Pimpri Chinchwad Education Trust's

Pimpri Chinchwad University

Sate, Pune - 412106

PCET's Pimpri Chinchwad University

Learn | Grow | Achieve

Curriculum Structure

Master of Business Administration (MBA)

(GENERAL & INTERNATIONAL)

(Pattern 2024)

School of Management

Effective from Academic Year 2025-26

Preamble:

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

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

Vision and Mission of Programme:

Vision

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

Mission

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

Program Educational Objectives (PEOs):

Post-Graduates from the MBA program are expected to attain or achieve the followingProgram Educational Objectives:

- Wider understanding of technical concepts, technology platforms and solutions.
- Exhibit good business functional knowledge and skills.
- Inculcate key attributes of visualization of technology, innovation, critical and integrativethinking enable to solve business problems.
- Inculcate attributes of human values, ethics, and sustainability.
- Contribute actively to technology and end-user industry or in general management roles in techno rich environments.
- Demonstrate intra/entrepreneurial spirit required for driving change and transformation in the business world.

Program Outcomes (POs)

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

problems in an effective manner. Demonstrate and apply appropriate cross functional management, statistical and technological tools to analyse business situations

- , sense opportunities and suggest innovation solutions. Evangelise technology and drive transformationalchanges in order to achieve business value. Support, Develop and Empathise with all stakeholders and uphold professional ethics in all settings, and drive transformational changes in order to achieve business value. Support, Develop and Empathise with all stakeholders and uphold professional ethics in all settings.
- ***PO8:*** **Entrepreneurial Mindset**: Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- ***PO9:*****Business Acumen:** Graduates will possess a comprehensive understanding of various business functions, including finance, marketing, operations, and human resources, and will be able to apply this knowledge to solve real-world business problems.
- ***PO10:*** **Decision-Making**: Students will demonstrate an understanding of ethical considerations in business and possess the ability to make informed and responsible decisions that align with ethical principles and social responsibility.

Program Specific Outcomes (PSo)

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

Curriculum Framework for MBA

Sr. No.	Type of course	Abbreviations
1	Core Courses	**CC**
2	Skill Enhancement Courses	**SEC**
3	Ability Enhancement Courses	**AEC**
3	Value Added Courses	**VAC**
4	Summer Internship	**INTR**
5	Project	**PR**

Sr No	Type/category	Subject	Credit	Percentage %
1	Core Management Subjects	17	51	51%
2	Skill Enhancement Subjects	4	8	8%
3	Project Based Learning	2	6	6%
4	Specialization Subjects	8	24	24%
5	Value Added Courses	4	4	4%
6	Ability Enhancement Courses	7	7	7%
7	MOOCS	8	3	5%
8	Open Online Courses/ Certifications			
	Additional 5-6 Certifications			
	Total	42	100	100%

MBA Curriculum Structure

School of Management									
Program Structure of Masters of Business Administration 2024-26 MBA International									
WEF: A.Y. 2025-26 (Pattern 2024)									
Semester III									
Course Code	Course Name	Course Type	Teaching Scheme					Assesment Scheme	
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMG/I201	Strategic Management	MAJM	3	0	0	3	3	40	60	100
PMG/I202	Geopolitics & Global Economic Systems	MAJM	3	0	0	3	3	40	60	100
PFL101A	Foreign Language-II	AEC	2	0	0	0	2	50	-	50
PMG/I203	SIP -Summer Internship	INTR	0	4	0	4	8	50	100	150
	Specialization 1A	SPL	3	0	0	3	3	40	60	100
	Specialization 1B	SPL (MOOC)	4	0	0	4	4	40	60	100
	Specialization 2A	SPL	3	0	0	3	3	40	60	100
	Specialization 2B	SPL (MOOC)	4	0	0	4	4	40	60	100
	Total		22	0	4	24	30	340	460	800

Electives (Two Courses under Each Specializations)							
Finance & Investment Banking (FIB)							
PMG/IFI201	Security Analysis & Portfolio Management	SPL	3	0	0	3	3
PMG/IFI202	Equity Valuation and Research	SPL	3	0	0	3	3
PMG/IFI203	Fixed Income & Derivatives	SPL	3	0	0	3	3
PMG/IFI204	Corporate Finance, Valuation and Analysis	SPL (MOOC)	4	0	0	4	4
FinTech (FIN)							
PMG/IFT201	Foundations of FinTech	SPL	3	0	0	3	3
PMG/IFT202	AI & ML Applications in Finance	SPL	3	0	0	3	3
PMG/IFT203	Financial Modelling	SPL	3	0	0	3	3
PMG/IFT204	Foundations and Innovations in Financial Technology	SPL (MOOC)	4	0	0	4	4
Human Resource Management (HRM)							
PMG/IHR201	HR Analytics	SPL	3	0	0	3	3
PMG/IHR202	Organizational Change and Development	SPL	3	0	0	3	3
PMG/IHR203	Employee Relations & Labour Legislation	SPL	3	0	0	3	3
PMG/IHR204	Strategic and Behavioral HR Management	SPL (MOOC)	4	0	0	4	4

Marketing & Digital Marketing (M&DM)							
PMG/IDM201	Marketing 5.0	SPL	3	0	0	3	3
PMG/IDM202	International Marketing & Strategies	SPL	3	0	0	3	3
PMG/IDM203	Advanced Social Media Analytics and Insights	SPL	3	0	0	3	3
PMG/IDM204	Global Social Media Engagement Strategies	SPL (MOOC)	4	0	0	4	4
Logistics and Supply Chain Management (LSCM)							
PMG/ILS201	International logistics and Management	SPL	3	0	0	3	3
PMG/ILS202	Port and Airport Management for logistics	SPL	3	0	0	3	3
PMG/ILS203	Procurement, Storage and warehouse Management	SPL	3	0	0	3	3
PMG/ILS204	Sustainability in Operations	SPL (MOOC)	4	0	0	4	4
Business Analytics (BA)							
PMG/IBA201	Introduction to Business Analytics and Data Science	SPL	3	0	0	3	3
PMG/IBA202	Statistics for Data Science	SPL	3	0	0	3	3
PMG/IBA203	Machine Learning & Predictive Analytics	SPL	3	0	0	3	3
PMG/IBA204	Python for Data Science	SPL (MOOC)	4	0	0	4	4

Semester IV										
Course Code	Course Name	Course Type	Teaching Scheme					Assesment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMG208	Corporate Governance and Business Ethics	MAJM	3	0	0	3	3	40	60	100
PMG209	Entrepreneurship Development	MAJM	3	0	0	3	3	40	60	100
PMG214	Research/Field Project	PROJ	0	4	0	4	8	50	100	150
	Specialization 3A	SPL	3	0	0	3	3	40	60	100
	Specialization 3B	SPL	3	0	0	3	3	40	60	100
	Specialization 4A	SPL	3	0	0	3	3	40	60	100
	Specialization 4B	SPL	3	0	0	3	3	40	60	100
	Total		18	4	0	22	26	290	460	750

Electives (Two Courses under Each Specializations)							
Finance & Investment Banking (FI)							
PMGFI205	Mergers, Acquisition and corporate Restructuring	SPL	3	0	0	3	3
PMGFI206	Mutual Funds, Hedge Funds and Exchange Traded Funds	SPL	3	0	0	3	3
PMGFI207	Financial and Tax Planning	SPL	3	0	0	3	3
PMGFI208	Behavioural Finance	SPL	3	0	0	3	3
FinTech (FT)							
PMGFT205	Block Chain & Cryptocurrency	SPL	3	0	0	3	3

PMGFT206	**Algorithmic Trading**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGFT207	**Fintech Regulations & Ethics**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGFT208	**Fintech and Financial Modelling**	**SPL**	**3**	**0**	**0**	**3**	**3**
Human Resource Management (HR)							
PMGHR206	**Transactional Analysis and Managerial Counselling**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGHR207	**Political behaviour and Impression management in Organizations**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGHR208	**Acquisition of Talent and Consulting to Management**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGHR209	**Organizational Change & Development**	**SPL**	**3**	**0**	**0**	**3**	**3**
Marketing & Digital Marketing (MD)							
PMGMD205	**E-commerce Innovations and Strategies**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGMD206	**Global Digital Marketing Trends and Strategy**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGMD207	**Product and Brand Management**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGMD208	**Retail Management**	**SPL**	**3**	**0**	**0**	**3**	**3**
Logistics and Supply Chain Management (LSCM)							
PMGLS206	**Green Logistics**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGLS207	**Supply Chain Risk Modelling and Management**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGLS208	**Export-Import Management**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGLS209	**Logistics Information System**	**SPL**	**3**	**0**	**0**	**3**	**3**
Business Analytics (BA)							
PMGBA205	**Business Analytics Applications in Management**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGBA206	**Data Driven decision making in Business**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGBA207	**Time Series Forecasting**	**SPL**	**3**	**0**	**0**	**3**	**3**
PMGBA208	**Big Data Analytics & Data Visualisation**	**SPL**	**3**	**0**	**0**	**3**	**3**

Credit						
	Sem 1	**Sem 2**	**Sem 3**	**Sem 4**	**Total**	**Percentage %**
MAJM	12	12	6	6	36	41.9
Elective	3	3	0	0	6	7.0
SPL	0	0	6	12	18	20.9
AEC	2	0	0	0	2	2.3
VAC	2	0	0	0	2	2.3
INTR & Mini Project	2	0	4	4	10	11.6
MOOC/ SPL MOOC	0	4	8	0	12	14.0
Total	**21**	**19**	**24**	**22**	**86**	**100**

Semester	**Credit**
I	21
II	19
III	24
IV	22
Total	**86**

SEM 3

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester:** III	**Level:** PG
Course Name	**Strategic Management**	**Course Code/ Course Type**	PMG/PMI201/MAJM
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of **Strategic Management** course are: 1. To recall learning about the process of strategic management 2. To recognize strategy formulation and implementation 3. To apply the knowledge gained in functional areas of management 4. To analyze various forms of competitive strategy 5. To evaluate strategies specific to the business vision and mission
Course Learning Outcomes (CLO):	Students would be able to: 1. CLO1: To identify the concept of Strategic Management, its relevance, Characteristics, process nature and purpose 2. CLO2: To explain how firms successfully institutionalize a strategy process 3. CLO3: To apply a competitive organizational structure for domestic and overseas operations and gain competitive advantage. 4. CLO4: To analyze how strategy is weaved in the organizational decision making process 5. CLO5: To evaluate the strategic drive in multinational firms and their decisions in different markets

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

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

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

Textbooks:

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

Reference Books:

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

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester : III**	**Level: PG**
Course Name	Geopolitics & Global Economics	**Course Code/ Course Type**	PMG/PMI 210
Course Pattern	2024	**Version**	1.0
Teaching Scheme		**Assessment Scheme**	

Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**
3	-	-	3	3	40	60

Course Objectives (CO):	The objectives of the course are: 1. To understand the geopolitical factors influencing international economic relations. 2. To analyze the impact of global economic trends and institutions on business strategy and policymaking. 3. To explore the interdependence between political stability, international trade, and economic development. 4. To examine the roles of global powers and alliances in shaping the world economy. 5. To prepare students to assess geopolitical risk and economic indicators in global decision-making.
Course Learning Outcomes (CLO):	Students would be able to: 1. Interpret geopolitical developments and their implications for global economic stability. 2. Assess the influence of global institutions (e.g., IMF, WTO, World Bank) on national and corporate strategies. 3. Evaluate international economic indicators and policy responses. 4. Understand the dynamics of international trade, capital flows, and global supply chains. 5. Identify and mitigate geopolitical risks in global business planning.

Course Contents/Syllabus:

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

• Political risk analysis tools and methodologies • Energy geopolitics: oil, gas, and green transitions • Trade wars and protectionism (e.g., US-China trade conflict) • Technology and cyber sovereignty • Sanctions, embargoes, and economic warfare	3	9
Unit 4: Emerging Markets and Regional Dynamics		
• Rise of China and Asia-Pacific strategies • Middle East, Africa, and Latin America – geopolitical significance • Role of the European Union in global governance • India's geopolitical and economic positioning • Belt and Road Initiative (BRI) and strategic corridors	4	9
Unit 5: Future Trends and Global Economic Shocks		
• Impact of pandemics, climate change, and migration on global economics • Global financial crises and recovery models (2008, COVID-19, etc.) • Deglobalization and reshoring trends • Digital currencies and the future of the global financial system • Artificial intelligence, automation, and geopolitics of technology	5	9
Total		45

Learning resources

Core Textbooks:

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

Recommended Readings:

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

Finance & Investment Banking (FIB)

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester:** III	**Level:** PG
Course Name	Security Analysis & Portfolio Management	**Course Code/ Course Type**	PMG/PMIFI201/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets. 2. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection. 3. The course material will cover formulae that can be applied in different business situations regarding active portfolio management. 4. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management. 5. To provide a theoretical and practical background in the field of investments.
Course Learning Outcomes (CLO):	Students would be able to: 1. **CO1:** Understand about various investment avenues. 2. **CO2:** Understand the value of assets and manage investment portfolios. 3. **CO3:** Understand various Models of Investment and its application 4. **CO4:** Understand and create various investment strategies on the basis of various market conditions. 5. **CO5:** Measure riskiness of a stock or a portfolio position.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Investment: Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim and Approaches of Security analysis.	**CLO 1**	**9**
UNIT II		
Portfolio Theory: Risk and Return: Concept of Risk, Component and Measurement of risk, covariance, correlation coefficient, Measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.	**CLO 2**	**9**
UNIT III		
Capital Market & Asset Pricing: Technical Analysis: DOW Theory, Support and	**CLO 3**	**9**

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

Textbooks:

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

References:

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

Any other Study Material (Online Link):

- https://www.edx.org/learn/investing/indian-institute-of-management-bangalore-introduction-to-investments?index=product&queryID=c786a1ed81c03e669d3bdeebeb4c9f00&position=2&linked_from=autocomplete&c=autocomplete
- https://www.edx.org/learn/network-security/ibm-application-security-for-developers?index=product&queryID=1bd06e088083660c575407483939a224&position=5&linked_from=autocomplete&c=autocomplete
- https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm

COURSE CURRICULUM

<table>
<tr><td colspan="2">Name of the Program:</td><td colspan="2">MBA (G/I)</td><td colspan="2">Semester: III</td><td colspan="2">Level: PG</td></tr>
<tr><td colspan="2">Course Name</td><td colspan="2">Equity Valuation and Research</td><td colspan="2">Course Code/ Course Type</td><td colspan="2">PMG/PMIFI202/ SPL</td></tr>
<tr><td colspan="2">Course Pattern</td><td colspan="2">2024</td><td colspan="2">Version</td><td colspan="2">1.0</td></tr>
<tr><td colspan="4">Teaching Scheme</td><td colspan="4">Assessment Scheme</td></tr>
<tr><td>Theory</td><td>Practical</td><td>Tutorial</td><td>Total Credits</td><td>Hours</td><td>CIA (Continuous Internal Assessment)</td><td>ESA (End Semester Assessment)</td><td>Practical/Oral</td></tr>
<tr><td>3</td><td>0</td><td>0</td><td>3</td><td>3</td><td>40</td><td>60</td><td>0</td></tr>
<tr><td colspan="8">Pre-Requisite: Bachelor’s Degree</td></tr>
<tr><td colspan="3">Course Objectives (CO):</td><td colspan="5">The objectives of the course are:
1. Understanding Equity Valuation: To provide students with a comprehensive understanding of the principles, methodologies, and techniques used in valuing equity securities.
2. Developing Analytical Skills: To develop students' analytical skills in assessing financial statements, analyzing industry trends, and evaluating company performance.
3. Mastering Valuation Models: To familiarize students with various valuation models, including discounted cash flow (DCF), relative valuation, dividend discount models (DDM), and residual income models.
4. Applying Valuation Techniques: To equip students with the knowledge and skills to apply valuation techniques effectively in real-world scenarios, such as investment analysis, mergers and acquisitions, and financial reporting.
5. Conducting Equity Research: To train students in conducting comprehensive equity research, including industry analysis, company profiling, financial modeling, and investment recommendations.</td></tr>
<tr><td colspan="3">Course Learning Outcomes (CLO):</td><td colspan="5">Students would be able to:
1. Knowledge Acquisition: Students will acquire a deep understanding of the theoretical foundations, concepts, and methodologies of equity valuation and research.
2. Analytical Skills Development: Students will develop strong analytical skills in interpreting financial statements, assessing company performance, and identifying investment opportunities.
3. Valuation Proficiency: Students will become proficient in applying different valuation models and techniques to estimate the intrinsic value of equity securities accurately.
4. Research Competency: Students will gain the ability to conduct thorough equity research, including industry analysis, competitive benchmarking, and financial modeling.
5. Decision-Making Abilities: Students will enhance their decision-making abilities by integrating financial analysis, valuation insights, and risk assessment into investment decisions.</td></tr>
</table>

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Equity Valuation Overview of Equity Valuation: Definition, importance, and key concepts. Fundamental Principles of Equity Valuation: Understanding the intrinsic value of stocks. Approaches to Equity Valuation: Introduction to the discounted cash flow (DCF) method, relative valuation (comparables), and asset-based valuation. Factors Influencing Equity Valuation: Economic indicators, industry analysis, and company-specific factors.	**CLO 1**	**9**
UNIT II		
Financial Statement Analysis Understanding Financial Statements: Overview of balance sheets, income statements, and cash flow statements. Ratio Analysis: Analyzing liquidity, profitability, solvency, and efficiency ratios. Common-Size Analysis: Assessing financial statements using common-size formats to compare companies of different sizes. Trend Analysis: Identifying trends in financial performance over time.	**CLO 2**	**9**
UNIT III		
Valuation Models and Techniques Discounted Cash Flow (DCF) Valuation: Principles of DCF modeling, forecasting cash flows, and determining discount rates (WACC). Relative Valuation: Comparable company analysis (CCA) and comparable transactions analysis (CTA). Dividend Discount Model (DDM): Understanding the Gordon Growth Model and its applications. Residual Income Models: Economic Value Added (EVA) and other residual income approaches.	**CLO 3**	**9**
UNIT IV		
Equity Research and Analysis Industry Analysis: Evaluating industry dynamics, competitive positioning, and growth prospects. Company Analysis: Assessing business models, competitive advantages, management quality, and financial performance. Valuation Analysis: Applying valuation models and techniques to estimate the intrinsic value of stocks. Investment Recommendations: Formulating buy, sell, or hold recommendations based on valuation analysis and risk assessment.	**CLO 4**	**9**
UNIT V		
Special Topics in Equity Valuation Equity Valuation in Practice: Case studies and practical applications of equity valuation techniques. Behavioral Finance and Equity Valuation: Understanding the influence of behavioral biases on stock prices and valuation. Emerging Trends in Equity Valuation: Exploring new developments, methodologies, and technologies in equity valuation research. Ethical Considerations in Equity Valuation: Addressing ethical issues, conflicts of interest, and regulatory compliance in equity research and analysis.	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

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

Reference Books:

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

Any other Study Material (Online Link):

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

COURSE CURRICULUM

Name of the Program:	MBA (G/I)			**Semester:** III		**Level:** PG	
Course Name	**Fixed Income & Derivatives**			**Course Code/ Course Type**		PMG/PMIFI203/SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of the course are: **CO1:** To provide a strong foundation in the concepts, valuation, and risk management of fixed income securities. **CO2:** To understand the pricing and mechanics of derivatives including forwards, futures, options, and swaps. **CO3:** To analyze interest rate risk and credit risk in fixed income portfolios. **CO4:** To evaluate how derivatives can be used for hedging, speculation, and arbitrage. **CO5:** To equip students with analytical tools to value fixed income securities and derivatives using real-world data.			
Course Learning Outcomes (CLO):				Students would be able to: **CLO1:** Comprehend the structure and characteristics of fixed income instruments and derivative products. **CLO2:** Analyze and price bonds, calculate yields, and assess interest rate risks. **CLO3:** Evaluate and apply derivative strategies for hedging and risk management. **CLO4:** Use analytical models to price forward, futures, options, and swap contracts. **CLO5:** Apply concepts of fixed income and derivatives in portfolio construction and risk mitigation.			

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Textbooks:

- "Fixed Income Analysis" by Frank J. Fabozzi: Wiley, Third Edition, 2015.
- "Options, Futures, and Other Derivatives" by John C. Hull: Pearson, Tenth Edition, 2022.
- "Derivatives: Principles and Practice" by Rangarajan K. Sundaram and Sanjiv R. Das: McGraw Hill, Second Edition, 2016.
- "Fixed Income Securities: Tools for Today's Markets" by Bruce Tuckman and Angel Serrat: Wiley, Third Edition, 2011.
- "The Bond and Money Markets: Strategy, Trading, Analysis" by Moorad Choudhry: Elsevier, First Edition, 2001.

Reference Books:

- "Fixed Income Securities: Valuation, Risk, and Risk Management" by Pietro Veronesi: Wiley, First Edition, 2010.
- "Derivatives and Risk Management Basics" by Don M. Chance and Robert Brooks: Cengage Learning, First Edition, 2015.
- "Understanding Futures Markets" by Robert W. Kolb and James A. Overdahl: Wiley, Eighth Edition, 2012.
- "Managing Financial Risk: A Guide to Derivative Products, Financial Engineering, and Value Maximization" by Charles W. Smithson: McGraw Hill, Third Edition, 1998.
- "Derivatives Markets" by Robert L. McDonald: Pearson, Third Edition, 2013.

