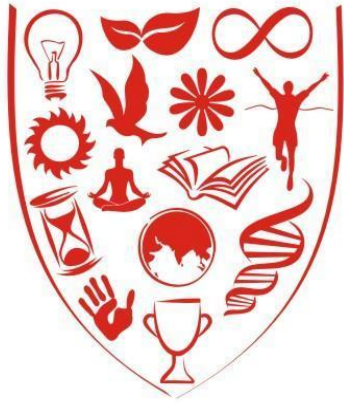


**Knowledge Partner**

**Jaipur School of Business**

**COLLEGE DEKHO**  
**Master of Business Administration**  
**MBA Scheme 2023-2025**



**JECRC<sup>TM</sup>**  
**UNIVERSITY**  
**BUILD YOUR WORLD**

**Department of Business Administration**

**Syllabus and Course Structure**

**Masters of Business Administration**

**Academic Program**

**Batch (2024-2026)**

**Program Educational Objective (PEO)-MBA**

- PEO 1** – To develop a sound business and entrepreneurial acumen with innovative mindset
- PEO 2** – To equip students of Management Programme with legal and practical approach to problem-solving
- PEO 3** – To nurture and train future managers for challenges in the wake of global uncertainty
- PEO 4** – To develop individuals turned into competent professionals through continuous improvement in learning and innovation
- PEO 5** – To sensitize students with ethical issues arising out of society and the business interface
- PEO 6** – To equip students with appropriate quantitative tools to analyse real-world business situations

**Program Outcomes (PO) –**  
Management graduate will be able to demonstrate:

**PO1: Management Knowledge:** To provide students with comprehensive management knowledge that can help them to be a business leader and manager

**PO2: Analytical Skills:** To required conceptual, analytical, technical, entrepreneurial and human relation skills to be an effective management professional and ethical and responsible citizen.

**PO3: Research Aptitude:** An ability to demonstrate a critical awareness of current issues (diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management which is informed by leading edged research and practice in the field.

**PO4: Leadership Skills:** Display leadership competencies in implementing, coordinating and inspiring subordinates to manage change.

**PO5: Culture, Values and Ethics:** Naturalization with social responsibility issues that managers must address, including business ethics, cultural diversity, environmental concerns and sustainable development.

**PO6: Application Skills:** Demonstrate analytical skills applying business analysis, data management and diagnostic problem-solving skills in order to support management decision-making.

**PO7: Entrepreneurship Skills:** Apply the entrepreneurial, analytical, managerial skills for effective business management.

**PO8: Individual and Team Work:** Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

**PO9: Communication:** Communicate effectively on complex engineering activities with the engineering community and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

**PO10: Life Long Learning:** Ability to integrate business knowledge and management techniques and aid planning and control in a changing business environment.

**Program Specific Outcomes (PSO):**

**PSO1:** To develop graduates for diverse careers in global management administration and entrepreneurship

**PSO2:** To enable the students in applying conceptual fundamental knowledge of management to optimally solve the complex business problems.

**PSO3:** To be able to provide innovative solutions

**PSO4:** To be able to practice professional ethics and standards for sustainable business practices

**PSO5:** To adapt them to function in multi-disciplinary work environment, good leadership skills, as a front-runner and decision-maker.

**Total Credits for the Batch 2023-24 = Credits**

**Summary Sheet**

Semester	1st	2nd	3 <sup>rd</sup>	4th	Total	Min. Credit req. for degree
Credit	20	24	20	16	80	

S. No	Course Type	No. of Papers	Credit Per Course	Total Credits
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			L	T	P	
1	Program Core (PC)	09	03	0	0	27
2	Fundamental (F)	02	02	0	0	04
3	Program Electives (PE)	08	03	0	0	24
4	Skill-Enhancement (SE)	01	02	0	02	03
5	Ability-Enhancement (AE)	02	03	0	0	06
6	Dissertation				32	16
	Total	24	12	0	34	80

**Structure of MBA Programme: -**

- Minimum Credit required = 80 Credits (20% credit relaxation for MOOC courses from Swayam Portal)
- Minor Courses may be taken from other departments such as Department of JMC, Design, Commerce, Economics, and Humanities etc.
- Major Electives offered to students are (Fin/Mark/HR/IB/CS). The student may choose any one of these to have more in-depth knowledge of the specialization area.
- Minimum of 15 students must opt to start an elective. However, the department reserves the right to allow student to opt a particular Elective group in case of any issue.
- The elective papers of any group may be changed if found necessary by BOS.
- The student in Sem IV will be undergoing Internship.

