4577	4	0	0	04

Total Hours: 60

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

1. Identify and analyze the environmental impacts of tourism and methods for biodiversity conservation.
2. Evaluate socio-cultural impacts of tourism on local communities and approaches for cultural preservation.
3. Assess the economic implications of sustainable tourism and strategies for responsible economic development.
4. Develop sustainable tourism plans incorporating policy frameworks and stakeholder engagement.

Course Content

UNIT-I   **15 Hours**

Introduction to Sustainable Tourism and Hospitality includes the definition and principles of sustainability, the importance of sustainability in tourism and hospitality, and the evolution of sustainable tourism concepts. Environmental Impacts of Tourism covers the positive and negative impacts on natural resources, biodiversity and ecosystem conservation, and pollution and waste management in tourism settings.

UNIT-I   **15 Hours**

Socio-Cultural Impacts focus on the effects of tourism on local communities and cultures, cultural heritage preservation, and community involvement and empowerment. Economic Aspects of Sustainable Tourism address economic benefits and challenges, sustainable economic development through tourism, and responsible investment and local economic participation.

UNIT-I   **15 Hours**

Sustainable Tourism Planning and Policy discuss principles of sustainable tourism planning, the role of government and international organizations, and policy frameworks and regulations. Sustainable Hospitality Practices include green hotels and eco-friendly operations, energy and water conservation techniques, and waste reduction and recycling initiatives. Ecotourism and Responsible Travel define ecotourism, highlight its characteristics, discuss guidelines and certifications such as Green Globe and LEED, and emphasize responsible traveler behavior.

UNIT-I **15 Hours**

Measuring and Monitoring Sustainability involves tools and indicators for sustainability assessment, environmental impact assessments (EIA), and reporting and sustainability audits. Finally, Case Studies and Best Practices explore successful sustainable tourism projects worldwide, challenges and lessons learned, and the role of technology and innovation in sustainable tourism

Transaction Mode

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

Suggested Readings

- Bramwell, B., & Lane, B. (2011). *Sustainable tourism: Principles and practice.* Routledge. https://doi.org/10.4324/9780203886364
- Gossling, S., Scott, D., & Hall, C. M. (2015). *Sustainable tourism futures: Perspectives on systems, restructuring and innovations.* Routledge.
- Hunter, W. C. (2017). *Sustainable tourism and the touristic ecological footprint.* Routledge.
- Weaver, D. B. (2006). *Sustainable tourism: Theory and practice.* Butterworth-Heinemann.