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester:** III	**Level:** PG
Course Name	**Corporate Finance, Valuation and Analysis**	**Course Code/ Course Type**	PMG/PMIFI204/SPL **(MOOC)**
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
4	0	0	4	4	40	60	0

Pre-Requisite: Bachelor's Degree	
Course Objectives (CO):	The objectives of the course are:
Course Learning Outcomes (CLO):	Students would be able to:

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Investment Banking: Financial Analysis and Valuation, by Illinios	**CLO 1**	**9**
UNIT II		
Decentralized Finance (DeFi) Infrastructure, Duke	**CLO 2**	**9**
UNIT III		
Corporate Finance I Measuring and Promoting Value Creation, University of Illinios	**CLO 3**	**9**
UNIT IV		
Champagin: Financial Management Capstone, University of Illinios	**CLO 4**	**9**
Total Hours		**45**

FinTech (FIN)

COURSE CURRICULUM

Name of the Program:	MBA		**Semester : III**		**Level: PG**	
Course Name	Foundations of Fintech		**Course Code/ Course Type**		PMG/IFT 201/SPL	
Course Pattern	2024		**Version**		1.0	
Teaching Scheme			**Assessment Scheme**			
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**
3	-	-	3	3	40	60 -
Pre-Requisite:						

Course Objectives (CO):	The objectives of the course are: 1. Understand the fundamental concepts and evolution of financial technology. 2. Analyze the impact of technological innovations on traditional financial services. 3. Evaluate the opportunities and challenges presented by emerging FinTech solutions. 4. Develop insights into regulatory, ethical, and risk considerations in FinTech. 5. Explore future trends and their potential implications on the financial industry.
Course Learning Outcomes (CLO):	Students would be able to: 1. Articulate the key drivers and components of the FinTech ecosystem. 2. Critically assess the role of technology in transforming financial services. 3. Apply knowledge of FinTech innovations to real-world financial scenarios. 4. Navigate the regulatory and ethical landscape of the FinTech industry. 5. Anticipate and analyze future developments in financial technology.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hrs**
Unit 1: Introduction to FinTech and Financial Innovation		
• Evolution and definition of FinTech • Historical context of financial innovation • Key drivers of FinTech development • Overview of the FinTech ecosystem and stakeholders.	1	9
Unit 2: Core Technologies in FinTech		
• Blockchain technology and cryptocurrencies • Artificial intelligence and machine learning applications • Big data analytics in financial services • Cybersecurity and data privacy considerations.	2	9

Unit 3: FinTech Applications and Business Models		
• Digital payments and remittances • Peer-to-peer lending and crowdfunding platforms • Robo-advisors and automated wealth management • Insurtech: Innovations in the insurance industry	3	9
Unit 4: Regulatory, Ethical, and Risk Considerations		
• Regulatory frameworks governing FinTech • Ethical implications of FinTech innovations • Risk management in FinTech operations • Case studies on compliance and legal challenges	4	9
Unit 5 : Future Trends and the Global Impact of FinTech		
• Emerging trends: DeFi, RegTech, and beyond • The role of FinTech in financial inclusion • Global perspectives and cross-border FinTech developments • Preparing for the future: Skills and competencies in FinTech • Comprehensive Case study	5	9
Total		45

Learning resources

Online Resources:

1. Arner, D. W., Barberis, J., & Buckley, R. P. (2016). *The Evolution of FinTech: A New Post-Crisis Paradigm?*
2. Chishti, S., & Barberis, J. (2016). *The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries*. Wiley.
3. Iansiti, M., & Lakhani, K. R. (2017). *The Truth About Blockchain*. Harvard Business Review.
4. Nakamoto, S. (2008). *Bitcoin: A Peer-to-Peer Electronic Cash System* Tapscott, D., & Tapscott, A. (2016). *Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World*. Penguin.

COURSE CURRICULUM

Name of the Program:	MBA	**Semester : III**	**Level: PG**
Course Name	AI and ML applications in Finance	**Course Code/ Course Type**	PMGFT 202 /SPL
Course Pattern	2024	**Version**	1.0
Teaching Scheme		**Assessment Scheme**	

Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/ Oral**
3	-	-	3	3	40	60	-

Pre-Requisite:	
Course Objectives (CO):	The objectives of the course are: 1. To introduce the fundamentals of AI and ML techniques 2. To introduce applications in financial decision-making in of AI and ML 3. To understand how AI and ML enhance financial analytics, risk assessment, and investment strategies. 4. To enable students to evaluate AI-driven financial products, services, and innovations. 5. To develop critical thinking on ethical and regulatory implications of AI in finance.
Course Learning Outcomes (CLO):	Students would be able to: 1. Understand key AI and ML concepts and how they apply in financial contexts. 2. Analyze and interpret financial data using machine learning models. 3. Apply ML algorithms to solve problems in credit scoring, portfolio optimization, fraud detection, and algorithmic trading. 4. Evaluate the risks, challenges, and ethical implications of deploying AI in financial services. 5. Design AI-driven strategies to improve financial decision-making and customer engagement.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hrs**
Unit 1: Introduction to AI and ML in Finance		
• Basics of AI and Machine Learning • Supervised, Unsupervised, and Reinforcement Learning • Role of AI/ML in transforming the finance industry • Use cases across banking, insurance, investment, and trading	1	9
Unit 2: Data Analytics and Financial Modeling		
• Financial data types and sources (market data, customer data, textual data) • Data preprocessing, feature selection, normalization • Time series modeling in finance • Introduction to tools: Python/R for financial data analysis	2	9
Unit 3: Machine Learning Applications in Finance		

• Credit scoring and risk modeling using classification algorithms (Logistic Regression, Decision Trees, Random Forest, XGBoost) • Fraud detection with anomaly detection and clustering • Portfolio management using ML (Markowitz model, Black-Litterman) • Sentiment analysis and NLP in market forecasting	3	9
Unit 4: AI in Trading and Investment		
• Algorithmic and high-frequency trading • Deep learning in asset price prediction (Neural Networks, LSTM) • Robo-advisors and automated wealth management • Reinforcement learning in trading strategies	4	9
Unit 5: Challenges, Ethics, and the Future of AI in Finance		
• Explainable AI and model transparency in finance • Regulatory frameworks (GDPR, RBI guidelines, SEC, etc.) • Ethical considerations: bias, fairness, and accountability • Future trends: FinTech, RegTech, AI for financial inclusion • Comprehensive Case study	5	9
Total		45

Textbooks and Reference Materials:

Core Textbooks:

- "Artificial Intelligence in Finance" by Yves Hilpisch – O'Reilly Media
- "Machine Learning for Asset Managers" by Marcos López de Prado – Cambridge University Press
- "Advances in Financial Machine Learning" by Marcos López de Prado – Wiley

Additional References:

- "Python for Finance" by Yves Hilpisch – O'Reilly
- "The AI Book: The Artificial Intelligence Handbook for Investors, Entrepreneurs and FinTech Visionaries" by Ivana Bartoletti, Anne Leslie, Shân M. Millie – Wiley
- Research papers and case studies from Harvard Business Review, CFA Institute, and IEEE Transactions on Financial Technology.

COURSE CURRICULUM

Name of the Program:		MBA		**Semester:** III		**Level:** PG	
Course Name		Financial Modelling		**Course Code/ Course Type**		PMG/IFT203/ SPL	
Course Pattern		2024		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of the course are: 1. Demonstrate understanding of advanced searches, lookups, filters, and aggregations on financial datasets 2. Experiment with financial datasets in Excel using aggregation techniques and macro 3. Analyze financial data using optimization techniques 4. Assess financial data using scenario and sensitivity analysis. 5. Building integrated financial models (Valuation modeling)					
Course Learning Outcomes (CLO):		Students would be able to: 1. Students will demonstrate advanced proficiency in conducting searches, lookups, filters, and aggregations on financial datasets using tools such as Excel, Python, or R. 2. Students will gain practical experience in experimenting with financial datasets in Excel, applying aggregation techniques and macros to extract insights and perform analysis efficiently. 3. Students will develop the ability to analyze financial data using optimization techniques, including linear programming and mathematical optimization, to optimize financial decision-making processes. 4. Students will be able to conduct scenario and sensitivity analyses on financial datasets to assess the impact of various factors and uncertainties on financial outcomes, thereby enhancing risk management and decision-making capabilities. 5. Students will acquire the skills necessary to build integrated financial models, focusing particularly on valuation modeling techniques, enabling them to create comprehensive models for analyzing and valuing financial assets, companies, or investment opportunities.					

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Advanced Excel Functions on financial datasets: Lookups and Searches (within table, across tables), Multiple Lookups and Reverse Lookups, Applications of Sumifs and Countifs, Conditional Sum Products and dashboarding, Usefuls functions - string / statistical / date-time / financial, Error Handling Functions, Formula Auditing	**CLO 1**	**9**
UNIT II		

Advanced Lookups and Searches on financial datasets: Reverse lookups, dynamic searches, Multiple Lookups with applications to financial data sets, multi-dimensional searches in Excel, Applications on financial time series and datasets	**CLO 2**	**9**
UNIT III		
Data Aggregation techniques in Excel for financial datasets: Data Aggregation methods, Dynamic modeling using Named Ranges, Using Tables as a powerful way to build dynamic formulae, Aggregation using Pivot Tables & Techniques, Filtering Techniques, Conditional aggregation techniques (using datasets)	**CLO 3**	**9**
UNIT IV		
Using Excel for Advanced functionalities in Finance: Solver & Optimization Techniques, Scenario Analysis, Sensitivity Analysis, Goal Seek, Examples from various finance and banking domains on applications of above principles	**CLO 4**	**9**
UNIT V		
Building Integrated Financial Model: Understanding and creating a financial model template, Calculating Growth Drivers and Future Assumptions, Revenue Build-Up - Projecting the Future Revenues, Cost Build-Up - Projecting the Future Cost, Modeling historical & projected financial statements - P&L and B/S, Building cash flow statement, Asset and Depreciation Schedule, Debt and Interest Schedule, Building an integrated model for valuation using DCF, Sensitivity/Scenario Analysis, Incorporating other accounting details like revenue recognition, deferred taxes etc.	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

1. "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity" by Paul Pignataro , First Edition, 2013.
2. "Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Levels" by Michael Rees, John Wiley & Sons, Second Edition, 2018.
3. "Financial Modeling: Theory, Implementation, and Practice with MATLAB Source" by Joerg Kienitz and Daniel Wetterau, Wiley, First Edition, 2017.

References:

1. "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity" by Gurpreet Dhillon and Natasha Khoruzhenko, CRC Press, First Edition, 2019.
2. "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity" by Chandan Sengupta, John Wiley & Sons, First Edition, 2011.
3. "Financial Modeling: An Introductory Guide to Excel and VBA Applications in Finance" by Joerg Kienitz and Daniel Wetterau, Wiley, First Edition, 2016.
4. "Financial Modeling: Principles and Practice" by Suman Basu, Wiley, First Edition, 2015.
5. "Financial Modelling in Excel for Dummies" by Danielle Stein Fairhurst, For Dummies, Second Edition, 2017.

Any other Study Material (Online Link):

- https://documents1.worldbank.org/curated/en/099450005162250110/pdf/P17300600228b70070914b0b5edf26e2f9f.pdf
- https://business.depaul.edu/about/centers-institutes/financial-services/events/Documents/CFIC%20Presentations%20Day%201%202018/1_Grennan.pdf
- https://www.bis.org/publ/bppdf/bispap117.pdf

Human Resource Management (HRM)

COURSE CURRICULUM

Name of the Program:	MBA	**Semester:** III	**Level:** PG
Course Name	HR Analytics	**Course Code/ Course Type**	PMG/PMIHR202/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Understand the fundamentals of HR analytics and its importance in strategic decision-making within organizations. 2. Acquire knowledge of various HR metrics and key performance indicators (KPIs) used for measuring and analyzing workforce data. 3. Develop skills in data collection, cleaning, and preparation for HR analytics purposes. 4. Learn statistical techniques and data visualization methods commonly used in HR analytics. 5. Apply HR analytics tools and software to analyze and interpret workforce data for making informed HR decisions.
Course Learning Outcomes (CLO):	Students would be able to: 1. ENUMERATE the key concepts related to the subject matter. 2. DEMONSTRATE experimentation and innovation. 3. ANALYZE the behavioral Patterns of an individual & Map the competency- the audit Perspective. 4. EXPLAIN the innovative and formulate strategies which enhance innovative skills and Promote Innovation. 5. FORMULATE the linkage between HR Analytics and Business Analytics.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

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

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

Text Reading:

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

References:

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

Additional Reading:

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

Any other Study Material (Online Link):

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

COURSE CURRICULUM

Name of the Program:	MBA	**Semester:** III	**Level:** PG
Course Name	Organizational Change and Development	**Course Code/ Course Type**	PMG/PMIHR201/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Understand the theories and models of organizational change and development. 2. Apply diagnostic tools and methods to assess organizational readiness for change. 3. Develop change management strategies and plans to facilitate successful organizational change. 4. Analyze the impact of change interventions on organizational culture, structure, and performance. 5. Design mechanisms for sustaining change and fostering organizational learning.
Course Learning Outcomes (CLO):	Students would be able to: 1. Remembering: Students will recall and define key concepts and theories related to organizational change and development. 2. Understanding: Students will demonstrate understanding by explaining the theoretical foundations and models of organizational change. 3. Applying: Students will apply change management techniques and strategies to real-world organizational scenarios. 4. Analyzing: Students will analyze case studies and organizational examples to evaluate the effectiveness of change interventions. 5. Creating: Students will develop and propose change management plans for organizations facing various change scenarios.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

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

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

Text Reading:

- "Organizational Change: An Action-Oriented Toolkit" by Gene Deszca, Cynthia Ingols, and Tupper F. Cawsey, 2nd ed, 2011, Sage South Asia Edition https://books.google.com.ag/books?id=s-e7By2cyt4C&printsec=frontcover#v=onepage&q&f=false

- "Managing Organizational Change: A Multiple Perspectives Approach" by Ian Palmer, Richard Dunford, and Gib Akin, McGraw-Hill Higher Education, 2nd ed, 2008. https://www.booksfree.org/wp-content/uploads/2022/03/Managing-Organizational-Change-pdf-free-download.pdf

References:

- "Organization Development: The Process of Leading Organizational Change" by Donald L. Anderson, 4th ed. Sage Publishing. https://books.google.com.pr/books?id=0N7GDAAAQBAJ&printsec=frontcover#v=onepage&q&f=false

- "The Change Handbook: The Definitive Resource on Today's Best Methods for Engaging Whole Systems" by Peggy Holman, Tom Devane, and Steven Cady, 2nd edition (4 January 2007), Berrett-Koehler Publishers _https://www.researchgate.net/publication/242633852_The_Change_Handbook_The_Definitive_Resource_on_Today's_Best_Methods_for_Engaging_Whole_Systems

COURSE CURRICULUM

Name of the Program:	MBA			**Semester:** III		**Level:** PG	
Course Name	Employee Relations & Labour Legislation			**Course Code/ Course Type**		PMG/PMIHR203/ SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of the course are: 1. Understand the historical development and evolution of labor legislation. 2. Analyze the implications of labor legislation on various aspects of employee relations, including hiring, compensation, benefits, and termination. 3. Evaluate the role of collective bargaining, unions, and other labor organizations in shaping employee relations. 4. Develop skills in conflict resolution and negotiation within the framework of labor laws. 5. Formulate effective strategies for managing employee relations to enhance organizational performance and employee satisfaction.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Students will recall and define key concepts and theories related to organizational change and development. 2. Students will demonstrate understanding by explaining the theoretical foundations and models of organizational change. 3. Students will apply change management techniques and strategies to real-world organizational scenarios. 4. Students will analyze case studies and organizational examples to evaluate the effectiveness of change interventions. 5. Students will develop and propose change management plans for organizations facing various change scenario			

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Descriptors/Topics - **Introduction**: Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, Approaches to employee relations – The Dunlop's approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India.	**CLO 1**	**9**
UNIT II		
Descriptors/Topics - **Mechanism for harmonious ER:** Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its	**CLO 2**	**9**

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

Text Reading:

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

References:

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

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

Additional Reading:

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

Any other Study Material (Online Link):

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

COURSE CURRICULUM

Name of the Program:	MBA	**Semester:** III	**Level:** PG
Course Name	**Strategic and Behavioral HR Management**	**Course Code/ Course Type**	PMG/PMIHR205/SPL (MOOC)
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
4	0	0	4	4	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Provide foundational knowledge in human resource management, including recruitment, hiring, onboarding, and performance management. 2. Develop strategic thinking and business planning capabilities to align organizational goals with workforce needs. 3. Introduce core concepts of corporate and commercial law to support ethical and compliant decision-making in business contexts. 4. Equip learners with skills to set clear expectations, assess employee performance, and address workplace performance challenges effectively. 5. Enhance intercultural communication and conflict resolution abilities for managing diverse teams and fostering collaborative work environments.
Course Learning Outcomes (CLO):	Students would be able to: 1. **Understand and explain** key principles of human resource management, business strategy, corporate law, and intercultural communication, recognizing their interdependence in fostering organizational success. 2. **Analyze** workplace challenges, including recruitment strategies, performance issues, and cross-cultural communication barriers, to identify root causes and opportunities for improvement. 3. **Apply** effective HR practices, business strategy tools, legal knowledge, and conflict resolution techniques to solve organizational problems and enhance team dynamics. 4. **Design and implement** strategic initiatives, performance management frameworks, and communication plans that align with organizational objectives and promote cultural competence. 5. **Evaluate** the effectiveness of business strategies, HR practices, legal compliance, and intercultural communication efforts, recommending improvements for sustained organizational growth.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**Level**	**Hours**
COURSE I		
Preparing to Manage Human Resources, University of Minnesota	Beginner level	**12**
COURSE II		
Recruiting Hiring and Onboarding, University of Minnesota	Beginner level	**12**

COURSE III		
Foundations of Business strategy, University of Virginia	Intermediate Level	**12**
COURSE IV		
Corporate and commercial Law, University of Illionis at Urbanana Champaign	Intermediate Level	**9**
COURSE V		
Setting Expectations & Assessing Performance Issues, University of California Davis	Intermediate Level	**9**
COURSE VI		
Intercultural communication and Conflict Resolution, University of California Davis	Intermediate Level	**6**
Total Hours		**60**

Marketing & Digital Marketing (MDM)

COURSE CURRICULUM

Name of the Program:	MBA			**Semester:** III		**Level:** PG	
Course Name	Marketing 5.0			**Course Code/ Course Type**		PMG/PMIMDM201/ SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of the course are: 1. Understand the shift from traditional to digital and human-centric marketing. 2. Explore consumer behavior in the digital era and connected subcultures. 3. Familiarize students with emerging marketing technologies and tools. 4. Highlight integration of technology with marketing strategies. 5. Create awareness about ethical and strategic issues in tech-driven marketing.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Describe concepts of Marketing 4.0 & 5.0, including digital subcultures and tech-driven frameworks. 2. Explain the shift to digital, inclusive, and human-centric marketing with focus on CX. 3. Apply the 5A path, content, and data strategies for integrated brand experiences. 4. Analyze the impact of AI, predictive tools, AR/VR, block chain, and contextual marketing on customer behavior and loyalty. 5. Design human-centric, tech-enabled strategies that deliver WOW customer experiences.			

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

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

Digital Transformation in Organizations- Impact of COVID-19 and the Rise of Digital, Opportunities and Challenges of Going Digital, Digital Capabilities and Readiness, Digital Leadership, Digital Divide **Technology Enablers in Marketing 5.0**- Bionics and Human-like Technologies		
UNIT III		
UNIT 3: Data-Driven and Human-Centric Marketing (9 Hours) **Customer Experience in the Digital World-** Human and Machine Collaboration in CX, Balance Between Tech and Human Touch, Trends Shaping CX Today. **Data-Driven Marketing-** Segment of One, Building a Data Ecosystem, Leveraging Analytics for Insights. **Human-Centric Branding-** Digital Anthropology in Marketing, Six Attributes of Human-Centric Brands, When Brands Become "Human"	**CLO 3**	**9**
UNIT IV		
Predictive & Contextual Marketing (9 Hours) **Predictive Marketing Fundamentals-** How It Works & Its Applications, Building Predictive Models, Anticipating Market Demand. **Contextual Marketing-** Triggers and Responses, Three Levels of Personalized Experience, Creating Sense-and-Respond Experiences. **Smart Infrastructure & Customer Path Optimization-** Real-Time Interaction Models, Use of AI in Contextual Marketing.	**CLO 4**	**9**
UNIT V		
Augmented & Agile Marketing (9 Hours) **Augmented Marketing Concepts-** Tech-Empowered Human Interfaces, Digital Tools to Enhance Customer Experience, Augmented & Virtual Reality in Marketing. **Agile Marketing-** Need for Agile Execution, Operations at Pace & Scale, Use of Agile Sprints in Campaigns. **Blockchain in Marketing-** Transparency, Trust, and Traceability. **Delivering WOW Moments-** Enjoy, Experience, Engage Strategy.	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

- Marketing5.0Technology for Humanity, Philip Kotler, Hermawan Kartjaya, and Iwan Setiawan John Wiley &Sons, Inc. Hoboken, New Jersey
- Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Omer Artun, Dominique Levin
- The Context Marketing Revolution: How to Motivate Buyers in the Age of Infinite Media, Mathew Sweeze – Harvard Business Review Press (24March 2020); Penguin Random house
- The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results, Jim Ewel, Wiley; 1stedition (October 13,2020)

References:

- Marketing to Gen Z: The Rules for Reaching This Vast--and Very Different- Generation of Influencers, by Jeff Fromm, Angie Read, Amacon; Specialed. edition (6 March 2018)
- Digital Channels A Complete Guide, by Gerardus Blokdyk, 5 star cooks (13October2018)
- The Ten Principles Behind Great Customer Experiences (Financial Times Series), Matt Watkinson Paperback, Pearson Education (19June2020)

Suggested Audio Visuals link

- https://www.youtube.com/watch?v=JbzTDtlhpnU, Introduction to Marketing 5.0:Technology for Humanity with Iwan Setiawan.
- https://www.youtube.com/watch?v=jwUobgplGqk Marketing 5.0, Book Review.
- https://www.youtube.com/watch?v=tav4S1lKA_g, Agile Marketing, accessed on 7th June 2021
- https://www.youtube.com/watch?v=ZFTgGi06vbM,ARvsVR, What are virtual and Augmented Realities.

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

Suggested Journals

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

COURSE CURRICULUM

Name of the Program:	MBA	**Semester:** III	**Level:** PG
Course Name	International Marketing & Strategies	**Course Code/ Course Type**	PMG/PMIMDM202/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. To introduce students to key concepts and scope of international marketing. 2. To understand global environmental factors affecting international marketing decisions. 3. To develop a strategic approach to segmentation, targeting, positioning, and market entry. 4. To explore strategic use of marketing mix in diverse global markets. 5. To enable formulation of ethical, competitive, and digitally driven global marketing strategies.
Course Learning Outcomes (CLO):	Students would be able to: 1. DESCRIBE key concepts and frameworks of international marketing and strategic decision-making. 2. EXPLAIN global environments and strategic orientations influencing international marketing. 3. APPLY segmentation, targeting, positioning, and entry strategies in international markets. 4. ANALYSE strategic marketing mix decisions across global markets. 5. EVALUATE and DESIGN effective international marketing strategies using ethical, digital, and competitive insights.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to International Marketing & Strategic Perspectives: Meaning, Nature, Scope and Importance of International Marketing; Management Orientations - EPRG Framework; International Marketing Management Process; International Marketing Environment and Its impact–Economic, Trade, Socio-Cultural, Political, Legal, Demographic, Technological. Globalization vs. Glocalization, Competitive Advantage in International Markets, Introduction to Strategic Intent & Vision in IM	**CLO 1**	**9**
UNIT II		
Strategic Market Approach in International Context: International Marketing Information System and Research; International Market Segmentation; Target; International Market Entry Strategies; International Positioning Strategies. International Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Wholly Owned Subsidiaries. Entry Strategy Formulation, Country Selection Frameworks, Risk Assessment Models, Ansoff Matrix in Global Expansion	**CLO 2**	**9**
UNIT III		
Strategic Product & Pricing Decisions for Global Markets: Product Strategies: Standardization vs. Adaptation, Branding & Packaging Decisions, Product Life Cycle in Global Context, New Product Development for International Markets,	**CLO 3**	**9**

Intellectual Property Rights (IPR) in Global Markets, **Pricing Strategies:** Cost-based, Competition-based, Value-based Pricing, Price Terms – CIF, FOB, etc., Dumping & Transfer Pricing. Competitive Pricing Strategy, Product Differentiation, Blue Ocean Strategy in Global Markets		
UNIT IV		
Promotion, Distribution & Strategic Branding in International Markets- Promotion Strategies: Standardized vs. Localized Campaigns, Global Branding, Digital Promotion Strategies, Personal Selling, PR, Direct Marketing in Global Context. **Distribution Strategies:** Designing & Managing Global Distribution Channels. Logistics Management & Supply Chain in International Markets. Brand Positioning Across Borders, Channel Conflict & Control, Leveraging Digital Channels Strategically.	**CLO 4**	**9**
UNIT V		
Global Strategy & Future of International Marketing- Patterns of International Marketing Organization & Leadership. Strategic Role of Digital Marketing in International Markets. Building International Competitiveness – Porter's Diamond Model. Ethics, CSR, and Strategic Responsiveness in Global Context. Strategic Alliances & Mergers, Competitive Intelligence, Future Trends & Strategic Agility in IM	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

- Global Marketing Management by Keegan Warren J. and Green M.C. Pearson Education.
- International Marketing: Analysis and Strategy by SakOnkvisit and John Shaw, Prentice Hall of India.
- International Marketing by Cateora, Graham and Salwan, McGraw-Hill.
- International Marketing Management by Subhash Jain, CBS Publishers &Distributors.
- International Marketing by Rakesh Mohan Joshi, Oxford University Press.
- International Marketing by Rajgopal, Vikas Publishing House.

References:

1. International Marketing by Czinkota and Ronkainen, Cengage Learning.
2. Global Marketing Management by Kotabe and Helsen, Wiley Publication.
3. International Marketing by Terpstra Vern and Sarathy Ravi, The Dryden Press.
4. Global Marketing by Svend Hollensen, Prentice Hall.
6. International Marketing: An Indian Perspective by Varshney R. L. and Bhattacharya B., Sultan Chand and Sons.

COURSE CURRICULUM

Name of the Program:	MBA	**Semester:** III	**Level:** PG
Course Name	Advanced Social Media Analytics and Insights	**Course Code/ Course Type**	PMG/PMIMDM203/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Students will recall and list key social media metrics and KPIs. 2. Students will demonstrate understanding by explaining advanced social media analytics techniques and methodologies. 3. Students will apply social media analytics tools to analyze data and derive actionable insights. 4. Students will analyze social media data to evaluate the effectiveness of digital marketing campaigns. 5. Students will develop strategies for optimizing digital marketing efforts based on social media analytics insights.
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will recall and list key social media metrics and KPIs. 2. Students will demonstrate understanding by explaining advanced social media analytics techniques and methodologies. 3. Students will apply social media analytics tools to analyze data and derive actionable insights. 4. Students will analyze social media data to evaluate the effectiveness of digital marketing campaigns. 5. Students will develop strategies for optimizing digital marketing efforts based on social media analytics insights.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Descriptors/Topics - **Introduction to Advanced Social Media Analytics**: Overview of Social Media Analytics. Importance of Social Media Metrics. Key Performance Indicators (KPIs) in Social Media. Social Media Listening and Monitoring Tools. Data Collection Methods. Data Privacy and Ethics in Social Media Analytics. Case Studies in Advanced Social Media Analytics	**CLO 1**	**9**
UNIT II		
Descriptors/Topics - **Advanced Social Media Metrics and KPIs -** Engagement Metrics (Likes, Comments, Shares). Reach and Impressions. Conversion Metrics (Click-Through Rate, Conversion Rate). Sentiment Analysis. Influencer Metrics. Competitive Analysis Metrics. Advanced Custom Metrics and KPIs	**CLO 2**	**9**
UNIT III		
Descriptors/Topics	**CLO 3**	**9**

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

Text Reading:

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

References:

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

Additional Reading:

- Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media https://www.oreilly.com/library/view/social-media-analytics/9780133892956/

- Social Media Marketing For Dummies, 4th Edition https://www.oreilly.com/library/view/social-media-marketing/9781119617006/?_gl=1*1qlcgw6*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzNS4xNS4wLjA.

- Marketing Metrics: The Manager's Guide to Measuring Marketing Performance, Third Edition https://www.oreilly.com/library/view/marketing-metrics-the/9780134086040/?_gl=1*16pwdtj*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzMy4xNy4wLjA.

COURSE CURRICULUM

Name of the Program:	MBA	**Semester:** III	**Level:** PG
Course Name	**Comprehensive Digital Marketing and E-commerce Strategies**	**Course Code/ Course Type**	PMG/PMIMDM204/SPL (MOOC)
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
4	0	0	4	4	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. To introduce students to the fundamental concepts and tools of digital marketing and e-commerce. 2. To enable learners to create and manage effective marketing campaigns on platforms like Google, Instagram, and Facebook. 3. To develop skills for designing digital products and creative content using tools like Canva. 4. To train students in analyzing digital marketing data for informed decision-making. 5. To enhance students' ability to plan, execute, and assess integrated digital marketing strategies across various online platforms.
Course Learning Outcomes (CLO):	Students would be able to: 1. Describe key concepts in digital marketing and e-commerce and explain the role of online platforms in modern marketing. 2. Apply techniques to design digital creatives, set up ad campaigns, and increase engagement using tools like Google Ads, Facebook Ads, and Canva. 3. Analyze user engagement data and campaign performance to optimize digital marketing strategies. 4. Evaluate the effectiveness of various marketing channels and choose appropriate ones based on campaign goals. 5. Design and develop a comprehensive digital marketing plan integrating e-commerce, social media, and analytics.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**Level**	**Hours**
COURSE I		
Foundations of Digital Marketing and E-commerce, Coursera Project Network	Beginner level	**18**
COURSE II		
Google Ads for Beginners, Coursera Project Network	Beginner level	**2**
COURSE III		
Create and Design Digital Products using Canva, Coursera Project Network	Beginner level	**2**
COURSE IV		
Increase Engagement to your Instagram Business Profile, Coursera Project Network	Beginner level	**2**

COURSE V		
How to Set Up a Facebook Ads Campaign, University of Illinois Urbana-Champaign	Beginner level	**2**
COURSE VI		
Connecting with sales Prospects, University of Illinois Urbana-Champaign	Beginner level	**7**
COURSE VII		
Digital Marketing Capstone	Beginner level	**13**
COURSE VIII		
Marketing Channels Benefits, Emory University	Beginner level	**4**
COURSE IX		
Digital Marketing Analytics, O.P. Jindal Global University	Beginner level	**11**
Total Hours		**61**

Logistics and Supply Chain Management (LS)

COURSE CURRICULUM

Name of the Program:	MBA			**Semester:** III		**Level:** PG	
Course Name	**International logistics and Management**			**Course Code/ Course Type**		PMG/PMILS201/ SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of the course are: 1. Understand the importance of international logistics in the context of global supply chain management. 2. Learn about key components of international logistics, including transportation, warehousing, inventory management, and customs regulations. 3. Explore strategies for efficient and cost-effective international logistics operations. 4. Analyze the impact of global trade dynamics, regulations, and geopolitical factors on international logistics management. 5. Apply best practices in international logistics to optimize supply chain performance and enhance global competitiveness.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Students will recall and list key concepts and principles of international logistics management. 2. Students will demonstrate understanding by explaining the fundamentals of international logistics and supply chain management. 3. Students will apply international logistics concepts and principles to analyze and propose solutions for global supply chain challenges. 4. Students will analyze case studies and real-world examples to evaluate the effectiveness of international logistics strategies. 5. Students will develop international logistics strategies and plans to optimize global supply chain operations.			

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

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

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

Text Reading:

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

References:

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

Additional Reading:

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

Any other Study Material :

1.Peer Reviewed Logistics and Supply Chain Management Journal

2.The International Journal of Logistics Management

3.International Journal of Logistics & Supply Chain Management Perspectives

4.International Journal of Logistics Systems and Management

5.Journal of Supply Chain Management, Logistics and Procurement

6.International Journal of Logistics Research and Applications

COURSE CURRICULUM

Name of the Program:	MBA			**Semester:** III		**Level:** PG	
Course Name	**Port and Airport Management for Logistics**			**Course Code/ Course Type**		PMG/PMILS202/ SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	The objectives of the course are: 1. Understand the role of ports and airports in global logistics networks. 2. Explore strategies for efficient and cost-effective port and airport management. 3. Analyze the impact of port and airport management on supply chain efficiency. 4. Develop skills in managing port and airport operations to enhance logistics performance. 5. Apply best practices in port and airport management to optimize logistics operations.						
Course Learning Outcomes (CLO):	Students would be able to: 1. Remembering: Students will recall and list key concepts and principles of port and airport management for logistics. 2. Understanding: Students will demonstrate understanding by explaining the functions and operations of ports and airports in logistics management. 3. Applying: Students will apply port and airport management concepts to analyze and propose solutions for logistics challenges. 4. Analyzing: Students will analyze case studies and real-world examples to evaluate the effectiveness of port and airport management strategies. **5.** Creating: Students will develop port and airport management strategies and plans to optimize logistics operations						

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Port and Airport Management ● Overview of Logistics and Supply Chain Management ● Role of Ports and Airports in Global Trade ● Functions and Operations of Ports and Airports ● Port and Airport Infrastructure ● Port and Airport Management Systems ● Case Studies: Successful Port and Airport Management Practices	**CLO 1**	**9**
UNIT II		
Port Management ● Port Planning and Development ● Port Operations and Terminal Management	**CLO 2**	**9**

• Port Security and Safety Measures • Port Environmental Management • Port Performance Measurement and KPIs • Case Studies: Effective Port Management Strategies		
UNIT III		
Airport Management • Airport Planning and Design • Airport Operations and Security • Air Traffic Management • Airport Customer Service and Passenger Experience • Airport Environmental Management • Case Studies: Successful Airport Management Practices	**CLO 3**	**9**
UNIT IV		
Intermodal Logistics and Multimodal Transportation • Intermodal Transportation Systems • Multimodal Transportation Planning and Operations • Intermodal Terminal Management • Last-Mile Delivery Solutions • Integrated Logistics Solutions • Case Studies: Intermodal Logistics Best Practices	**CLO 4**	**9**
UNIT V		
Emerging Trends in Port and Airport Management • Digital Transformation in Port and Airport Management • Automation and Robotics in Logistics Operations • Green Logistics and Sustainable Practices • Risk Management and Resilience Planning • Port and Airport Management in the Era of E-commerce • Case Studies: Future Trends in Port and Airport Management	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

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

Existing Online Reference Books:

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

References:

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

COURSE CURRICULUM

Name of the Program:	MBA			**Semester:** III		**Level:** PG	
Course Name		**Procurement, Storage and warehouse Management**		**Course Code/ Course Type**		PMG/PMILS203/ SPL	
Course Pattern		2024		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of the course are: 1. Understand the role of procurement, storage, and warehouse management in supply chain operations. 2. Explore strategies for efficient and cost-effective procurement, storage, and warehouse operations. 3. Analyze the impact of procurement, storage, and warehouse management on supply chain efficiency and customer satisfaction. 4. Develop skills in managing procurement, storage, and warehouse operations to enhance supply chain performance. 5. Apply best practices in procurement, storage, and warehouse management to optimize supply chain operations			
Course Learning Outcomes (CLO):				Students would be able to: 1. Students will recall and list key concepts and principles of procurement, storage, and warehouse management. 2. Students will demonstrate understanding by explaining the fundamentals of procurement processes, storage techniques, and warehouse management. 3. Students will apply procurement, storage, and warehouse management concepts to analyze and propose solutions for supply chain challenges. 4. Students will analyze case studies and real-world examples to evaluate the effectiveness of procurement, storage, and warehouse management strategies. **5.** Students will develop procurement, storage, and warehouse management strategies and plans to optimize supply chain operations			

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Procurement Management - Role of Procurement in Supply Chain Management. Procurement Process: Planning, Sourcing, and Contracting. Supplier Selection and Relationship Management. Procurement Technology and Tools. Procurement Ethics and Compliance. Case Studies: Successful Procurement Strategies.	**CLO 1**	**9**
UNIT II		
Storage Techniques and Inventory Management - Types of Storage Facilities: Warehouses, Distribution Centers, and Cross-Docking. Inventory Planning and Control Techniques. Just-in-Time (JIT) Inventory Management. Warehouse Layout	**CLO 2**	**9**

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

Text Reading:

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

References:

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

Suggested Audio Visuals link

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

COURSE CURRICULUM

<table>
<tr><td colspan="2">Name of the Program:</td><td colspan="2">MBA</td><td colspan="2">Semester: III</td><td colspan="2">Level: PG</td></tr>
<tr><td colspan="2">Course Name</td><td colspan="2">Sustainability in Operations</td><td colspan="2">Course Code/ Course Type</td><td colspan="2">PMG/PMILS205/SPL (MOOC)</td></tr>
<tr><td colspan="2">Course Pattern</td><td colspan="2">2024</td><td colspan="2">Version</td><td colspan="2">1.0</td></tr>
<tr><td colspan="4">Teaching Scheme</td><td colspan="4">Assessment Scheme</td></tr>
<tr><td>Theory</td><td>Practical</td><td>Tutorial</td><td>Total Credits</td><td>Hours</td><td>CIA (Continuous Internal Assessment)</td><td>ESA (End Semester Assessment)</td><td>Practical/Oral</td></tr>
<tr><td>4</td><td>0</td><td>0</td><td>4</td><td>4</td><td>40</td><td>60</td><td>0</td></tr>
<tr><td colspan="8">Pre-Requisite: Bachelor’s Degree</td></tr>
<tr><td colspan="3">Course Objectives (CO):</td><td colspan="5">The objectives of the course are:
1. Provide foundational knowledge in Six Sigma principles, supply chain management, manufacturing process analysis, and digital manufacturing, focusing on their role in optimizing operations and driving business success.
2. Equip learners with analytical tools and techniques to evaluate manufacturing processes, supply chain strategies, and digital transformation initiatives for efficiency and innovation.
3. Develop practical skills in implementing Six Sigma methodologies, enhancing supply chain operations, and leveraging advanced manufacturing technologies to achieve organizational objectives.
4. Train participants to design and execute data-driven improvement initiatives within manufacturing and supply chain contexts, using analytics and digital tools effectively.
5. Empower learners to evaluate process performance, identify areas for continuous improvement, and adapt to evolving manufacturing and design landscapes to sustain competitive advantage.</td></tr>
<tr><td colspan="3">Course Learning Outcomes (CLO):</td><td colspan="5">Students would be able to:
1. Understand and explain fundamental concepts of Six Sigma, supply chain management, advanced manufacturing processes, and digital manufacturing design, demonstrating a comprehensive understanding of their interrelated roles in operational success.
2. Analyze operational challenges in manufacturing and supply chain systems using Six Sigma tools, data analytics, and process analysis techniques to identify inefficiencies and opportunities for improvement.
3. Apply Six Sigma methodologies, advanced manufacturing practices, and digital tools to optimize processes, improve quality, and enhance supply chain performance in practical settings.
4. Design and implement process improvement plans, supply chain strategies, and digital manufacturing workflows that align with organizational goals and technological advancements.
5. Evaluate the effectiveness of implemented strategies, continuous improvement initiatives, and digital transformation efforts, recommending refinements to sustain operational excellence and adapt to future challenges.</td></tr>
</table>

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**Level**	**Hours**
COURSE I		
Six Sigma Yellow Belt Specialization, Kennesaw State University	Beginner level	**15**
COURSE II		
Supply Chain Management and Analytics, Uniliver	Beginner level	**30**
COURSE III		
Roadmap to success in Digital Manufacturing and Design, State University of NewYork	Beginner level	**15**
COURSE IV		
Advanced Manufacturing Process Analysis, State University of NewYork	Beginner level	**15**
Total Hours		**75**

Business Analytics (BA)

COURSE CURRICULUM

Name of the Program:	**MBA**		**Semester : I**		**Level: PG**	
Course Name	**Statistics for Data Science**		**Course Code/ Course Type**		**PMG/IBA202/SPL**	
Course Pattern	**2025**		**Version**		**1.0**	
Teaching Scheme				**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	-	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):			The objectives of Statistics for Data Science are: 1. Recall key concepts in Statistics. 2. Recognise emerging trends and practices in data science and recognize their impact on organizational and employee management. 3. Apply methods for statistics and it's impact on data science in the organisation. 4. Evaluate statistical calculation and inferences for organisation benefit.			
Course Learning Outcomes (CLO):			Students would be able to: 1. Apply knowledge of fundamental principles of statistics. 2. Explain statistics processes for the betterment of the organisation. 3. Assess various formulas and inferences of statistical methods and theories for data science. 4. Analyze statistical inferences influencing various data science procedures. 5. Create data science models based on the statistical inferences.			

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
1.1 Measures of Central Tendency: Mean, Median, Mode (Case Study: Customer spending behavior in digital banking) 1.2 Measures of Dispersion: Variance, Standard Deviation, Range 1.3 Data Distribution: Normal Distribution, Skewness, and Kurtosis (Example: Stock return distributions) 1.4 Visualizing Data: Histograms, Box Plots, Scatter Plots 1.5 Real-world Application: Risk analysis in Fintech firms using statistical graphs	**CLO 1**	**9**
UNIT II		
2.1 Probability Theory: Classical, Frequentist, and Bayesian Approaches 2.2 Discrete vs. Continuous Random Variables (Example: Credit risk modeling in lending platforms) 2.3 Probability Distributions: Binomial, Poisson, Normal (Case Study: Fraud detection in digital transactions) 2.4 Central Limit Theorem and its Importance in Fintech Data Analysis 2.5 Application in Risk Management: Understanding the likelihood of default	**CLO 2**	**9**
UNIT III		
3.1 Sampling Methods: Simple, Stratified, Cluster (Example: Customer segmentation	**CLO 3**	**9**

in Fintech firms) 3.2 Confidence Intervals and Margin of Error 3.3 Hypothesis Testing: t-Test, Chi-Square, ANOVA (Case Study: Evaluating the impact of UPI on traditional banking) 3.4 p-Values and Statistical Significance in Decision-Making 3.5 Application: A/B Testing in Fintech product development		
UNIT IV		
4.1 Correlation vs. Causation (Example: Relationship between interest rates and loan default rates) 4.2 Simple and Multiple Linear Regression 4.3 Multicollinearity, Heteroscedasticity, and Residual Analysis 4.4 Logistic Regression for Binary Outcomes (Case Study: Predicting loan defaults) 4.5 Model Evaluation: R-Squared, Adjusted R-Squared, RMSE	**CLO 4**	**9**
UNIT V		
5.1 Components of Time Series: Trend, Seasonality, Cyclic, Irregular 5.2 Moving Averages, Exponential Smoothing 5.3 ARIMA and its Applications in Fintech (Case Study: Forecasting stock prices) 5.4 Volatility Modeling: GARCH Models in Financial Risk Assessment 5.5 Real-world Application: Predicting customer spending patterns in digital banking.	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

1. Practical Statistics for Data Scientists. by Peter Bruce, Andrew Bruce. May 2017, O'Reilly Media, Inc.
2. Statistics for Data Science by James D. Miller November 2017, Packt Publishing
3. Statistics for Data Science and Analytics by Peter C. Bruce, Peter Gedeck, and Janet Dobbins, Wiley (sept 2024)
4. Armstrong's Essential HTime Series Analysis and Its Applications: With R Examples by Shumway and Stoffer, edition 5, Jan 2025, Springer Cham

Reference Books:

1. Statistics for Data Scientists by Maurits Kaptein and Edwin van den Heuvel, Edition1, Springer Cham, Feb 2022
2. The Elements of Statistical Learning: Data Mining, Inference, and Prediction**,** Trevor Hastie, Robert Tibshirani, Jerome Friedman, Springer, 2nd Edition, 1 January 2009
3. Bayesian Data Analysis**,** Andrew Gelman, John B. Carlin, Hal S. Stern, David Dunson, Aki Vehtari, Donald B. Rubin, CRC Press, 3rd Edition, 1 January 2013

Online Resources/E-Learning Resources

1. https://simplystatistics.org/
2. https://arxiv.org/archive/cs
3. https://www.tandfonline.com/toc/uasa20/current
4. https://isi-web.org/

COURSE CURRICULUM

Name of the Program:		MBA (BA & AI)		**Semester:** II		**Level:** PG	
Course Name		Machine Learning & Predictive Analytics		**Course Code/ Course Type**		**PMG/IBA203/SPL**	
Course Pattern		2025		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	**0**	**0**	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of Machine Learning & Predictive Analytics are: 1. To introduce fundamental concepts and algorithms in machine learning. 2. To explain the role of predictive analytics in decision-making processes. 3. To demonstrate the use of machine learning tools for data-driven insights. 4. To analyze datasets and identify appropriate predictive models. 5. To evaluate and optimize machine learning models for accuracy and performance.					
Course Learning Outcomes (CLO):		Students would be able to: 1. Recall and explain key machine learning concepts, algorithms, and terminologies. 2. Differentiate between supervised, unsupervised, and reinforcement learning techniques 3. Apply machine learning models like regression, classification, and clustering using Python/R. 4. Analyze large datasets to uncover trends and predictive patterns. 5. Build and evaluate predictive models for business and real-world scenarios.					

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
1.1 Understanding ML and Predictive Analytics in Business & Finance 1.2 Types of ML: Supervised, Unsupervised, and Reinforcement Learning (Case Study: Predicting loan defaults) 1.3 Model Evaluation Metrics: Accuracy, Precision, Recall, F1 Score, ROC-AUC 1.4 Data Preprocessing for ML: Normalization, Feature Scaling, Encoding Categorical Data 1.5 Hands-on: Implementing a basic regression model in Python for financial forecasting	**CLO 1**	**9**
UNIT II		
2.1 Linear and Logistic Regression (Case Study: Predicting stock market trends) 2.2 Decision Trees & Random Forests (Case Study: Credit risk assessment in lending) 2.3 Support Vector Machines (SVM) for Classification Problems 2.4 Evaluating ML Models using Cross-Validation 2.5 Hands-on: Building a credit risk prediction model using logistic regression	**CLO 2**	**9**
UNIT III		
3.1 K-Means Clustering for Customer Segmentation 3.2 Hierarchical Clustering & DBSCAN 3.3 Principal Component Analysis (PCA) for Dimensionality Reduction (Example:	**CLO 3**	**9**

Analyzing large-scale transaction data) 3.4 Anomaly Detection for Fraud Detection (Case Study: Identifying fraudulent transactions in digital payments) 3.5 **Hands-on:** Clustering customers based on spending behaviors		
UNIT IV		
4.1 Understanding Time Series Data in Finance 4.2 Moving Averages & Exponential Smoothing (Example: Forecasting financial KPIs) 4.3 ARIMA & SARIMA for Stock Price Prediction 4.4 Prophet Model for Forecasting in Business Analytics 4.5 Hands-on: Forecasting revenue trends using time series models	**CLO 4**	**9**
UNIT V		
5.1 Deploying ML Models using Flask & Streamlit 5.2 Model Explainability: SHAP, LIME (Case Study: Making AI-driven credit scoring transparent) 5.3 Bias & Fairness in Financial Predictive Models 5.4 Regulatory Guidelines for ML in Finance (Example: RBI's stance on AI-driven lending) 5.5 Hands-on: Deploying a machine learning model as a web app	**CLO 5**	**9**
Total Hours		**45**

Learning resources

Textbooks:

1. Machine Learning and Data Science Blueprints for Finance. Birmingham: Packt Publishing.Chauhan, S., & Kumar, A. (2021).
2. Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow, 2nd Edition. by Aurélien Géron. Released September 2019. Publisher(s): O'Reilly Media, Inc.
3. Python Machine Learning. Birmingham: Packt Publishing.Raschka, S., & Mirjalili, V. (2017).
4. Pattern Recognition and Machine Learning. New York: Springer. Bishop, C. M. (2006).
5. The Elements of Statistical Learning: Data Mining, Inference, and Prediction. New York: Springer.Hastie, T., Tibshirani, R., & Friedman, J. (2009).

Reference Books:

1. López de Prado, M. (2018). Advances in Financial Machine Learning. Hoboken, NJ: Wiley.
2. Jansen, J. (2020). Machine Learning for Algorithmic Trading: Predictive Models in Python. Birmingham: Packt Publishing.

Online Resources/E-Learning Resources:

1. https://www.researchgate.net/publication/379685217_Credit_Risk_Assessment_and_Fraud_Detection_in_Financial_Transactions_Using_Machine_Learning
2. https://www.mdpi.com/2306-5729/8/11/169
3. https://www.researchgate.net/publication/383699937_Financial_fraud_detection_through_the_application_of_machine_learning_techniques_a_literature_review
4. https://www.sciencedirect.com/science/article/abs/pii/S1568494620303240

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester:** III	**Level:** PG
Course Name	Python for Data Science	**Course Code/ Course Type**	PMG/I BA204 (MOOC)
Course Pattern	2025	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/ Oral**
4	0	0	4	4	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: CO1: Introduce the basics of Python programming with a focus on data science applications. CO2: Develop skills in data manipulation, analysis, and visualization using Python libraries. CO3: Enable students to perform exploratory data analysis and handle real-world datasets. CO4: Familiarize students with key packages such as NumPy, Pandas, Matplotlib, and Scikit-learn. CO5: Equip students with the ability to implement simple machine learning models using Python.
Course Learning Outcomes (CLO):	Students would be able to: CLO1: Write Python programs to solve problems related to data analysis and processing. CLO2: Use libraries such as Pandas and NumPy for data manipulation and transformation. CLO3: Create visualizations using Matplotlib and Seaborn to gain insights from data. CLO4: Perform exploratory data analysis on structured and unstructured datasets. CLO5: Apply basic machine learning algorithms using Scikit-learn for predictive modeling.

Course Contents/Syllabus:
(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	**CLO**	**Offered by**	**Hours**
COURSE I			
Python for Data Science, AI & Development	**CLO 1-5**	**IBM**	25
COURSE II			
Introduction to Python Programming	**CLO 1-5**	**University of Pennsylvania**	28
COURSE III			
Corporate Finance I Measuring and Promoting Value Creation	**CLO 1-5**	**University of Illinios**	25
COURSE IV			
Perform exploratory data analysis on retail data with Python	**CLO 1-5**	**Coursera Project**	8
Total Hours			61

Online resource: Coursera

SEM 4

COURSE CURRICULUM

Name of the Program:	**MBA (G/I)**	**Semester:** IV	**Level:** PG
Course Name	**Corporate Governance & Business Ethics**	**Course Code/ Course Type**	PMG/PMI208/MAJM
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. To provide the knowledge about the basics and overview of business ethics and corporate governance. 2. To apply ethical concepts to business decision making. 3. To understand the statutory framework developed in India for achieving sound corporate governance practices. 4. To know the importance and significance of adopting corporate social responsibility orientation among the employees and management. 5. To Demonstrate how general concepts of governance apply in a given situation or given circumstances.
Course Learning Outcomes (CLO):	Students would be able to: 1. Develop understanding of Business Ethics and corporate governance and their perspectives. 2. Comprehend and practice Indian Ethos and Value Systems for professional excellence and personal growth. 3. Analyze the behavior of individuals and groups in organizations in order to work effectively in teams. 4. Assimilate Ethical concepts and correlate it during various decision-making situations. 5. To know the significance of the Corporate Governance in the overall functionality of the organization.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction of Business Ethics - Introduction to Business ethics, Principles, Need, Importance, Nature, Scope, Objectives of Business Ethics, values and ethics, Factors influencing Business Ethics, Characteristics of ethical Organization, Theories: Normative, Egoism, Utilitarianism, Kantianism, Stakeholder theory, Social Contract theory. Role of Indian Ethos in Managerial Practices	**CLO 1**	**9**
UNIT II		
Models of Business Ethics - Ethical Dilemmas and Decision Making: Ethical dilemmas, challenges, and resolutions, Walton's Model of business conduct, Kohlberg's Model of Cognitive moral development, corporate values and ethical decision making, Role of ethics in workplace: personnel policies and procedures for hiring, promotions. Discipline & discharge of remuneration and performance related pay and perks.	**CLO 2**	**9**
UNIT III		
Corporate Social Responsibility - Definition, principles, CSR Legislation in India and the world, CSR as a strategic business tool for sustainable development, Section 135 of Companies Act 2013,The Drivers of CSR in India, current trends and opportunities in CSR, Case Studies of Major CSR Initiatives.	**CLO 3**	**9**

UNIT IV		
Introduction of Corporate Governance - Corporate Governance: An overview; the theory and practice of corporate governance; Landmarks in the emergence of corporate governance. Agents and institutions in corporate governance: Rights and privileges of shareholders; Investor's problems and protection: Corporate governance and other stakeholders; Board of Directors A powerful instrument in Corporate governance; Role, duties and responsibilities of auditors, independent directors, Banks, Facilitators, Role players and Regulators. The role of media in ensuring corporate governance.	**CLO 4**	**9**
UNIT V		
Global Perspectives on Corporate governance - Corporate governance in developing and transition economies; corporate governance-The Indian scenario; The Corporation in a Global society, Case in business ethics and CSR from India and Globe like Satyam Debacle, Kingfisher Airlines, Lehman Brothers, Volkswagen scandals, Johnson & amp; Johnson lawsuits, Nike Sweatshop, etc. Committees on Corporate Governance in India: kumar mangalam birla committee 1999; Uday Kotak Committee, 2017 ; Global Committee - Sir Adrian Cadbury Committee (UK), 1992; OECD Principles of Corporate Governance, 1999; and Sarbanes- Oxley (SOX) Act, 2002 (USA).	**CLO 5**	**9**
Total Hours		**45**

Learning resources

TEXTBOOKS

1. Business Ethics: Ethical Decision Making & Cases, O. C. Ferrell, John Fraedrich, Linda Ferrell, Cengage Learning
2. Business Ethics and Corporate Governance, A. C. Fernando, Pearson Education, India
3. Corporate Governance: Principles, Policies and Practices, Bob Tricker, Oxford University Press
4. Business Ethics: Concepts and Cases, Manuel G. Velasquez, Pearson Education

REFERENCE BOOKS

1. Ethics and the Conduct of Business, John R. Boatright, Pearson Education
2. Business Ethics, Andrew Crane & Dirk Matten, Oxford University Press
3. Ethics in Management, S. A. Sherlekar, Himalaya Publishing House
4. Corporate Social Responsibility: Theory and Practice, Philip Kotler & Nancy Lee, Wiley India
5. Corporate Social Responsibility in India, Bidyut Chakrabarty, Oxford University Press
6. Handbook of CSR, Archie B. Carroll & Ann K. Buchholtz, Oxford University Press
7. Corporate Governance in India, Subhash Chandra Das, PHI Learning
8. Corporate Governance and Ethics, R. P. Banerjee, Oxford University Press
9. Corporate Governance, Monks & Minow, Wiley

ONLINE REFERENCES

1. Ministry of Corporate Affairs (MCA), Government of India – Companies Act 2013, Section 135 (CSR), https://www.mca.gov.in
2. SEBI (Securities and Exchange Board of India), – Corporate Governance Regulations, https://www.sebi.gov.in
3. National CSR Portal (India), https://www.csr.gov.in
4. OECD Principles of Corporate Governance, https://www.oecd.org/corporate
5. World Business Council for Sustainable Development (WBCSD), https://www.wbcsd.org
6. UN Global Compact, https://www.unglobalcompact.org
7. Harvard Business Review – Ethics & Governance, https://hbr.org

Case Study Resources

1. Ivey Publishing – CSR & Ethics cases. https://www.iveypublishing.ca
2. Harvard Business School Case Collection. https://www.hbs.edu/case

COURSE CURRICULUM

Name of the Program:	**MBA (G/I)**			**Semester:** IV		**Level:** PG	
Course Name	**Entrepreneurship Development**			**Course Code/ Course Type**		PMG/PMI209/MAJM	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Entrepreneurship Development course are: 1. The goals of this programme are to motivate the students and to help them inculcate an entrepreneurial mind-set 2. The students will learn what entrepreneurship is all about and how it has impacted the world and their country 3. They will be introduced to some of the major traits and the DNA of an entrepreneur, and be given an opportunity to internalize and assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur. 4. Analyze the macro business environment and customize their business applications. 5. Evaluate the business plans as developed by entrepreneurs with an ability to connect the dots		
Course Learning Outcomes (CLO):				Students would be able to: 1. Develop awareness about entrepreneurship and successful entrepreneurs 2. Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication 3. Understand the DNA of an entrepreneur and assess their strengths and weaknesses from an entrepreneurial perspective 4. Analyze the macro environment needs and apply suitable strategies for their business 5. Evaluate the best ideas and turn thoughts to things through focused implementation		

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Entrepreneurship: Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development, Myths about entrepreneurs, agencies in entrepreneurship management and future of entrepreneurship types of entrepreneurs.	**CLO 1**	**9**
UNIT II		
The Entrepreneur: Why to become entrepreneur, the skills/ traits required to be an entrepreneur, Creative and Design Thinking, the entrepreneurial decision process, skill gap analysis, and role models, mentors and support system (institutional Infrastructure), entrepreneurial success stories.	**CLO 2**	**9**
UNIT III		
E-Cell: Meaning and concept of E-cells, advantages to join E-cell, significance of E-cell, various activities conducted by E-cell	**CLO 3**	**9**
UNIT IV		
Communication: Importance of communication, barriers and gateways to communication, listening to people, the power of talk, personal selling, risk taking &	**CLO 4**	**9**

resilience, negotiation		
UNIT V		
Introduction to various form of business organization (sole proprietorship, partnership, corporations, Limited Liability company), emerging trends (technopreneurs, netpreneurs, agripreneurs, womenpreneurs, portfolio entrepreneurship and franchising), mission, vision and strategy formulation	**CLO 5**	**9**
Total Hours		**45**

Learning resources

Textbooks:

1. Entrepreneurship Development, B. V. Srinivas Murthy, Dr. M. M. Munshi, Prakash Pinto, 1st edition, 2023
2. Introduction to Entrepreneurship Development, by Abhik Kumar Mukherjee, Shaunak Roy, Jan 2019 edition
3. Textbook of Entrepreneurship Development and Business Management (Hardcover, L. L. Somani), 2023 edition

Reference Books:

1. Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Arya Kumar, Pearson
2. Handbook on Entrepreneurship Development, BS Rathore and JS Saini, Aapga Publications Panchkula
3. Women Entrepreneurs: Opportunities, Performance, Problems, SK Dhameja, Deep and Deep Publications, Jaipur
4. The Age of Metapreneurship, CJ Cornell

1. Entrepreneurship: The Practice and Mindset, Heidi Neck

COURSE CURRICULUM

Name of the Program:		**MBA (G/I)**		**Semester : 4**		**Level: PG**	
Course Name		**Research / Field Project**		**Course Code/ Course Type**		PMG214/PMI214 PROJ	
Course Pattern		**2024**		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
0	4	0	4	8	50	100	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Research/Field Project are: 1. Develop a comprehensive understanding of research methodologies. 2. Enable students to identify, analyze, and interpret secondary data for solving business problems. 3. Enhance critical thinking and problem-solving skills. 4. Prepare students for future professional roles by equipping them with research, analytical, and writing skills. 5. Strengthen the ability to communicate research findings effectively through structured reports and presentations.			
Course Learning Outcomes (CLO):				1. Students will be able to formulate research objectives based on secondary data. 2. Students will be able to review and synthesize existing research to identify gaps. 3. Students will be able to evaluate and interpret secondary data for meaningful insights. 4. Students will be able to develop a structured report and present research effectively. 5. Students will be able to follow ethical research practices and proper citation.			

Course Overview:
The MBA Research / Field Project (Sem IV) is designed to provide students an opportunity to engage in independent research, using secondary data, to explore contemporary business issues or solve organizational problems. Since students are already working, the project will focus on applying theoretical knowledge to real-world business situations and contribute to professional growth.

Course Contents/ Syllabus:

Descriptors/Topics
UNIT I
Module 1: Introduction to the Research Project Objective: Understanding the scope and process of the research project. Key Tasks: Selecting a relevant topic using secondary data. Understanding secondary data sources (academic databases, market reports, government databases, etc.). Crafting a research proposal: clearly defining the problem, research objectives, methodology, and data sources. Deliverable: Research Proposal Submission.
UNIT II
Literature Review and Conceptual Framework Objective: Building a foundation of existing research to identify knowledge gaps. Key Tasks: Conducting a thorough literature review using academic sources, reports, and other relevant secondary data. Identifying key theories, concepts, and research gaps. Developing a conceptual framework or hypotheses based on the literature. Deliverable: Literature Review Submission.
UNIT III
Data Collection and Secondary Data Analysis: Objective: Collecting and analyzing secondary data

relevant to the research problem. Key Tasks: Identifying secondary data sources such as industry reports, governmental statistics, company annual reports, etc. Evaluating the credibility and relevance of the data sources. Performing basic statistical or content analysis on the data (e.g., descriptive statistics, regression analysis). Deliverable: Data Analysis Report.
UNIT IV
Report Writing and Synthesis Objective: Writing the full research report and synthesizing the findings. Key Tasks: Structuring the research report: Introduction, Literature Review, Methodology, Results, Discussion, Conclusion, and Recommendations. Integrating the findings from secondary data analysis into the discussion section. Making clear, actionable recommendations for practitioners based on the research findings. Deliverable: Draft Report Submission, Final Report.
UNIT V
Presentation and Viva Objective: Presenting the research findings in a professional manner. Key Tasks: Preparing a concise presentation summarizing the research problem, methodology, analysis, and key findings. Defending the project in front of a panel, answering questions on methodology, data analysis, and conclusions. Deliverable: Final Presentation and Viva

3. Rules and Regulations for MBA Research Project

General Guidelines:

1. Eligibility: All students in Semester IV who have completed the required coursework are eligible to undertake the Research Project.
2. Research Topic:
   - The topic must be relevant to the student's professional field and current business issues.
   - The topic should be approved by the faculty supervisor before proceeding with the project.

3. Use of Secondary Data:
   - As students are employed, primary data collection is not permissible. Only secondary data should be used for the project.
   - Students must ensure that the secondary data is credible, relevant, and ethically sourced.

4. Proposal Submission:
   - A detailed research proposal (covering objectives, methodology, and sources of secondary data) must be submitted within the first 2 weeks of the course.
   - The proposal will be reviewed and approved by the course instructor or assigned supervisor.

5. Guidance and Supervision:
   - Each student will be assigned a faculty supervisor. The student must meet with the supervisor at least twice during the semester for feedback and guidance.
   - Supervisors will provide support with the research methodology, data analysis, and report writing.

6. Literature Review and Data Analysis:
   - A comprehensive literature review must be completed by Week 4. It must showcase understanding of existing work in the chosen field.
   - All data analysis should be rigorous and should use appropriate software tools (Excel, SPSS, etc.).

7. Submission Deadlines:
   - Viva-Voce / Presentation: Last Week of End of Teaching

8. Formatting and Style:
   - Reports should be submitted in APA or MLA citation format.
   - The final report should not exceed 75 pages (excluding appendices, tables, and references).

9. Plagiarism:

- All students must ensure that their research is original and properly cited. Any form of plagiarism will result in immediate disqualification and disciplinary action.

10. Evaluation Criteria:

- Research Proposal (10%)
- Literature Review (10%)
- Data Collection & Analysis (20%)
- Final Report (30%)
- Presentation & Viva (30%)

11. Viva and Presentation:

- Each student must present their research findings to a panel of faculty members.
- The presentation should focus on the problem statement, methodology, key findings, and recommendations.
- A viva will follow the presentation where the student will defend their research methodology, data analysis, and conclusions.

12. Academic Integrity:

- Students must follow the highest standards of academic integrity. Any malpractice, such as falsification of data or misrepresentation of secondary sources, will lead to severe academic penalties.

13. Extensions:

- Extensions for submission deadlines will only be considered in the case of valid medical or personal emergencies, with prior approval from the course instructor and HOD.

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Formatting Guidelines for Research Project Report (RFP)

To ensure consistency and professionalism in the **Research Project Report (RFP)**, students must adhere to the following formatting guidelines:

1. Document Format

- **Page Size:** A4 (8.27 × 11.69 inches)
- **Margins:** 1 inch on all sides (Top, Bottom, Left, Right)
- **Line Spacing:** 1.5 throughout the document
- **Alignment:** Justified

2. Font Specifications

- **Font Type:** Times New Roman
- **Font Size:**
  - **Main Body Text:** 12 pt
  - **Headings (Level 1):** 16 pt, Bold
  - **Subheadings (Level 2):** 14 pt, Bold
  - **Sub-subheadings (Level 3):** 12 pt, Bold
  - **Table and Figure Captions:** 10 pt, Italic
  - **Footnotes & References:** 10 pt

3. Paragraph Formatting

- **Indentation:** First line of each paragraph indented by 0.5 inches
- **Spacing Before & After Paragraphs:** 6 pt

4. Page Numbering

- **Position:** Bottom center
- **Format:** Roman numerals (i, ii, iii) for preliminary pages (Abstract, Acknowledgment, Table of Contents); Arabic numerals (1, 2, 3) for the main content

5. Table and Figure Formatting

- **Labeling:** All tables and figures must be numbered (e.g., Table 1: Market Trends, Figure 2: Consumer Behavior Model)
- **Placement:** Centered within the text
- **Caption Style:** 10 pt, Italic, placed below figures and above tables

6. Citation and Referencing

- **Citation Style:** APA (latest edition) or MLA, as per instructor preference
- **Reference List:**
  - **Spacing:** Single-spaced within entries, double-spaced between entries
  - **Alignment:** Hanging indent (0.5 inches)

7. Appendices

- **Appendix Titles:** Bold, 14 pt

Content: 12 pt, Times New Roman, same formatting as the main body

Finance & Investment Banking (FIB)

COURSE CURRICULUM

Name of the Program:	MBA (G/I)			**Semester:** IV		**Level:** PG	
Course Name	Mergers, Acquisition and corporate Restructuring			**Course Code/ Course Type**		PMG/PMIFI205/ SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							

Course Objectives (CO):	The objectives of the course are: 1. To familiarize students with the basics of corporate restructuring, including mergers, acquisitions, demergers, and takeover tactics. 2. To help students understand the negotiation and deal structuring processes and the methods of payment in mergers and acquisitions. 3. To equip students with the ability to apply regulatory and policy frameworks related to mergers and acquisitions, including AS-14, IFRS, and SEBI guidelines. 4. To develop the analytical skills required to evaluate the valuation models used in mergers and acquisitions and their applications in real-world scenarios. 5. To enable students to critically evaluate and design tax-efficient strategies for mergers and acquisitions, considering both tax implications and concessions.
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will be able to identify and recall key concepts, objectives, and types of corporate restructuring, mergers, and acquisitions, as well as takeover tactics and defenses. 2. Students will be able to explain the negotiation and deal structuring process, methods of payment, and regulatory approvals involved in mergers and acquisitions in India. 3. Students will be able to apply relevant acts, policies, and regulations (e.g., AS-14, IFRS, SEBI Takeover Code) to analyze legal and compliance aspects of mergers and acquisitions. 4. Students will be able to evaluate target companies using various valuation models, including DCF, Comparable Company, and Three-Stage Growth models, and assess their suitability for mergers and acquisitions. 5. Students will be able to design tax-efficient strategies for mergers and acquisitions, critically evaluating tax implications and concessions for amalgamated and amalgamating companies.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Basics of Corporate Re-structuring - Mergers and Acquisitions Meaning of Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between Demerger and Reverse Merger. Takeover Tactics and Takeover Defenses	**CLO 1**	**9**
UNIT II		

Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions Introduction, structuring of transactions, regulatory approval, deal making in India, methods of payment in M&A, distinction between stock and cash transactions, types of exchange of shares.	**CLO 2**	**9**
UNIT III		
Introduction to Acts and policies: Amalgamation as per AS-14 and IFRS. Merger Aspects under Competition Law, Competition Bill 2002. SEBI regulations on Takeovers in India (Takeover Code), Role of Merchant Bankers in Mergers & Acquisition	**CLO 3**	**9**
UNIT IV		
Valuation of Target Companies: Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d)Adjusted Book Value (e)Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.	**CLO 4**	**9**
UNIT V		
Taxation Aspects in M&A: Tax Implications Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers.	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

- J. Fred Weston, Kwang S. Chung, Susan E. Hoag, PHI, Mergers, Restructuring and Corporate Control.
- Rajeshwer C H, 2004, Merger and Acquisition - New Perspectives ICFAI Press
- Sudi Sudarsanam: Creating Value from Mergers and Acquisitions: The Challenge, Pearson Publications

References:

- M.C. Bhandari : Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur
- K. R. Sampath : Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications
- S. Ramanujam: Mergers et al, LexisNexis Butterworths Wad.

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester:** IV	**Level:** PG
Course Name	Mutual Funds, Hedge Funds and Exchange Traded Funds	**Course Code/ Course Type**	PMG/PMIFI206/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Analyse the development of Mutual funds, Hedge funds and ETFs 2. Understanding the extent to which Investors are protected 3. Evaluate the Fund performance 4. Analyse the Regulation relating to funds investing 5. Know the recent developments in fund Industry.
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will gain knowledge about the organizational structures of mutual funds, hedge funds, and exchange-traded funds (ETFs), including how they are established, managed, and regulated. 2. Students will learn about the various investment strategies employed by these funds, such as passive indexing, active management, long-short strategies, and derivatives usage. 3. Students will be Understanding the different risk profiles associated with mutual funds, hedge funds, and ETFs, including market risk, liquidity risk, credit risk, and operational risk, as well as methods for mitigating these risks. 4. Students will have to assess the performance of these funds using various metrics, such as return on investment, risk-adjusted return, tracking error, and alpha 5. Students will be staying updated on the latest trends, innovations, and developments in the mutual fund, hedge fund, and ETF industries, including the emergence of new asset classes, regulatory changes, and technological advancements

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
The origin, meaning and growth of Mutual funds – Fund Units Vs shares. Types of Mutual fund schemes. The role of Mutual Funds. Organization of the Fund- Operation of the Fund – Net Asset Value. Mutual Funds Industry in India – Its size and Growth – Types and growth patterns of Mutual Funds – Reasons for slow Growth – Prospects of Mutual Fund Industry.	**CLO 1**	**9**
UNIT II		
Investors Protection and Mutual Fund Regulation: Investors Rights – Facilities available to Investors – Selection of a Fund – Advantages of Mutual Funds. Deregulation, Market Imperfection and Investment Risks – The need for Regulation – Regulation and Investors Protection in India	**CLO 2**	**9**
UNIT III		
Introduction, Types of Hedge Funds and Hedge Fund Investors, Hedge Fund Investment Techniques, Hedge Fund Business Models, Hedge Fund Leverage, Hedge Fund Legislation and Regulation, Accounting, Hedge Fund Taxation, Risk Management and Hedge Funds, Marketing Hedge Funds, Derivatives and Hedge Funds.	**CLO 3**	**9**
UNIT IV		

Overview on the evolution of Exchange Traded Funds (ETFs), ETFs as an investment vehicle, The mechanics of ETFs and the Eco-system of participants, Pricing ETFs, the benefits of ETFs, ETFs in the context of investment strategy: Passive, Active, Blended, ETF Industry Trends	**CLO 4**	**9**
UNIT V		
Performance measurement of Mutual funds, Hedge funds and ETFs	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

- "Mutual Funds: Concepts, Insights and Practices" by Jitendra P. S. Solanki, Himalaya Publishing House, First Edition, 2019.
- "Hedge Funds: Structure, Strategies, and Performance" by H. Kent Baker and Greg Filbeck, Wiley, First Edition, 2017.
- "Exchange Traded Funds (ETFs): Concept and Applications" by Nitin A. Pandit, McGraw-Hill Education, First Edition, 2018.

Reference Books:

- "Mutual Funds For Dummies" by Eric Tyson, Wiley, Seventh Edition, 2020.
- "Hedge Funds: An Analytic Perspective" by Andrew W. Lo, Princeton University Press, First Edition, 2008.
- "Exchange-Traded Funds For Dummies" by Russell Wild, Wiley, Second Edition, 2011.
- "Mutual Funds: Structure, Analysis, Management, and Regulation" by Robert W. Kolb, Wiley, First Edition, 2017.
- "Hedge Funds For Dummies" by Ann C. Logue, Wiley, Second Edition, 2016.

Any other Study Material (Online Link):

- https://www.sec.gov/investor/pubs/sec-guide-to-mutual-funds.pdf
- https://vinodkothari.com/wp-content/uploads/2014/01/Brief-on-Mutual-Funds.pdf
- https://www.amfiindia.com/investor-corner/knowledge-center/etf.html

COURSE CURRICULUM

Name of the Program:	MBA (G/I)			**Semester:** IV		**Level:** PG	
Course Name	**Financial and Tax Planning**			**Course Code/ Course Type**		PMG/PMIFI207/SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of the course are: 1. The present course aims are familiarizing the participants with the principles & practices and structure of different types of taxes in the Indian economy. 2. A student of taxation will have to make a detailed study of tax policy and tax provisions in India. 3. A broad understanding or role of taxation in economic and industrial development of an economy. 4. A broad understanding of financial planning process 5. An Understating of asset allocation process and retirement planning			
Course Learning Outcomes (CLO):				Students would be able to: 1. Understand about various tax provision and planning 2. Understand the scope tax planning concerning various business and managerial and strategic activities can be explored 3. Have knowledge about various Tax Dates Rates and Forms 4. Have knowledge of Financial Planning and its Process 5. Have knowledge about asset allocation and retirement planning process			

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Financial Planning: Definition , Need of financial Planning and process of Financial Planning, Role of Financial Planner , Myths about Financial Planning, Factors that influence that influence the personal financial planning ,Investors life cycle, Financial goals of investors , Risk Appetite, Risk Profiling, Systematic approach to investing: SIP, SWP, STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.	**CLO 1**	**9**
UNIT II		
Asset Allocation: Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation, Principles of Asset Allocation, Retirement planning, need for retirement planning, Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning.	**CLO 2**	**9**
UNIT III		
Introduction to Tax: Definition, Canons of Taxation Person, Assesses, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax	**CLO 3**	**9**
UNIT IV		
Heads of Income: Salaries, Income from House Property, Profits & Gains from	**CLO 4**	**9**

Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses-Principles, Meaning, Inter-sources & Inter-head Set Off.		
UNIT V		
Tax Planning & Management: Tax Avoidance, Planning & Evasion, Income Tax Authorities Their appointment, Jurisdiction, Powers and functions, Provisions relating to collection and recovery of tax, refund of tax, offenses, penalties and prosecutions, appeals and revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

- Dr. Vinod K. Singhania& Dr. Monica Singhania Students Guide to Income Tax (Taxman Publication Latest Edition according to assessment year
- Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
- Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India

References:

- Dr.B.K. Agarwal& Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
- Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
- Girish Ahuja& Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)

COURSE CURRICULUM

Name of the Program:	MBA			**Semester:**		**Level:** PG	
Course Name	**Behavioural Finance**			**Course Code/ Course Type**		PMG/IFI208 / SPL	
Course Pattern	2024			**Version**		**1.0**	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	-	3	3	40	60	-
Prerequisite: Bachelor's Degree							
Course Objectives (CO):	The objectives of course are: **CO1:** To provide foundational knowledge of behavioral finance, including concepts of cognitive biases, heuristics, and judgment under uncertainty. **CO2:** To enable students to understand risk-based decision-making through Expected Utility Theory and analyze rationality assumptions in financial markets. **CO3:** To examine behavioral factors influencing financial markets, market efficiency, and the applicability of limits of arbitrage models. **CO4:** To critically evaluate investor heuristics, biases, and psychological processes affecting investment decisions for individual and institutional investors. **CO5:** To analyze how external factors—including emotions, market sentiment, and environmental anomalies—impact investor behavior and asset prices using statistical approaches.						
Course Learning Outcomes (CLO):	Students would be able to: **CLO1:** Learners will be able to explain the nature, scope, and relevance of behavioral finance in modern financial decision-making. **CLO2:** Learners will be able to apply Expected Utility Theory and alternative decision theories to evaluate investment choices under risk and uncertainty. **CLO3:** Learners will be able to assess market behavior using behavioral concepts such as EMH deviations, predictability, and arbitrage constraints. **CLO4:** Learners will be able to identify, classify, and evaluate key behavioral biases and heuristics affecting individual and institutional investors. **CLO5:** Learners will be able to analyze the influence of external factors—including fear, greed, emotions, and geomagnetic disturbances—on stock market returns using suitable statistical frameworks.						

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Behavioral finance : Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting	**CLO 1**	**9**
UNIT II		
Utility/ Preference Functions : Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for	**CLO 2**	**9**

decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.		
UNIT III		
Behavioral Factors and Financial Markets : The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management.	**CLO 3**	**9**
UNIT IV		
Heuristics and behavioral biases of investors : Types of investors- Individual and Institutional - How the human mind works-the two systems; Familiarity and related heuristics; Representativeness and related biases; Anchoring; Irrationality and adaptation; Hyperbolic discounting. Sovereign credit rating - drivers	**CLO 4**	**9**
UNIT V		
External factors and investor behaviour : External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns-	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

1. **Shefrin, Hersh.** *Behavioral Finance: Psychology, Decision-Making, and Markets.* McGraw-Hill.
2. **Barberis, Nicholas & Thaler, Richard.** *Handbook of Behavioral Economics.* Elsevier.
3. **Ackert, Lucy F., & Deaves, Richard.** *Behavioral Finance: Psychology, Decision Making, and Markets.* South-Western Cengage.
4. **Pompian, Michael.** *Behavioral Finance and Investor Types.* Wiley Finance.
5. **Shleifer, Andrei.** *Inefficient Markets: An Introduction to Behavioral Finance.* Oxford University Press.

Reference Books:

1. **Kahneman, Daniel.** *Thinking, Fast and Slow.* Farrar, Straus and Giroux.
2. **Thaler, Richard H.** *Misbehaving: The Making of Behavioral Economics.* W.W. Norton.
3. **Ariely, Dan.** *Predictably Irrational: The Hidden Forces That Shape Our Decisions.* HarperCollins.
4. **Statman, Meir.** *What Investors Really Want.* McGraw-Hill.
5. **Montier, James.** *Behavioral Finance: Insights into Irrational Minds and Markets.* Wiley.
6. **Shiller, Robert J.** *Irrational Exuberance.* Princeton University Press.
7. **Plous, Scott.** *The Psychology of Judgment and Decision Making.* McGraw-Hill.
8. **Hirshleifer, David.** *Behavioural Finance Research Papers Compilation* (for advanced study).

Online Resources/E-Learning Resources:

1. SSRN – Behavioral Finance Research Papers Repository
2. CFA Institute – Research Foundation Publications on investor behavior
3. OECD & BIS – Reports on market behavior, credit ratings, and economic psychology
4. Federal Reserve & ECB publications – market efficiency, sentiment, predictability
5. Investopedia – Biases, heuristics, EMH, risk perception, arbitrage limits

FinTech (FIN)

COURSE CURRICULUM

Name of the Program:	MBA		**Semester : III**		**Level: PG**	
Course Name	**Block Chain and Crypto Currency**		**Course Code/ Course Type**		**PMG/IFT205 / SPL**	
Course Pattern	**2025**		**Version**		**1.0**	
Teaching Scheme				**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
2	**0**	**0**	2	2	50	0	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	The objectives of the course are: 1. To introduce the foundational concepts of blockchain technology and its evolution. 2. To understand the mechanics of cryptocurrencies 3. To explain the mechanics of cryptocurrencies like Bitcoin, Ethereum, and altcoins. 4. To examine blockchain applications in business, finance, and supply chain. 5. To assess regulatory, legal, and ethical considerations surrounding blockchain and crypto assets.						
Course Learning Outcomes (CLO):	Students would be able to: 1. Understand the technical and business principles behind blockchain and cryptocurrencies. 2. Analyze the operation of decentralized networks, consensus mechanisms, and smart contracts. 3. Evaluate real-world applications of blockchain across various sectors. 4. Critically assess investment opportunities, risks, and the regulatory environment for crypto assets. 5. Develop a strategic perspective on emerging trends like DeFi, tokenization, and digital identity.						

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
Unit 1: Introduction to Blockchain Technology		
• Evolution of blockchain: from Bitcoin to enterprise use • Characteristics: decentralization, immutability, transparency • Components: blocks, hashes, chains, and nodes • Types of blockchain: Public, Private, Consortium, Hybrid • Overview of distributed ledger technology (DLT)	**CLO 1**	**6**
Unit 2: Cryptocurrencies and Tokenomics		
• Introduction to cryptocurrencies: Bitcoin, Ethereum, Altcoins • Wallets, exchanges, and transactions • Token standards: ERC-20, ERC-721 (NFTs) • Crypto mining, staking, and consensus mechanisms (PoW, PoS, etc.) • Economics of crypto assets: supply models, value drivers, volatility	**CLO 2**	**6**
Unit 3: Smart Contracts and Blockchain Applications		
• Smart contracts: concept, use cases, and development basics • Blockchain in finance (DeFi), supply chain, healthcare, identity, and voting • Case studies: Ripple (cross-border payments), VeChain (supply chain), Ethereum (DeFi/NFTs) • Decentralized Applications (dApps)	**CLO 3**	**6**

• Interoperability and scalability challenges		
Unit 4: Regulatory, Legal, and Ethical Issues		
• Regulatory landscape: India, USA, EU, and global outlook • Compliance issues: KYC, AML, and FATF guidelines • Taxation of crypto assets • Legal status of smart contracts • Ethical issues: anonymity vs privacy, fraud, energy usage, social impact	**CLO 4**	**6**
Unit 5: Future Trends and Strategic Implications		
• Decentralized Finance (DeFi): protocols, lending, yield farming, stablecoins • NFTs and tokenization of assets • Web3, DAOs (Decentralized Autonomous Organizations) • Central Bank Digital Currencies (CBDCs) • Challenges and opportunities for businesses and policy makers • Comprehensive Case study	**CLO 5**	**6**
Total Hours :		**30**

Learning resources

Textbooks:

1. Mastering Blockchain: Unlocking the Power of Cryptocurrencies, Smart Contracts, and Decentralized Applications" by Imran Bashir – *Packt Publishing*
2. "Blockchain Basics: A Non-Technical Introduction in 25 Steps" by Daniel Drescher – *Apress*
3. "The Basics of Bitcoins and Blockchains" by Antony Lewis – *Mango Publishing*

Additional References:

- "Cryptoassets: The Innovative Investor's Guide to Bitcoin and Beyond" by Chris Burniske & Jack Tatar
- Ethereum Whitepaper by Vitalik Buterin (available online)
- Bitcoin Whitepaper by Satoshi Nakamoto (available online)
- Reports from CoinDesk, Chainalysis, World Economic Forum, BIS, and RBI

Online Resources:

- Coursera – Blockchain Specializations (University of Buffalo, Princeton)
- edX – Blockchain for Business (Linux Foundation, Berkeley)
- Blockchain Council Certifications

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester:** IV	**Level:** PG
Course Name	Algorithmic Trading	**Course Code/ Course Type**	PMG/IFT206/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. To introduce the concept, scope, and evolution of algorithmic trading in financial markets. 2. To enable students to design, backtest, and implement basic trading strategies using algorithms. 3. To provide hands-on experience with trading platforms, coding tools (e.g., Python), and market data. 4. To impart knowledge about risk management, market microstructure, and high-frequency trading. 5. To create awareness about legal, ethical, and regulatory aspects of algo trading in global markets.
Course Learning Outcomes (CLO):	Students would be able to: 1. Understand the fundamentals and mechanics of algorithmic and quantitative trading. 2. Develop and code basic trading strategies using Python or Excel. 3. Analyze backtest results using key financial metrics and risk measures. 4. Evaluate the impact of transaction costs, slippage, and latency on trading performance. 5. Understand the regulatory and compliance landscape for algorithmic trading.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
Unit 1: Introduction to Algorithmic Trading		
• Definition and history of algorithmic trading • Types of market participants: institutional vs retail • Overview of market microstructure: order books, bid-ask spreads, market impact • Components of an algorithmic trading system: data, strategy, execution, risk, and infrastructure • Role of AI/ML in modern trading	**CLO 1**	**9**
Unit 2: Trading Strategies and Market Data		
• Overview of trading strategies: trend following, mean reversion, arbitrage, momentum, scalping • Introduction to technical indicators: moving averages, RSI, MACD, Bollinger Bands • Strategy formulation and hypothesis testing • Data sources: real-time vs historical, tick data, OHLC data • Cleaning and preprocessing financial data	**CLO 2**	**9**
Unit 3: Backtesting and Performance Evaluation		
• Framework for backtesting strategies • Key performance metrics: Sharpe Ratio, Sortino Ratio, Max Drawdown, Alpha, Beta	**CLO 3**	**9**

• Avoiding overfitting: out-of-sample testing, walk-forward analysis • Slippage, transaction costs, and latency • Portfolio construction and optimization basics		
Unit 4: Trading Infrastructure and Execution		
• Order types: market, limit, stop-loss, IOC, FOK • Smart order routing and execution algorithms • Low latency and high-frequency trading (HFT) concepts • API-based trading platforms (e.g., Zerodha Kite, Alpaca, Interactive Brokers) • Cloud vs on-premise systems for algorithm deployment	**CLO 4**	**9**
Unit 5: Regulations, Risk Management, and Ethics		
• Regulatory framework in India: SEBI guidelines on algorithmic trading • Global regulation overview: SEC, MiFID II, FCA • Risk management in algorithmic trading: operational, financial, regulatory, model risks • Ethical issues: market manipulation, spoofing, fairness in automation • Future trends: AI in trading, quantum trading, decentralized exchanges • Comprehensive Case study	**CLO 5**	**9**
Total Hours		**45**

Textbooks:

1. "Algorithmic Trading: Winning Strategies and Their Rationale" by Ernest P. Chan – Wiley
2. "Quantitative Trading" by Ernest P. Chan – Wiley
3. "Advances in Financial Machine Learning" by Marcos López de Prado – Wiley

Reference Books:

- "Building Winning Algorithmic Trading Systems" by Kevin Davey – Wiley
- "Python for Finance" by Yves Hilpisch – O'Reilly
- "High-Frequency Trading: A Practical Guide to Algorithmic Strategies and Trading Systems" by Irene Aldridge
- SEBI and NSE regulatory publications on algo trading compliance

Online Resources & Tools:

- Kaggle Datasets for practice
- QuantInsti EPAT Program – Advanced certification in algorithmic trading
- Backtrader – Python library for strategy backtesting
- Broker APIs (Zerodha, Alpaca, Interactive Brokers)

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester : IV**	**Level: PG**
Course Name	FinTech Regulations	**Course Code/ Course Type**	PMG/IFT 207/ SPL
Course Pattern	2024	**Version**	1.0
Teaching Scheme		**Assessment Scheme**	

Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	-	3	3	40	60	-

Pre-Requisite:

Course Objectives (CO):	The objectives of the course are: 1. To provide a foundational understanding of the legal and regulatory framework surrounding FinTech globally and in India. 2. To familiarize students with compliance, consumer protection, and cybersecurity standards relevant to FinTech platforms. 3. To examine the role of regulatory bodies (SEBI, RBI, IRDAI, etc.) and their responses to emerging financial technologies. 4. To assess ethical issues, privacy concerns, and anti-money laundering measures in the FinTech ecosystem. 5. To explore regulatory innovations such as regulatory sandboxes, open banking, and digital identity frameworks.
Course Learning Outcomes (CLO):	Students would be able to: 1. Understand the regulatory and legal landscape for various FinTech segments, including lending, payments, investments, and insurance. 2. Analyze the implications of laws and compliance requirements on the design and operation of FinTech products. 3. Identify risks related to data privacy, cybersecurity, fraud, and consumer protection in FinTech applications. 4. Evaluate global regulatory approaches and compare them with the Indian context. 5. Develop strategies for regulatory compliance and governance for FinTech startups and enterprises.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hrs**
Unit 1: Introduction to FinTech and Regulatory Landscape		
• Overview of FinTech business models: lending, payments, wealth tech, insurtech, regtech • Regulatory challenges of innovation in finance • Principles of financial regulation: stability, transparency, competition, inclusion • Regulatory bodies in India: RBI, SEBI, IRDAI, PFRDA, and their mandates • Introduction to financial sector regulations: Banking Regulation Act, FEMA, PMLA	1	9
Unit 2: Regulation of Payments and Digital Banking		

• RBI guidelines on Payment Systems, UPI, PPIs, and digital wallets • Licensing frameworks: Payment Banks, NBFCs, and Account Aggregators • KYC, AML, and CFT compliance frameworks • Cross-border payment regulations and FATF guidelines • FinTech's role in digital financial inclusion and government initiatives (e.g., Jan Dhan, Aadhaar)	2	9
Unit 3: Crowdfunding, Lending, and Investment Platforms		
• Regulation of Peer-to-Peer (P2P) lending platforms • NBFC licensing and compliance • SEBI guidelines on equity crowdfunding, robo-advisors, and investment advisory • Regulatory issues in Initial Coin Offerings (ICOs) and tokenized assets • Risk management and grievance redressal mechanisms in digital finance	3	9
Unit 4: Data Privacy, Cybersecurity & Digital Identity		
• Importance of cybersecurity in FinTech • Legal framework: Information Technology Act, 2000 (with amendments) • Data protection regulations: India's **Digital Personal Data Protection Act (DPDP) 2023**, GDPR (EU), CCPA (USA) • Digital identity infrastructure: Aadhaar and e-KYC • Consent management and user data governance (Account Aggregator Framework) • Comprehensive Case study	4	9
Unit 5: Global Trends, Sandboxes, and Future Directions		
• Regulatory Sandboxes: RBI, SEBI, and global initiatives (FCA UK, MAS Singapore) • Open Banking and API regulations • CBDCs (Central Bank Digital Currencies) and implications for regulation • Ethical and ESG considerations in FinTech • Future of RegTech and SupTech (Regulatory and Supervisory Technologies)	5	9
Total		45

Learning resources

Core Textbooks:

1. "FinTech Law and Policy" by Chris Brummer – *Aspen Publishers*
2. "The LegalTech Book" by Sophia Adams Bhatti, Susanne Chishti – *Wiley*
3. "Financial Technology and the Law" by Jelena Madir – *Edward Elgar Publishing*

Reference Books & Reports:

- "The Fintech Book" by Susanne Chishti and Janos Barberis – *Wiley*
- RBI Master Directions and Circulars on NBFCs, payments, digital banking
- SEBI Regulations on investment advisory and fintech intermediaries
- World Bank Reports on FinTech regulations
- OECD and BIS Papers on digital finance, open banking, and sandboxes

Online Resources:

- RBI FinTech Sandbox Guidelines
- SEBI FinTech Regulatory Framework
- FATF Recommendations on Virtual Assets
- International Monetary Fund (IMF) FinTech Notes

COURSE CURRICULUM

Name of the Program:	MBA				**Semester : IV**		**Level: PG**
Course Name	Fintech and Financial Modelling				**Course Code/ Course Type**		PMG/I
Course Pattern	2024				**Version**		1.0
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	-	3	3	40	60	-
Pre-Requisite:							

Course Objectives (CO):	The objectives of the course are: 1.Understand the foundations, evolution, and ecosystem of Financial Technology (FinTech) and its role in transforming the financial services industry. 2.Analyze digital financial tools and platforms such as blockchain, digital payments, , P2P lending, and Insurtech. 3.Develop competency in financial modelling techniques using spreadsheet and analytical tools for corporate finance decisions. 4. Interpret financial statements and market data to build forecasting, valuation, and risk assessment models. 5.Apply FinTech-enabled solutions to solve business problems, improve efficiency, and support data-driven financial decision-making.
Course Learning Outcomes (CLO):	Students would be able to: 1. Explain the concepts, applications, and future trends of FinTech in banking, insurance, and capital markets. 2. Use financial modelling tools to prepare projections, valuations, and sensitivity analyses. 3. Evaluate financial risks and investment decisions using quantitative modelling approaches. 4. Design basic FinTech-based solutions (digital payment flows, blockchain processes,). 5. Interpret output from financial models and make managerial recommendations for corporate financing and investment strategies.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hrs**
Unit 1: Introduction to FinTech and Digital Finance		
Evolution and definition of FinTech. Overview of financial services ecosystem. Drivers of FinTech growth (technology, regulation, competition). FinTech in banking, insurance, capital markets, and wealth management. Digital transformation in financial institutions. Regulatory framework: RBI, SEBI, IRDAI, global regulations. Future trends: Open Banking, RegTech, embedded finance.	1	9
Unit 2: Digital Payments Systems and Platforms		
Payment systems evolution: NEFT, RTGS, IMPS, UPI. Digital wallets, prepaid instruments, QR-based payments. Card networks and payment gateways. Cross-border digital payments. Cybersecurity and fraud prevention. CBDCs (Central Bank Digital Currency) and digital rupee. Case studies: UPI, PayTM, PhonePe, Stripe, VISA.	2	9
Unit 3: Blockchain, Cryptocurrencies, and Distributed Ledger Technology		
Fundamentals of blockchain. Types of blockchain: public, private, consortium. Smart contracts and decentralized applications (DApps). Crypto assets: Bitcoin, Ethereum, stablecoins, Tokenization, ICOs/IEOs. Blockchain in supply chain, trade finance, KYC, and settlement systems. Risks and regulatory challenges	3	9
Unit 4: Introduction to Financial Modelling		

Basics of modelling: structure, design, and assumptions. Financial statement modelling (Income Statement, Balance Sheet, Cash Flow). Building forecasting models. Revenue, cost, and profit modelling. Time value of money and discounting. Excel/Google Sheets functions for modelling. Scenario analysis and sensitivity analysis.	4	9
Unit 5: Valuation, Risk Analysis, and Advanced Modelling		
Equity valuation: DCF model, Dividend Discount Model. Corporate valuation using multiples (P/E, EV/EBITDA). Project finance modelling. Portfolio risk and return modelling. Monte Carlo simulation (conceptual introduction). Working capital and capital budgeting models. FinTech tools for modelling: Python basics for finance (optional introduction)	5	9
Total		45

Learning resources

Core Texts

1. *Financial Modeling* – Simon Benninga
2. *FinTech: The Technology Driving Finance* – Pranay Gupta & T. Marshall
3. *Blockchain Basics* – Daniel Drescher
4. *Financial Management* – Prasanna Chandra
5. *Corporate Finance* – Ross, Westerfield & Jaffe

Recommended Readings

- RBI, SEBI, IRDAI regulations and white papers
- CFA Institute: FinTech and Valuation resources
- Harvard Business Review – FinTech articles
- BIS Reports on digital payments and CBDCs
- Online tools: NSE, BSE, Investing.com financial data

Human Resource Management (HRM)

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester: IV**	**Level:** PG
Course Name	Transactional Analysis and Managerial Counselling	**Course Code/ Course Type**	PMG/PMIHR206/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Understand the theoretical foundations of transactional analysis and its application in managerial counselling. 2. Develop skills in using transactional analysis techniques for effective communication and conflict resolution in the workplace. 3. Understand the role of transactional analysis in leadership development and employee motivation. 4. Apply transactional analysis principles to improve team dynamics and organizational culture. 5. Develop managerial counselling skills to support employee development and address performance issues.
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will recall the key concepts and principles of transactional analysis and managerial counselling. 2. Students will demonstrate an understanding of the theoretical frameworks and models of transactional analysis. 3. Students will apply transactional analysis techniques and managerial counselling approaches in practical HR scenarios. 4. Students will analyse case studies and real-world examples to evaluate the effectiveness of transactional analysis and managerial counselling interventions. 5. Students will develop strategies and plans for utilizing transactional analysis and managerial counselling techniques in HR management.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Transactional Analysis: Overview of Transactional Analysis. Historical Background and Development. Fundamental Concepts: Ego States, Transactions, and Strokes. Theories of Personality Development.	**CLO 1**	**9**
UNIT II		
Ego States and Transactional Patterns: Parent, Adult, and Child Ego States. Transactional Patterns: Complementary, Crossed, and Ulterior Transactions. Strokes and Recognition. Games and Scripts	**CLO 2**	**9**
UNIT III		
Transactional Analysis Techniques in Managerial Counselling: Transactional Analysis in Communication. Conflict Resolution using Transactional Analysis. Coaching and Mentoring with Transactional Analysis. Feedback and Feedforward in Managerial Counselling	**CLO 3**	**9**

UNIT IV		
Transactional Analysis in Leadership and Motivation: Leadership Styles and Ego States. Transactional Analysis and Employee Motivation. Transactional Leadership Development. Application in Performance Management	**CLO 4**	**9**
UNIT V		
Managerial Counselling and Employee Development: Managerial Counselling: Concepts and Principles. Counselling Skills for HR Professionals. Career Counselling and Development. Addressing Performance Issues through Counselling	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

- "Games People Play: The Basic Handbook of Transactional Analysis" by Eric Berne https://www.google.com/search?tbm=bks&q=https%3A%2F%2Fwww.goodreads.com%2Fen%2Fbook%2Fshow%2F49176
- "Transactional Analysis in Psychotherapy" by Eric Berne https://www.google.co.in/books/edition/Transactional_Analysis_in_Psychotherapy/hLG3zgEACAAJ?hl=en
- "The Script: The 100% Absolutely Predictable Things Men Do When They Cheat" by Elizabeth Hunter https://www.google.co.in/books/edition/Script/gaZLAAAACAAJ?hl=en

References:

- "TA Today: A New Introduction to Transactional Analysis" by Ian Stewart and Vann Joines https://www.google.co.in/books/edition/TA_Today/bPpmtQAACAAJ?hl=en
- "Transactional Analysis for Depression: A Step-by-Step Treatment Manual" by Mark Widdowson https://www.google.co.in/books/edition/Transactional_Analysis_for_Depression/-fqoCgAAQBAJ?hl=en&gbpv=1&dq=Transactional+Analysis+for+Depression:+A+Step-by-Step+Treatment+Manual%22+by+Mark+Widdowson&printsec=frontcover

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester: IV**	**Level:** PG
Course Name	Political behavior and Impression management in Organizations	**Course Code/ Course Type**	PMG/PMIHR207/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Understand the nature and scope of political behavior in organizations. 2. Analyze the factors influencing political behavior in organizational settings. 3. Explore the strategies individuals use for impression management in the workplace. 4. Evaluate the impact of political behavior and impression management on organizational dynamics. 5. Develop skills in managing and mitigating negative political behavior.
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will recall key theories and concepts related to political behavior and impression management in organizations. 2. Students will demonstrate an understanding of the theoretical frameworks and models of political behavior and impression management. 3. Students will apply theories and frameworks to analyze and navigate political dynamics within organizations. 4. Students will analyze case studies and real-world examples to evaluate the impact of political behavior on organizational outcomes. 5. Students will develop strategies and plans for managing and mitigating political behavior and impression management in organizations.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Political Behavior in Organizations: Definitions and Concepts. Theoretical Frameworks: Power and Influence. Types of Political Behavior. Ethics and Political Behavior.	**CLO 1**	**9**
UNIT II		
Factors Influencing Political Behavior: Organizational Structure and Culture. Leadership Styles and Political Dynamics. Individual Factors: Personality and Motivation. Environmental Factors: Competition and Uncertainty	**CLO 2**	**9**
UNIT III		
Strategies for Impression Management: Self-Presentation Strategies. Social Influence Tactics. Impression Management in Teams and Meetings. Online Impression Management	**CLO 3**	**9**
UNIT IV		
Impact of Political Behavior and Impression Management: Organizational Performance and Effectiveness. Employee Morale and Satisfaction. Conflict and Stress in the Workplace. Organizational Culture and Reputation	**CLO 4**	**9**
UNIT V		
Managing Political Behavior and Impression Management: Strategies for Managing Political Behavior. Building Political Skills and Competencies. Organizational Policies and Interventions. Case Studies: Effective Management of Political Dynamics.	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

1. "Organizational Behavior: Improving Performance and Commitment in the Workplace" by Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson
2. "Organizational Behavior: A Strategic Approach" by Michael A. Hitt, Adrienne Colella, and C. Chet Miller
3. "Power and Politics in Organizations: Public and Private Sector Comparisons" by Cary L. Cooper and Derek K. Ong

References:

- "Politics in Organizations: Theory and Research Considerations" by Gerald R. Ferris and Darren C. Treadway
- "Impression Management in the Workplace: Research, Theory and Practice" by Andrew J. Dubrin

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester: IV**	**Level:** PG
Course Name	Acquisition of Talent and Consulting to Management	**Course Code/ Course Type**	PMG/PMIHR208/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	**CO1:** Understand the fundamental concepts and processes of talent acquisition and talent management. **CO2:** Apply psychometric tools, employee engagement models, and retention strategies in organizational contexts. **CO3:** Analyze global leadership competencies, talent analytics, and talent development frameworks. **CO4:** Evaluate advanced talent analytics, organizational culture, and strategic talent acquisition methods. **CO5:** Assess emerging trends such as big data in talent analytics, sustainable talent building, and critical issues in modern talent management.
Course Learning Outcomes (CLO):	**CLO1:** Demonstrate knowledge of talent acquisition methods, leadership development, and foundational principles of talent management. **CLO2:** Use psychometric assessments, engagement models (e.g., Zinger Model), and branding techniques to enhance employee retention. **CLO3:** Interpret talent analytics data to identify leadership potential, gaps, and organizational talent needs. **CLO4:** Develop strategic talent acquisition and coaching plans based on meta-analysis, cultural factors, and talent success drivers. **CLO5:** Examine and propose solutions for contemporary issues such as automated screening, consultation-based employment, and big data–driven HR decisions.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Talent Acquisition & Talent Management, Nurturing the Leaders of Tomorrow, Talent Acquisition: Concepts, Processes & Best Practices, Talent Acquisition Case Studies.	**CLO 1**	**9**
UNIT II : Foundations of Talent Management		
Introduction to Psychometric Testing, Six Principles of Talent Management Employee Engagement Strategies, Employer Branding, Employee Retention Approaches, Zinger Model of Employee Engagement, Integrated Talent Management Process, Global Talent Management Drivers.	**CLO 2**	**9**
UNIT III: Talent Development & Leadership		
Global Leadership Competencies, Talent Analytics: Concepts & Applications Challenges in Talent Management, Talent Development Frameworks, Talent Enhancement Techniques, Talent Mobility & Career Progression, Rewards in Talent Management, Reward Strategy for Talent Management, Coaching and Development.	**CLO 3**	**9**
UNIT IV : Advanced Talent Analytics & Strategies		
Meta-Analysis in Talent Analytics, Organizational Culture & Its Impact on Talent, Coaching with Compassion, Talent Success Drivers, Talent Acquisition Strategy, Case Studies on Talent Management.	**CLO 4**	**9**
UNIT V		

Automated Screening & Talent Analytics, Big Data Applications in Talent Analytics, Management in the New Economy, Employment-to-Consultation Paradigm Shift, Embedding and Sustaining Talent Power, Talent Enhancement & Success Drivers, Building Sustainable Talent through Talent Management, Talent-Powered Organization, Critical Issues in Talent Management, Feelings and Sentiment Analysis in HR.	**CLO 5**	**9**
Total Hours		**45**

Learning resources

Textbooks:

1. **Talent Management** by Gowri Joshi & Veena Vohra
2. **Resourcing and Talent Management** (9th Edition)
3. Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA.

Reference Books:

1. The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People(Hardback)
2. **Strategic Talent Management** by Paul Sparrow & Hugh Scullion.

Online Resources/E-Learning Resources

1. **Human Talent Management** (Alison) — A free course covering basics of talent management: acquiring and retaining qualified personnel, integrating talent management into HR practices https://alison.com/course/human-talent-management?utm_source=chatgpt.com.
2. **Talent Acquisition Practices** (Alison) — Free course focusing on recruitment and hiring process, which helps with understanding talent acquisition fundamentals. Alison
3. **Managing and Resourcing Talent** (Alison) — Free course (more advanced) about how to resource, manage and optimize talent in organisations.
4. **Adoption of HR analytics to enhance employee retention in the workplace: A review** (2024) https://ojs.piscomed.com/index.php/HRMS/article/view/3481?utm_source=chatgpt.com
5. **Talent Management and Employee Retention Practices: A Systematic Literature Review and Future Agenda** (2022) https://www.researchgate.net/publication/359199269_Talent_Management_and_Employee_Retention_Practices_A_Systematic_Literature_Review_and_Future_Agenda?utm_source=chatgpt.com

COURSE CURRICULUM

Name of the Program:	**MBA**	**Semester: IV**	**Level: PG**
Course Name	**Organizational Change & Development**	**Course Code/ Course Type**	PMGHR/IHR209/SPL
Course Pattern	**2024**	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA**	**ESA**	**Practical/Oral**
3	0	0	3	3	40	60	

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	**The objectives of Organizational Change & Development are**: 1. Explain the fundamental concepts, theories, models, and frameworks. 2. Diagnose organizational systems using behavioural science frameworks to identify issues and opportunities for change. 3. Apply OD tools and interventions at individual, team, and organizational levels to manage change effectively. 4. Evaluate human responses, resistance, communication effectiveness, and stakeholder dynamics during change processes. 5. Design and propose comprehensive change management and OD intervention plans for organizational transformation.
Course Learning Outcomes (CLO):	**Students would be able to:** 1. Recall key models of change such as Lewin, Kotter, ADKAR, and Action Research. 2. Describe the behavioural and theoretical foundations of Organizational Development. 3. Assess employee behaviours, sources of resistance, and cultural factors in organizational change scenarios. 4. Evaluate the effectiveness of change communication strategies and OD interventions. 5. Develop a full change management plan including intervention design, stakeholder management, KPIs, and sustainability mechanisms.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Foundations of Organizational Change: Nature, need, and drivers of change (internal & external). Types of organizational change: incremental, transformational, reactive, proactive. Models of change: Lewin's 3-step model. Kotter's 8-step model. ADKAR model. Bridges' Transition Model. Organizational agility & dynamic capabilities. Diagnosing readiness for change. Role of vision, mission, and leadership in change	**CLO 1**	**09**
Module II		
Organizational Development – Theoretical & Behavioural Foundations: Evolution & values of OD. Action Research model. OD practitioner role, competencies, ethics. Organizational diagnosis: Weisbord's Six Box Model. McKinsey 7-S Model. Nadler-Tushman Congruence Model. Data collection: surveys, interviews, observations, culture assessment. Contracting & entry process	**CLO 2**	**09**
Module III		

OD Interventions at Individual, Team & Organizational Levels: Individual-Level Interventions - Coaching & mentoring, Feedback systems, Job enrichment, job redesign. Team-Level Interventions - Team building & team effectiveness. Role negotiation. Conflict resolution & trust-building exercises. Organization-Level Interventions- Survey feedback systems, Structural redesign, Downsizing, rightsizing, reengineering, High-performance work systems (HPWS), Appreciative Inquiry. Emerging Interventions - Design thinking for change, Digital transformation OD practices, Agile & DevOps for organizational renewal	**CLO 3**	**09**
Module IV		
Managing Change – Communication, Resistance & People Dynamics - Human psychology of change. Change impact analysis. Sources of resistance: cognitive, emotional, political. Stakeholder analysis & engagement. Communication planning in change initiatives. Building commitment and reducing resistance. Power, politics & change negotiation. Managing stress during change.	**CLO 4**	**09**
Module V		
Leading Change, Culture Transformation & Future of OD- Role of leaders & change agents in large-scale transformation. Building and sustaining a change culture. Organizational learning & double-loop learning. Knowledge management for organizational renewal. Leading digital transformation. OD in the gig economy and hybrid workplaces. Global OD practices. Measuring and institutionalizing change outcomes.	**CLO 5**	**09**
Total Hours		**45**

Learning resources

Textbooks:

1. Organization Development: The Process of Leading Organizational Change, Donald L. Anderson, Sage, 2022 (5th Ed.)
2. Managing Organizational Change: A Multiple Perspectives Approach Palmer, Dunford & Buchanan, McGraw Hill, 2020 (4th Ed.)
3. Organization Change: Theory and Practice, W. Warner Burke, Sage, 2023 (6th Ed.)

Reference Books:

1. Leading Change in the Digital Era, Arun Pereira, Penguin, 2021
2. Change Management: Global Perspective, R. Todnem by Routledge, 2020
3. The Heart of Change Field Guide, Kotter & Cohen, Harvard Business Press, Updated Editions (2020 Reprint)
4. Reinventing Organizations, Frederic Laloux, Nelson Parker, 2020 Reprint

Marketing & Digital Marketing (MDM)

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester: IV**	**Level:** PG
Course Name	E-commerce Innovations and Strategies	**Course Code/ Course Type**	PMG/PMIMD205/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Understand the evolution and significance of e-commerce innovations in the digital marketing landscape. 2. Explore various e-commerce business models and their strategic implications. 3. Analyze emerging trends and technologies shaping the future of e-commerce. 4. Develop skills in designing effective e-commerce strategies aligned with business goals. 5. Evaluate the role of customer experience, data analytics, and digital marketing in e-commerce success
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will recall key concepts and terminologies related to e-commerce innovations and strategies. 2. Students will demonstrate an understanding of the theories, models, and frameworks of e-commerce innovations and strategies. 3. Students will apply e-commerce theories and strategies to analyze and propose solutions for real-world e-commerce challenges. 4. Students will analyze case studies and examples of e-commerce innovations to evaluate their effectiveness and impact. 5. Students will develop e-commerce strategies and plans incorporating innovative approaches to address business objectives.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to E-commerce Innovations. Evolution of E-commerce. E-commerce Business Models. Trends and Innovations in E-commerce. Strategic Importance of E-commerce.	**CLO 1**	**9**
UNIT II		
E-commerce Strategies and Business Models. Platform-based Business Models. Subscription Models. Marketplace Strategies. Direct-to-Consumer (DTC) Models	**CLO 2**	**9**
UNIT III		
Emerging Technologies in E-commerce. Artificial Intelligence and Machine Learning. Augmented Reality (AR) and Virtual Reality (VR). Internet of Things (IoT) in E-commerce. Blockchain Technology in E-commerce	**CLO 3**	**9**
UNIT IV		
Customer Experience and Digital Marketing in E-commerce. Personalization and Customization. User Interface (UI) and User Experience (UX) Design. Omnichannel Marketing Strategies. Social Commerce and Influencer Marketing	**CLO 4**	**9**
UNIT V		
E-commerce Analytics and Performance Optimization. Data-driven Decision Making. Customer Lifetime Value (CLV) Analysis. Conversion Rate Optimization (CRO). E-	**CLO 5**	**9**

commerce SEO and SEM StrategiesComprehensive Case study		
Total Hours		**45**

Text Reading:

1. E-commerce 2022" by Kenneth C. Laudon and Carol Guercio Traver
2. E-Commerce Mastery 2024: A Beginner's Guide to Launching a Profitable Online Business" (From Idea to Success – Navigating the Digital Landscape, Selecting Winning Products, and Scaling for Profits) Kindle Edition, by Kyrie Petra (Author) Format: Kindle Edition, Editions -1st
3. Essentials of E-Commerce for B.Com. IInd Semester of Various Universities of Uttar Pradesh Paperback: 1 January 2022, Hindi Edition by Dr. Amit Kumar (Author), Dr. Saurabh Sen (Author), Publisher: Sahitya Bhawan Publications, Edition: Revised, 1st

References:

- Essentials of Commerce: Textbook for ISC Class 12 (2024-25 Examination) Paperback – 30 October 2023, by Vijay Kapur (Author), Sandhita Purbi (Author), Publisher: Sultan Chand and Sons (P) Ltd, Edition: 2024
- "E-commerce Strategy: Text and Cases" by Sanjay Mohapatra
- "E-commerce Evolved: Essential Strategies for Business Growth" by Tristan Webster

COURSE CURRICULUM

Name of the Program:	MBA (G/I)		**Semester: IV**		**Level:** PG	
Course Name	Global Digital Marketing Trends and Strategy		**Course Code/ Course Type**		PMG/PMIMD206/ SPL	
Course Pattern	2024		**Version**		1.0	
Teaching Scheme				**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	The objectives of the course are: 1. Understand the current global digital marketing landscape and its evolving trends. 2. Analyze global digital consumer behavior and preferences. 3. Explore various global digital marketing strategies and their applications. 4. Evaluate the impact of cultural, economic, and technological factors on global digital marketing. 5. Apply strategic thinking to adapt digital marketing strategies for different global markets						
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will recall key global digital marketing trends and strategies. 2. Students will demonstrate an understanding of the theories, models, and frameworks of global digital marketing. 3. Students will apply global digital marketing trends and strategies to analyze real-world scenarios and propose ve solutions. 4. Students will analyze case studies and examples of global digital marketing campaigns to evaluate their effectiveness. 5. Students will develop global digital marketing strategies to address specific business objectives.						

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Global Digital Marketing Trends. Overview of Global Digital Marketing Landscape. Emerging Trends in Global Digital Marketing. Globalization of Digital Consumer Behavior. Cultural Considerations in Global Digital Marketing	**CLO 1**	**9**
UNIT II		
Global Digital Marketing Strategy Frameworks. SWOT Analysis for Global Markets Global Market Segmentation and Targeting. Positioning Strategies in Global Digital Marketing. Global Branding and Reputation Management	**CLO 2**	**9**
UNIT III		
Global Digital Marketing Channels. Global SEO and SEM Strategies. Social Media Marketing Across Cultures. Email Marketing in Global Context. Mobile Marketing Trends Worldwide.	**CLO 3**	**9**
UNIT IV		
Global Content Marketing and Engagement. Multilingual Content Creation. Localization and Translation Strategies. Global Influencer Marketing. Cross-cultural Storytelling in Digital Marketing.	**CLO 4**	**9**
UNIT V		
Case Studies and Applications. Successful Global Digital Marketing Campaigns. Globalization Challenges and Solutions. Ethical and Legal Considerations in Global Digital Marketing. Future Trends in Global Digital Marketing	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

1. Global Marketing" by Warren J. Keegan and Mark C. Green
2. International Marketing" by Philip R. Cateora and John Graham
3. Global Digital Marketing: Understanding Digital Marketing Strategies for International Markets" by Maria Elena Moreira and Mary-Louise Richards.
4. Digital Marketing: Complete Digital Marketing Tutorial – Kailash Chandra Upadhyay, Notion Press, 2021.
5. Digital Marketing Strategy: An Integrated Approach to Online Marketing – Simon Kingsnorth, Kogan Page, 2022, 3rd edition

References:

1. Global Marketing: Contemporary Theory, Practice, and Cases" by Ilan Alon and Eugene Jaffe
2. Global Content Marketing: How to Create Great Content, Reach More Customers, and Build a Worldwide Marketing Strategy that Works" by Pam Didner
3. Global Digital Marketing Trends and Strategies" on Udemy by Brad Geddes
4. International Digital Marketing: How to Develop a Strategy that Works for the World" on Coursera by University of Illinois
5. Marketing in a Digital World: Strategies, Evolution and Global Impact – Amitabh Verma, Bentham Science Publishers, 2025

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester: IV**	**Level:** PG
Course Name	Product and Brand Management	**Course Code/ Course Type**	PMG/PMIMD207/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. To recall the concept of product and brand 2. To recognize the role of product, current situation of a product in Indian context, trying to seamlessly transcend the difference between product and brand 3. Apply branding as marketing strategy; brand equity, its importance and measurement 4. Analyze ways to create and retain brand equity; operational aspects of brand management 5. Evaluate the brand management process and develop and change portfolios suitably.
Course Learning Outcomes (CLO):	Students would be able to: 1. Understand and differentiate the basic concepts between a product and a brand 2. Explore the process of creation of a brand 3. Explain the various qualitative and quantitative measures that help track a brand 4. Develop strategies to be adopted for the product, pricing and distribution aspects of the brand 5. Evaluate the brand management process from portfolio point of view and make changes

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Basics of Product Management: Introduction, Product Planning and Development, PLC Theory- Product vs Brand, Product Portfolio Analysis – Mapping. Understanding Company Product/Brands and Competitive Brand Market Position	**CLO 1**	**9**
UNIT II		
Product Market Analysis: Product Market Orientation with respect to few products- Toothpaste, Motorcycle, Paints-Challenges faced by Companies during the branding phases	**CLO 2**	**9**
UNIT III		
Concept of Brand and its Relevance in a Business Scenario: Why Brand? What does Brand Building involve? Identification of opportunity for branding and Brand Management Process, ; Why Does Brand Wither?	**CLO 3**	**9**
UNIT IV		
Brand Positioning and Repositioning: Sustaining a brand long-term, Branding at different stages of market – evolution – The scope for branding, the role of branding and branding strategies needed at different stages in the evolution of the market, Brand Architecture	**CLO 4**	**9**
UNIT V		

Strategic Brand Management Process: Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, when brand is dying or stagnating, or when the market is dying or stagnating, Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, Brand Associations)	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

- Strategic Brand Management – Keller K L and Kotler P, Pearson
- Brand Management: The Indian Context – Y L R Moorthi, Pearson

References:

- Brand Positioning: Strategies for Competitive Advantage – McGraw Hill
- Brand Management – S Ramesh Kumar, Pearson Education
- Journal articles as and when required.

COURSE CURRICULUM

Name of the Program:	**MBA**	**Semester: IV**	**Level: PG**
Course Name	**Retail Management**	**Course Code/ Course Type**	PMGMD208/PMIMD208/SPL

Course Pattern	**2024**	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA**	**ESA**	**Practical/Oral**
3	0	0	3	3	40	60	

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	**The objectives of Retail Management are**: 1. Develop an in-depth understanding of retail strategy, retail formats, and competitive positioning. 2. Examine consumer decision-making in retail environments using behavioral and analytics frameworks. 3. Apply tools of merchandise budgeting, assortment planning, category management, and strategic pricing. 4. Analyze operational efficiency in retail supply chains, store operations, and technology-enabled retailing. 5. Evaluate the transformation of retail through digital technologies, omnichannel integration, and global retail trends.
Course Learning Outcomes (CLO):	**Students would be able to:** 1. Design and evaluate retail business models and market entry strategies. 2. Analyze retail customer segments and buying behaviors using data-driven insights. 3. Apply advanced merchandising techniques (category management, OTB budgeting, GMROI, forecasting). 4. Develop effective omnichannel and retail communication strategies. 5. Critically evaluate global retail trends, innovations, technologies, and their impact on competitive advantage.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Foundations & Strategic Perspectives in Retail: Evolution of retailing, global retail landscape, Indian retail structure. Retail formats: specialty, department, supermarket, discount, luxury, pharma, D2C. Retail business models & value propositions. Retail strategy formulation: target market, format, competitive differentiation. Retail location strategy & market entry strategy. Store performance metrics: sales productivity, per-square-foot analysis, retail KPIs. Retail competition models (Wheel of Retailing, Retail Accordion, Retail Life Cycle)	**CLO 1**	**09**
Module II		
Retail Consumer Behavior, Store Design & Visual Merchandising- Retail consumer decision-making & store-choice behavior. Customer journey mapping, touchpoint analysis, and service blueprinting. Store design principles: layout, atmospherics, neuromarketing cues. Visual merchandising techniques. Category signage, digital displays, shelf-space design. In-store promotions, experiential retailing, scent marketing. Store operations management: manpower planning, shrinkage control, SOPs.	**CLO 2**	**09**
Module III		
Merchandising, Category Management & Retail Pricing-Merchandise planning: OTB (Open-to-Buy), forecasting, seasonality analysis. Inventory management: EOQ, safety stock, replenishment models. Category management: roles, tactics,	**CLO 3**	**09**

planograms, space allocation analytics. Vendor management: strategic sourcing, negotiation, margin structures. Pricing strategies: EDLP, Hi-Lo, dynamic pricing. Gross margin management, GMROI, markdown optimization. Retail data analytics: basket analysis, RFM analysis, customer profitability.		
Module IV		
Omnichannel Retailing, Technology & Digital Transformation in Retail: Omnichannel vs. multichannel retailing. E-commerce and quick-commerce models. Technology in retail: RFID, IoT, POS/ERP systems, Automated checkout, Contactless payments. Robotics & warehouse automation. Retail analytics & AI: forecasting, personalization, recommendation systems. CRM, loyalty programs, CLV. Social commerce, live commerce, influencer-led retailing. Dark stores, hyperlocal fulfillment, last-mile logistics	**CLO 4**	**09**
Module V		
Global Retailing, Format Innovation & Future of Retail: Global retail expansion strategies. International retail failures in India. Sustainable retailing & ESG. Retail formats of the future: Phygital stores, Pop-up stores, Smart stores, Metaverse retail. Retail franchising models & performance management. Luxury retailing & experiential formats. Regulatory framework, FDI in retail, ethical retailing.	**CLO 5**	**09**
Total Hours		**45**

Learning resources

Textbooks:

1. Retailing Management (10th Ed., 2023) – Levy & Weitz, McGraw Hill
2. Retail Management (7th Ed., 2024) – Swapna Pradhan, McGraw Hill
3. Retail Management: A Strategic Approach (13th Ed., India reprint 2021) – Berman & Evans

Reference Books:

1. Retail 5.0: Future of Retail – Claudia Bünte, Springer, 2023
2. Omnichannel Retail – Tim Mason & Miya Knights, Kogan Page, 2020
3. Retailing: Theory & Practice – Jain, McGraw Hill, 2022
4. Principles of Retailing (Reprint 2021) – Fernie & Grant, Routledge

Logistics and Supply Chain Management (LS)

COURSE CURRICULUM

Name of the Program:	MBA (G/I)			**Semester: IV**		**Level:** PG	
Course Name	**Green Logistics**			**Course Code/ Course Type**		PMG/ILS206/ SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	The objectives of the course are: 1. Recognize key concepts, drivers, and government roles in green logistics. 2. Explain the environmental impact of logistics and mitigation strategies. 3. Apply sustainable logistics strategies like ethical sourcing and green warehousing. 4. Analyze global regulations, compliance norms, and environmental treaties. 5. Evaluate new technologies and innovations in sustainable logistics.						
Course Learning Outcomes (CLO):	Students would be able to: 1. Understand green logistics principles, environmental costs, and policies. 2. Understand tools like LCA and explain route optimization for sustainability. 3. Implement and demonstrate sustainable logistics practices in operations. 4. Compare the legal frameworks, compliance standards, and incentives. the successful implementation of green logistics. 5. Assess and analyze the impact of AI, IoT, and automation on logistics sustainability.						

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Fundamentals of Green Logistics - Introduction to Green Logistics: Definition, Scope, and Importance. Environmental Costs in Logistics: Carbon Footprint, Carbon Audit, and Carbon Credits. Key Drivers and Barriers to Green Logistics. Green Logistics – Rhetoric vs. Reality. Role of Government: Policy Measures, Energy Efficiency, and Cutting Emissions	**CLO 1**	**9**
UNIT II		
Environmental Impacts and Mitigation Strategies - Tools for Modeling Environmental Impacts: Life Cycle Assessment (LCA). Vehicle Routing and	**CLO 2**	**9**

Optimization for Environmental Efficiency. Wastivity in Supply Chain: Identification and Reduction Strategies. Globalization and Sourcing from Developing Countries. Performance Measures in Green Logistics		
UNIT III		
Sustainable Practices in Logistics Operations - GreenSCOR Model: Framework and Applications. Ethical Materials Sourcing: Fairtrade Principles and Practices. Responsible Supplier Procurement: Supplier Codes of Conduct. Green Warehousing and Waste Management Practices. Green Packaging: Principles and Innovations. Reverse Logistics: Closing the Loop for Sustainability	**CLO 3**	**9**
UNIT IV		
Regulatory Frameworks and International Treaties: Global Treaties and Protocols on Environmental Sustainability (Kyoto Protocol, Paris Agreement). International Standards: ISO 14000 and ISO 50001 for Logistics. Compliance with Carbon Emission Norms and Tax Policies. Government Incentives and Subsidies for Green Logistics. Extended Producer Responsibility (EPR) and Circular Economy Principles	**CLO 4**	**9**
UNIT V		
Future Trends and Innovations in Green Logistics - Role of Technology: IoT, Blockchain, and AI in Sustainable Logistics. Big Data Analytics for Environmental Impact Monitoring. Autonomous Vehicles, Electric Vehicles, and Drones in Green Logistics. Innovations in Reverse Logistics and Recycling Systems. Measuring the ROI of Green Logistics Initiatives. Future Challenges and Opportunities: Green Logistics in a Globalized World.	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

- Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl
- "Principles of Transportation Engineering" by Partha Chakroborty and Animesh Das
- "Introduction to Information Systems: Supporting and Transforming Business" by R. Kelly Rainer Jr. and Brad Prince

References:

- Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett
- Logistics Management and Strategy: Competing Through the Supply Chain" by Alan Harrison and Remko van Hoek

COURSE CURRICULUM

Name of the Program:	MBA (G/I)			**Semester: IV**		**Level:** PG	
Course Name	**Supply Chain Risk Modelling and Management**			**Course Code/ Course Type**		PMG/ILS207/ SPL	
Course Pattern	2024			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	The objectives of the course are: 1. Understand the concept of supply chain risk and its implications for supply chain management. 2. Explore various types of supply chain risks and their drivers. 3. Analyze supply chain risk scenarios using probabilistic and deterministic modeling approaches. 4. Evaluate the effectiveness of different risk mitigation strategies in reducing supply chain vulnerabilities. 5. Design and implement comprehensive supply chain risk management plans to enhance supply chain resilience						
Course Learning Outcomes (CLO):	Students would be able to: 1. Students will recall key concepts and terminologies related to supply chain risk management. 2. Students will demonstrate an understanding of the principles and theories of supply chain risk modeling. 3. Students will apply supply chain risk modeling techniques to analyze and mitigate risks in real-world supply chain scenarios. 4. Students will analyze the impact of supply chain risks on operational performance and develop strategies for risk mitigation. 5. Students will develop comprehensive supply chain risk management plans incorporating risk modeling techniques to enhance supply chain resilience.						

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Supply Chain Risk Management: Definition and Scope of Supply Chain Risk. Types and Sources of Supply Chain Risks. Importance of Supply Chain Risk Management. Frameworks for Supply Chain Risk Management	**CLO 1**	**9**
UNIT II		
Supply Chain Risk Identification and Assessment: Risk Identification Techniques. Risk Assessment Methods. Risk Mapping and Prioritization. Risk Heat Maps and Risk Registers.	**CLO 2**	**9**
UNIT III		
Supply Chain Risk Modelling Techniques: Probabilistic Risk Modelling. Deterministic Risk Modelling. Monte Carlo Simulation. Sensitivity Analysis	**CLO 3**	**9**
UNIT IV		
Supply Chain Risk Mitigation Strategies: Risk Avoidance and Prevention. Risk Transfer and Insurance. Risk Sharing and Collaboration. Resilience and Redundancy	**CLO 4**	**9**

Planning		
UNIT V		
Supply Chain Risk Management Implementation: Risk Monitoring and Control. Continuous Improvement in Risk Management. Technology Applications in Supply Chain Risk Management. Case Studies and Best Practices	**CLO 5**	**9**
Total Hours		**45**

Text Reading:

- Supply Chain Risk Management: A Practical Approach" by Paul R. Kleindorfer, Yoram Wind, and Robert E. Gunther
- Supply Chain Risk: Understanding Emerging Threats to Global Supply Chains" by John Manners-Bell
- Strategic Supply Chain Management: The Five Core Disciplines for Top Performance Hardcover – 16 July 2013 by Shoshanah Cohen (Author), Joseph Roussel (Author), Publisher : McGraw Hill Education; 2nd edition (16 July 2013),Edition: 2nd

Reference Books:

- Managing Supply Chain Risk: Integrating with Risk Management Hardcover – 24 June 2015 by Sime Curkovic (Author), Thomas Scannell (Author), Bret Wagner (Author). Publisher : CRC Press; 1st edition (24 June 2015), Edition: 1st
- "Supply Chain Risk: A Handbook of Assessment, Management, and Performance" by George A. Zsidisin and Bob Ritchie.
- "The Handbook of Supply Chain Risk Management: Understanding Supply Chain Disruptions and Mitigating Supply Chain Risks" edited by David L. Olson, Desheng Dash Wu, and Zhaohui Wu

COURSE CURRICULUM

Name of the Program:	MBA (G/I)	**Semester: IV**	**Level:** PG
Course Name	**Export-Import Management**	**Course Code/ Course Type**	PMGLS/ILS208/ SPL
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	0

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of the course are: 1. Recall basic concepts, terms, and regulations in export-import management. 2. Explain key international trade processes, documentation, and policies. 3. Apply export-import pricing, documentation, logistics, and compliance procedures. 4. Analyze risks, strategies, and operational challenges in global trade. 5. Develop and evaluate export-import plans and strategic trade solutions.
Course Learning Outcomes (CLO):	Students would be able to: 1. Identify and describe the scope, importance, and basic procedures of export-import management. 2. Explain export market research, pricing, and promotional strategies for global markets. 3. Apply import procedures, compliance rules, and pharma advertising ethics in trade operations. 4. Analyze international logistics, financing methods, and trade risks. 5. Create and evaluate export-import strategies using real case insights and future trade trends.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Introduction to Export-Import Management: Definition and Scope of Export-Import Management. Importance of International Trade for Businesses. Export-Import Policy and Regulatory Environment. International Trade Documentation and Procedures	**CLO 1**	**9**
UNIT II Introduction to Advertising		
Export Management: Market Research and Analysis for Export, Export Pricing and Quotations. Export Marketing Strategies and Promotion. Export Financing and Payment Terms.	**CLO 2**	**9**
UNIT III Indian Pharma Advertising Regulations & Ethics		
Import Management: Import Planning and Sourcing. Import Licensing and Regulations. Import Customs Clearance and Documentation. Import Duties, Taxes, and Trade Compliance	**CLO 3**	**9**
UNIT IV		
International Trade Operations: International Logistics and Supply Chain Management. Incoterms and Terms of Sale. Export-Import Financing and Risk Management. Trade Agreements and Tariff Preferences	**CLO 4**	**9**
UNIT V		
Export-Import Strategies and Case Studies: Developing Export-Import Plans and Strategies. Managing Export-Import Risks and Challenges. Case Studies on Successful Export-Import Operations. Future Trends in Export-Import Management	**CLO 5**	**9**
Total Hours		**45**

Learning resources

Text Reading:

1. Harald Gleissner and J Christian Femerling, Logistics, , Springer
2. Export-Import Management" by Justin Paul and R. Khanna
3. Paul Myerson, Lean Supply Chain and Logistics Management, 1st Edition, McGraw Hill
4. Global Business Today" by Charles W. L. Hill and G. Tomas M. Hult
5. Export-Import Theory, Practices, and Procedures Paperback –by Belay Seyoum (Author), Publisher : Routledge
6. Bowersox, David Closs, M. Bixby Cooper, Supply chain logistics management, 4 th Edition, McGraw Hill,
7. Donald Bowersox, David Closs, & M Bixby Cooper, Supply Chain Logistics Management, Tata McGraw Hill,

Reference:

1. "International Business: The New Realities" by S. Tamer Cavusgil, Gary Knight, and John Riesenberger
2. "Export/Import Procedures and Documentation Hardcover – Illustrated, 16 March 2015 by Donna L. Bade (Author), Publisher: AMACOM, Edition:
3. "International Business: The New Realities" by S. Tamer Cavusgil, Gary Knight, and John Riesenberger
4. Information Resources Management Association, Supply Chain and Logistics Management: Concepts, Methodologies, Tools, and Applications

Online Reference:

1. "Export/Import Procedures and Documentation Hardcover – Illustrated, 16 March 2015 by Donna L. Bade (Author), Publisher: AMACOM, Edition: 5
   https://www.academia.edu/28775423/Export_and_Import_procedures_documentations

COURSE CURRICULUM

Name of the Program:	MBA	**Semester:** IV	**Level:** PG
Course Name	Logistics Information System	**Course Code/ Course Type**	**PMGLS/ILS209 / SPL**
Course Pattern	2024	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	-

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	The objectives of Logistics Information System course are: 1. Recall basic concepts of procurement, purchasing, and supply chain management. 2. Recognize the strategic role of purchasing and sourcing in organizations. 3. Apply procurement processes, sourcing methods, and supplier evaluation tools. 4. Evaluate supplier, contract, and make-or-buy decisions. 5. Design simple procurement systems using RFI, RFP, and weighted scoring.
Course Learning Outcomes (CLO):	Students would be able to: 1. Identify real-world procurement and sourcing practices. 2. Explain core concepts of procurement, sourcing, and contract management. 3. Comprehend and apply supplier selection and evaluation models. 4. Analyze trends in strategic sourcing and supply chain integration. 5. Decide/evaluate procurement strategies and sourcing decisions.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
Fundamentals of Logistics & Supply Chain: Meaning and Definition of Logistics, Importance of Logistics in Supply Chain, Objectives of Business Logistics, Flow of Goods Services & Information, Components of Logistics System, Transportation Warehousing & Inventory as Logistics Elements, Value Addition through Logistics (Time & Place Utility), Reverse Logistics – Meaning & Importance, Customer Service in Logistics	**CLO 1**	**9**
UNIT II		
Planning, Transportation & Warehousing Systems: Transportation Modes and Selection Criteria, Freight Rate Freight Cost & Transport Optimization, Route Planning & Scheduling, Warehousing – Need Types & Functions, Warehouse La yout Design, Planning Areas and Calculations, Material Handling Systems & Equipment, Packaging Labelling & Protection of Products, Distribution Network Design, Last-Mile Delivery & Delivery Performance	**CLO 2**	**9**
Inventory, Demand & Logistics Performance: Types of Inventory in Logistics, Inventory Costs & ABC Analysis, Economic Order Quantity (EOQ), Reorder Level Safety Stock & Lead Time, Demand Forecasting Techniques, Order Processing & Order Fulfillment Cycle, Bullwhip Effect & Information Sharing, Logistics Cost Cost Drivers & Cost Reduction Techniques, Logistics Performance Measurement Metrics	**CLO 3**	**9**
UNIT IV		
Logistics Information Systems & Digital Technologies: - Meaning & Role of Logistics Information System (LIS), Enterprise Resource Planning (ERP) in Logistics, Warehouse Management System (WMS), Transportation Management System (TMS), Order Management System (OMS), RFID Barcoding & Scanning Technologies, GPS Tracking Fleet Management & Telematics, Internet of Things (IoT) in Logistics, Artificial Intelligence Automation & Robotics in Logistics	**CLO 4**	**9**
UNIT V		
Global Logistics, Integration & Emerging Technologies: Global Logistics & International Supply Chains, Import–Export Documentation & Incoterms, Third-Party Logistics (3PL) & Fourth-Party Logistics (4PL), Supply Chain Integration & Collaboration, E-Logistics & Digital Supply Chain Platforms, Blockchain Technology in Logistics, Data Analytics &	**CLO 5**	**9**

Decision Support Systems in Logistics, Green Logistics & Sustainability Practices, Future Trends – Drones Autonomous Vehicles & Smart Warehousing		
Total Hours		**45**

Textbooks:

1. A-Z of Procurement Cycle - Sourcing Strategies, Commercial Negotiation and Supplier Relationship Management Including Real Life Case Studies - **November 2023** - by Sarfaraz Chikte (Author)
2. Manual for Procurement of Goods Services and Works in Govt Departments Perfect Paperback – **1 January 2023** - by Nabhi Board of Editors (Author)

Reference Books:

1. The Definitive Guide to Supply Management and Procurement: Principles and Strategies for Establishing Efficient, Effective, and Sustainable Supply Management Operations Paperback – **1 January 2020** by CSCMP (Council of Supply Chain Management Professionals) (Author), Wendy Tate (Author)
2. Digital Procurement Unlocked : Transforming business with Procurement data Paperback – **26 July 2023** by Deepti Bandi (Author)

Online Resources/E-Learning Resources:

1. https://www.youtube.com/watch?v=rOn_8EPYOso&list=PLyqSpQzTE6M9ehZLlIw_R66dS4np2BJSW&index=2
2. https://www.youtube.com/watch?v=e63vAxT1Ub8&list=PLWySm7JMfPqM1ltnM56xSu4_g0AW7KGtB&index=1
3. https://www.infosys.com/newsroom/events/Documents/sourcing-procurement-strategies.pdf
4. https://www.scribd.com/document/631868002/Procurement-and-Supply-in-Practice-L4M8

Business Analytics (BA)

COURSE CURRICULUM

Name of the Program:	**MBA**			**Semester :II**		**Level: PG**
Course Name	**Business Analytics & Artificial Intelligence Applications in Management**			**Course Code/ Course Type**		**PMG/IBA205 /SPL**
Course Pattern	**2025**		**Version**		**1.0**	
Teaching Scheme				**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	**0**	**0**	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):	The objectives of Business Analytics & Artificial Intelligence Applications in Management are: 1. To introduce the concepts of business analytics and artificial intelligence in the context of management. 2. To explain the role of AI and analytics in functional areas such as marketing, HR, finance, and operations. 3. To demonstrate the use of AI-driven tools for effective managerial decision-making. 4. To analyze real-life business scenarios using data analytics and machine learning techniques. 5. To evaluate the impact of AI applications on business performance and strategic planning.						
Course Learning Outcomes (CLO):	Students would be able to: 1. Describe the scope and significance of business analytics and artificial intelligence in management. 2. Interpret how AI and analytics can enhance decision-making in different management functions. 3. Apply analytical tools and AI models to solve basic business problems. 4. Analyze case studies to derive insights using AI-based approaches. 5. Develop strategic recommendations using AI applications for improved business outcomes.						

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
1.1 Evolution of Business Analytics & AI in Decision-Making 1.2 Role of Data-Driven Decision-Making in Management (Case Study: Google's data-driven HR policies) 1.3 Business Intelligence vs. Business Analytics vs. AI 1.4 **Hands-on:** Using Excel & Power BI for Basic Business Analytics	**CLO 1**	**9**
UNIT II		
2.1 Identifying Key Performance Indicators (KPIs) in Business Analytics 2.2 Data Collection & Cleaning for Business Insights (Case Study: How Amazon optimizes supply chain analytics) 2.3 Statistical Techniques for Business Decision-Making (Regression, Correlation, Hypothesis Testing) 2.4 Data Visualization & Reporting: Tableau	**CLO 2**	**9**

2.5 **Hands-on:** Analyzing a business dataset for strategic decision-making		
UNIT III		
3.1 Role of AI & ML in Business Strategy (Example: AI-driven product recommendations at Netflix) 3.2 Predictive Analytics in Sales & Marketing (Churn Prediction, Customer Segmentation) 3.3 NLP (Natural Language Processing) for Business Applications (Chatbots, Sentiment Analysis) 3.4 AI in HR & Recruitment (Example: Resume screening using AI at Unilever) 3.5 Hands-on: Building a simple predictive model for customer retention	**CLO 3**	**9**
UNIT IV		
4.1 RPA (Robotic Process Automation) in Business Operations 4.2 AI in Supply Chain Management (Example: AI-driven inventory forecasting at Walmart) 4.3 AI in Financial Risk Management (Fraud Detection & Credit Scoring) 4.4 AI Ethics & Governance: Challenges in AI Implementation 4.5 Hands-on: Automating a business workflow using RPA tools	**CLO 4**	**9**
UNIT V		
5.1 The Future of AI in Business: Trends & Innovations 5.2 AI-Driven Digital Transformation in Industries 5.3 AI & Business Model Innovation (Case Study: OpenAI's impact on enterprise productivity) 5.4 Challenges & Risks in AI Deployment in Business 5.5 Hands-on: Developing a business case for AI adoption	**CLO 5**	**9**
Total Hours		**45 Hours**

Textbooks:

1. Competing on Analytics: The New Science of Winning (Revised Edition). Boston: Harvard Business Review Press. Davenport, T. H., & Harris, J. G. (2017).
2. Data Mining for Business Analytics: Concepts, Techniques, and Applications in R. Hoboken, NJ: Wiley.Shmueli, G., Patel, N. R., & Bruce, P. C. (2016).
3. Weber, F. (2023). Artificial Intelligence for Business Analytics: Algorithms, Platforms, and Application Scenarios. Wiesbaden: Springer Vieweg.
4. Rose, D. (2020). Artificial Intelligence for Business. Boston: Pearson**.**

Reference Books:

1. Ganesan, K. (2022). The Business Case for AI: A Leader's Guide to AI Strategies, Best Practices & Real-World Applications. United States: Opinosis Analytics Publishing.
2. Wodecki, A. (2022). Artificial Intelligence in Management. Cheltenham: Edward Elgar Publishing.
3. Chaudhary, S., & Alam, M. (2023). AI-Based Data Analytics: Applications for Business Management. Boca Raton, FL: CRC Press.
4. Jain, Piyanka; Sharma, Puneet (November 2014). Behind Every Good Decision: How Anyone Can Use Business Analytics to Turn Data Into Profitable Insight. American Management Association

Online Resources/E-Learning Resources

1. https://www.scirp.org/reference/referencespapers?referenceid=3166319
2. https://business.fiu.edu/academics/graduate/insights/posts/competitive-advantage-of-using-ai-in-business.html?utm_source=chatgpt.com
3. https://www.tuw.edu/business/business-analytics-trends-ai-machine-learning/?utm_source=chatgpt.com
4. https://online.hbs.edu/blog/post/ai-in-business?utm_source=chatgpt.com
5. https://www.researchgate.net/publication/384729583_AI-driven_business_analytics_and_decision_making

COURSE CURRICULUM

Name of the Program:		**MBA**		**Semester :IV**		**Level: PG**	
Course Name		**Data-Driven Decision Making in Marketing**		**Course Code/ Course Type**		**PMG/IBA206 /SPL**	
Course Pattern		**2025**		**Version**		**1.0**	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	**0**	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of Data Driven decision making in marketing are: 1. To understand how marketing decisions can be enhanced through data-driven strategies. 2. To explore various data collection methods, analytics tools, and metrics used in marketing. 3. To develop analytical skills for customer segmentation, targeting, and campaign evaluation. 4. To apply machine learning, AI, and predictive analytics in real-time marketing scenarios. 5. To enable students to build, assess, and improve data-driven marketing strategies.					
Course Learning Outcomes (CLO):		Students would be able to: 1. Explain the importance of data in marketing decision-making across the customer lifecycle. 2. Apply data analysis techniques to optimize customer segmentation and targeting. 3. Analyze campaign performance using metrics such as CLV, CAC, and ROI. 4. Evaluate marketing strategies with the help of dashboards, A/B testing, and analytics tools. 5. Design and execute a data-driven marketing campaign using real-world data.					

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
1.1 Introduction to Data-Driven Marketing & Its Impact 1.2 Key Marketing Metrics: CAC, CLV, ROAS, Conversion Rates 1.3 Customer Segmentation & Behavioral Analysis 1.4 Marketing Dashboards & Reporting with Tableau/Power BI 1.5 Hands-on: Building a Marketing KPI Dashboard	**CLO 1**	**9**
UNIT II		
2.1 Identifying High-Value Customers Using RFM Analysis 2.2 Predicting Customer Churn with Machine Learning 2.3 Personalization & Recommendation Engines 2.4 Customer Journey Mapping & Attribution Modeling 2.5 Hands-on: Building a Customer Retention Model	**CLO 2**	**9**
UNIT III		
3.1 A/B Testing & Experimentation in Marketing 3.2 Attribution Models: First-Touch, Multi-Touch, and Last-Touch 3.3 Budget Optimization Using Marketing Mix Models 3.4 Google Analytics & Ad Performance Tracking	**CLO 3**	**9**

3.5 Hands-on: Designing an A/B Test for an Ad Campaign		
UNIT IV		
4.1 Demand Forecasting & Sales Predictions 4.2 Sentiment Analysis for Brand Monitoring 4.3 Social Media Analytics & Trend Prediction 4.4 AI-Powered Chatbots & Conversational Marketing 4.5 Hands-on: Predicting Sales Using Time Series Forecasting	**CLO 4**	**9**
UNIT V		
5.1 Ethical Considerations in Consumer Data & Privacy (GDPR, CCPA) 5.2 Case Study 1 5.3 Case Study 2 5.4 Future of AI in Marketing Decision-Making 5.5 Project: Designing a Data-Driven Marketing Strategy	**CLO 5**	**9**
Total Hours		**45 Hours**

Learning Resource:
Textbook-

1. Mastering Marketing Data Science; by Iain Brown; Publisher: Wiley; Edition: 2024

2. AI-Driven Marketing Research and Data Analytics; Editors: Reason Masengu, O.T. Chiwaridzo, M. Dube, B. Ruzive; Publisher: IGI Global; Edition: 2024

3. Predictive Analytics and Generative AI for Data-Driven Marketing Strategies; Editors: Hemachandran K, Debdutta Choudhury, Raul Villamarin Rodriguez; Publisher: CRC Press; Edition: 2024

4. Data Engineering for Data-Driven Marketing; Editors: Balamurugan Baluswamy, Veena Grover, M.K. Nallakaruppan, Vijay Anand Rajasekaran, Mariofanna Milanova; Publisher: Emerald Publishing Limited; Edition: 2025

5. Data-Driven Decision Making (2024); Editors: Jeanne Poulose, Vinod Sharma, Chandan Maheshkar Publisher: Palgrave Macmillan; Edition: 2024

Reference Books

1. Advanced Digital Marketing Strategies in a Data-Driven Era; Editor: Jose Ramon Saura; Publisher: IGI Global; Edition: 2021

2. Intelligent Data-Driven Marketing; Author: Mathias Elsässer; Publisher: Columbia University Press

3. Digital Marketing 2024: Mastering AI, SEO, Social Media, and Data-Driven Strategies for Business Growth; Author: K. Connors; Edition: 2024

COURSE CURRICULUM

Name of the Program:	**MBA (G/I)**	**Semester :II**	**Level: PG**
Course Name	**Time Series Forecasting**	**Course Code/ Course Type**	PMG/IBA207/SPL
Course Pattern	**2025**	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	0	0	3	3	40	60	NA

Pre-Requisite: Bachelor's Degree	
Course Objectives (CO):	The objectives of Time Series Forecasting are: 1. To understand the fundamentals and components of time series data relevant to financial domains. 2. To apply classical statistical models such as ARIMA and exponential smoothing for financial forecasting. 3. To explore volatility and multivariate forecasting models including GARCH and VAR. 4. To integrate machine learning and deep learning techniques like Random Forest and LSTM for time series forecasting. 5. To evaluate and deploy time series models for real-world fintech applications with performance metrics.
Course Learning Outcomes (CLO):	Students would be able to: 1. Identify and interpret the components and patterns in financial time series data. (Bloom: Understand, Apply) 2. Develop ARIMA/SARIMA-based forecasting models for univariate financial data. (Apply, Analyze) 3. Implement volatility and multivariate models (e.g., GARCH, VAR) and evaluate their predictive performance. (Analyze, Evaluate) 4. Design and build deep learning models like LSTM for complex time series forecasting problems. (Create, Analyze) 5. Assess model performance using appropriate metrics and deploy forecasting models using modern tools. (Evaluate, Create)

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I		
1.1 Basics of Time Series Data & its Importance in Finance 1.2 Components of Time Series: Trend, Seasonality, Cyclicality, and Irregularity (Case Study: Stock price movements) 1.3 Time Series Data Visualization using Python (Matplotlib, Seaborn) 1.4 Handling Missing Data, Outliers & Noise in Financial Time Series 1.5 Hands-on: Exploring and visualizing financial time series data	**CLO 1**	**9**
UNIT II		
2.1 Moving Averages & Exponential Smoothing (Case Study: Forecasting revenue trends) 2.2 Autoregressive (AR), Moving Average (MA), and ARMA Models 2.3 ARIMA (AutoRegressive Integrated Moving Average) for Financial Forecasting 2.4 SARIMA (Seasonal ARIMA) for Seasonality-Based Forecasting (Example: Predicting holiday spending trends) 2.5 **Hands-on:** Implementing ARIMA on stock market data	**CLO 2**	**9**

UNIT III		
3.1 Introduction to State Space Models & Kalman Filters 3.2 GARCH (Generalized Autoregressive Conditional Heteroskedasticity) for Volatility Modeling 3.3 VAR (Vector AutoRegression) for Multi-Variable Forecasting (Example: Predicting interest rates & inflation) 3.4 Prophet Model for Business Forecasting (Case Study: Financial KPI predictions) 3.5 **Hands-on:** Building a volatility forecasting model	**CLO3**	**9**
UNIT IV		
4.1 Feature Engineering for Time Series (Lag Variables, Rolling Statistics) 4.2 Decision Trees & Random Forest for Forecasting (Example: Predicting loan defaults) 4.3 LSTMs (Long Short-Term Memory) & RNNs for Deep Learning-Based Time Series Forecasting 4.4 Hybrid Models: Combining Statistical & ML Approaches 4.5 Hands-on: Implementing LSTM for cryptocurrency price forecasting	**CLO4**	**9**
UNIT V		
5.1 Real-World Use Cases of Time Series Forecasting in Fintech (Algorithmic Trading, Credit Risk, Economic Indicators) 5.2 Model Evaluation: RMSE, MAPE, MAE (Case Study: Evaluating forecasting models for banking data) 5.3 Bias & Interpretability in Forecasting Models (Example: Regulatory concerns in banking) 5.4 Deployment of Forecasting Models using Streamlit & Flask 5.5 **Hands-on:** Creating a fintech dashboard for time series forecasting	**CLO5**	**9**
Total Hours		**45 hours**

Learning resources

Textbooks:

- "Time Series Analysis: Forecasting and Control" by George E.P. Box, Gwilym M. Jenkins, Gregory C. Reinsel, and Greta M. Ljung: Wiley, 5th Edition, 2015.
- "Practical Time Series Forecasting with R: A Hands-On Guide" by Galit Shmueli and Kenneth C. Lichtendahl Jr.: Axelrod Schnall Publishers, 3rd Edition, 2017.
- "Introductory Time Series with R" by Paul S.P. Cowpertwait and Andrew V. Metcalfe: Springer, 1st Edition, 2009.
- "Applied Time Series Analysis" by Terence C. Mills and Raphael N. Markellos: Academic Press, 2nd Edition, 2008.
- "Applied Time Series Analysis and Forecasting with Python" by Changquan Huang: Springer, 1st Edition, 2021.

Reference Books:

- "Financial Time Series" by Ruey S. Tsay: Wiley, 4th Edition, 2010.
- "Machine Learning for Time Series Forecasting with Python" by Francesca Lazzeri: Wiley, 1st Edition, 2020.
- "Hands-On Time Series Analysis with R" by Rami Krispin: Packt Publishing, 1st Edition, 2019.
- "Python for Finance: Analyze Big Financial Data" by Yves Hilpisch: O'Reilly Media, 2nd Edition, 2018.
- "Applied Econometrics: A Modern Approach Using EViews and Microfit" by Dimitrios Asteriou and S.G. Hall (Indian Edition): Palgrave Macmillan, 3rd Edition, 2015.

COURSE CURRICULUM

Name of the Program:	**MBA**			**Semester :II**		**Level: PG**
Course Name	**Big Data Analytics and Data Visualization**			**Course Code/ Course Type**		**PMG/BA208 /SPL**
Course Pattern	**2025**		**Version**		**1.0**	
Teaching Scheme				**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	**0**	**0**	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							

Course Objectives (CO):	The objectives of Big Data Analytics and Data Visualization are: 1. Understand the core concepts, characteristics (5 Vs), and importance of Big Data in modern business decision-making. 2. Develop knowledge of different forms of data (structured, semi-structured, unstructured) and apply basic data management concepts such as data storage, governance, and quality. 3. Gain foundational understanding of Big Data technologies such as Hadoop, Spark, NoSQL databases, and their role in enterprise analytics architectures. 4. Learn to use modern data visualization and analytics tools like Excel, Tableau, and Power BI for business reporting and insights. 5. Apply Big Data principles to design effective dashboards, data stories, and strategies for digital transformation in business sectors such as retail, banking, telecom, and healthcare.
Course Learning Outcomes (CLO):	Students would be able to: 1. Describe the features, challenges, and business relevance of Big Data and explain how organizations use data-driven culture for competitive advantage. 2. Differentiate between structured, semi-structured, and unstructured data and evaluate appropriate data management solutions such as data warehouses and data lakes. 3. Explain the architecture and applications of Hadoop, HDFS, MapReduce, Hive, Spark, and NoSQL systems in Big Data environments. 4. Create interactive visualizations, dashboards, and business reports using Excel, Tableau, and Power BI with slicers, filters, tooltips, bookmarks, and custom visuals. 5. Design and present insightful, well-structured data stories and dashboards for decision-making.

Course Contents/Syllabus:

Descriptors/Topics	**CLO**	**Hours**
UNIT I Introduction to Big Data Analytics		
Concept and characteristics of Big Data (Volume, Velocity, Variety, Veracity, Value), Importance and need for Big Data in business decision-making, Overview of the Big Data ecosystem and technologies, Role of Big Data in digital transformation and data-driven culture, Real-world applications: retail, banking, healthcare, telecom.	**CLO 1**	**9**
UNIT II Data Management and Analytics Tools and Techniques		
Understanding structured, semi-structured, and unstructured data, Internal vs external data sources in business, Data storage and management: data warehouses, data lakes, Data quality, governance, and ethical issues. Overview of analytics tools: Excel, Tableau, Power BI, Analytical models: regression, clustering, classification (conceptual), Dashboarding and reporting for decisions.	**CLO 2**	**9**

UNIT III Big Data Technologies and Future Trends		
Big Data architecture and frameworks, Hadoop ecosystem: HDFS, MapReduce, Hive (overview), Introduction to Spark, NoSQL databases (MongoDB, Cassandra), Cloud and Big Data: AWS, Azure. Future trends: AI, machine learning, real-time analytics, Capstone discussion: building a data-driven strategy	**CLO 3**	**9**
UNIT IV Data visualization with Power BI		
Data visualization and storytelling with data, Power BI interface and navigation, Basic visualizations: bar, column, line, pie, table, matrix, Creating and using slicers and filters, Tooltips, bookmarks, buttons, and selections, Custom visuals and themes	**CLO 4**	**9**
UNIT V Storytelling and Sharing Insights		
Creating dashboards and reports, Layout optimization for desktop and mobile, Designing effective data stories using bookmarks and navigation, Embedding insights in PowerPoint, Teams, and SharePoint, Exporting to PDF and Power BI Service sharing, Best practices in dashboard design and storytelling	**CLO 5**	**9**
Total Hours		**45 Hours**

Textbooks:

1. Big Data: Principles and Paradigms, Rajkumar Buyya, Rodrigo Calheiros
2. Big Data Analytics By Rajiv Sabharwal
3. Business Analytics: The Science of Data-Driven Decision Making, Prof. U. Dinesh Kumar
4. Power BI Data Analysis and Visualization, Chandraish Sinha, BPB Publications
5. Data Visualization with Microsoft Power BI, Manpreet Singh, BPB Publications

Reference Books:

1. Seema Acharya and Subhasini Chellappan, Big Data and Analytics, Wiley India, 2015.
2. Thomas H. Davenport, Competing on Analytics: The New Science of Winning, Harvard Business Review Press, 2007. Mastering Microsoft Power BI – Brett Powell
3. Collect, Combine, and Transform Data using Power Query in Excel and Power BI – Gil Raviv
4. The Definitive Guide to DAX – Marco Russo & Alberto Ferrari
5. Storytelling with Data – Cole Nussbaumer Knaflic

Online Resources/E-Learning Resources

1. https: // dataplatform.cloud.ibm.com
2. https://www.cloudskillsboost.google
3. https://learn.microsoft.com/power-bi/
4. https://learn.microsoft.com/power-bi/
5. https://learn.microsoft.com/power-bi/service-overview