**Semester I**

FIRST SEMESTER						
Sub Code	Sub Name	L	T	P	C	Type
MBA901A	Aptitude and Reasoning	2	0	2	3	SE
MBA002D	Managerial Economics	2	0	0	2	F
MBA111D	Accounting for Managers	3	0	0	3	PC
MBA003D	Organization Behavior	3	0	0	3	PC
MBA431D	Production and Operations Management	3	0	0	3	PC
MBA234D	Strategic Marketing Management	3	0	0	3	PC
MBA199D	Human Capital Management	3	0	0	3	PC
	TOTAL	19	0	2	20	

**Semester II**

<b>SECOND SEMESTER</b>						
<b>Sub Code</b>	<b>Sub Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Type</b>
MBA009D	Business Law	3	0	0	3	PC
MBA004D	Quantitative Methods in Management	3	0	0	3	AE
MBA027D	Financial Planning	3	0	0	3	PC
MBA028D	Business Research Methodology	3	0	0	3	AE
	<b>Elective- I</b>	3	0	0	3	PE
	<b>Elective- II</b>	3	0	0	3	PE
	<b>Elective- III</b>	3	0	0	3	PE
	<b>Elective- IV</b>	3	0	0	3	PE
	<b>TOTAL</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	

**Semester III**

<b>THIRD SEMESTER</b>						
<b>Sub Code</b>	<b>Sub Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Type</b>
MBA029D	Enterprise Systems in the Digital Age	2	0	0	2	F
MBA236D	Strategic Management	3	0	0	3	PC
MBA011D	Project Management	3	0	0	3	PC
	<b>Elective- V</b>	3	0	0	3	PE
	<b>Elective- VI</b>	3	0	0	3	PE
	<b>Elective- VII</b>	3	0	0	3	PE
	<b>Elective- VIII</b>	3	0	0	3	PE
	<b>TOTAL</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>20</b>	

**Semester IV**

<b>FOURTH SEMESTER</b>						
<b>Sub Code</b>	<b>Sub Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Type</b>
MBA999D	Dissertation and Internship	0	0	32	16	PC
	<b>TOTAL</b>			32	16	

### **PROGRAM ELECTIVE SUBJECTS**

#### **Global Financial Operations**

Sub Code	Specialization Finance(Elective I/ Elective II/ Elective III/ Elective IV/ Elective V)	L	T	P	C
MBA040D	Banking & Micro Finance	3	0	0	3
MBA041D	Cost & Management Accounting	3	0	0	3
MBA042D	Investment Banking & Value Investing	3	0	0	3
MBA045D	Wealth Management	3	0	0	3
MBA043D	Economic Policy Analysis	3	0	0	3
Sub Code	Specialization (Elective VI/ Elective VII/ Elective VIII/ Elective IX/ Elective X)	L	T	P	C
MBA044D	Insurance Management	3	0	0	3
MBA902A	Corporate Tax and Planning	3	0	0	3
MBA047D	Finance Technical Analysis	3	0	0	3
MBA107D	International Financial Management	3	0	0	3
MBA048D	Financial Risk Management & Value Investing	3	0	0	3

#### **New Age Sales & Marketing**

Sub Code	Specialization (Elective-I/ Elective- II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
	Digital Marketing				
MBA030D	Fundamentals of Digital Marketing	3	0	0	3
MBA034D	Lead generation and Marketing Automation	3	0	0	3
MBA032D	Website planning and structure	3	0	0	3
MBA033D	Social Media Marketing	3	0	0	3
MBA031D	Integrated Marketing Communications	3	0	0	3

Sub Code	Specialization (Elective-VI/ Elective-VII/ Elective-VIII / Elective-IX / Elective-X)	L	T	P	C
MBA035D	E-mail marketing, Mobile Marketing and Video Marketing	3	0	0	3
MBA038D	Analytics- Web and Google	3	0	0	3
MBA037D	Affiliate Marketing and Google AdSense	3	0	0	3
MBA039D	Lab: LinkedIn and Twitter Marketing	3	0	0	3
MBA036D	Project Management for Digital Marketing Firms	3	0	0	3

### Applied Human Resource

Sub Code	Specialization (Elective-I/ Elective- II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
	Applied HR				
MBA049D	Human Resource Development	3	0	0	3
MBA050D	Labour Legislation in India	3	0	0	3
MBA051D	Industrial Relations & Social Security	3	0	0	3
MBA195D	Performance Management and Detention Strategy	3	0	0	3
MBA052D	Labour Economics	3	0	0	3
Sub Code	Specialization (Elective-I/ Elective- II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
MBA053D	Payroll Management	3	0	0	3
MBA054D	International HRM	3	0	0	3
MBA055D	Human Resource Information System	3	0	0	3
MBA056D	Negotiation & Conflict Management	3	0	0	3
MBA057D	Organization Chain & Development	3	0	0	3

### Healthcare Management

Sub Code	Specialization Finance (Elective I/ Elective II/ Elective III/ Elective IV/ Elective V)	L	T	P	C
MBA903A	Healthcare Environment & Management	3	0	0	3
MBA904A	Healthcare Quality Management	3	0	0	3
MBA905A	Healthcare Operations &	3	0	0	3

	Information Management				
MBA906A	Health care Laws, Ethics and Medical Terminology	3	0	0	3
MBA907A	National Health Programmes and Policies	3	0	0	3
Sub Code	Specialization (Elective VI/ Elective VII/ Elective VIII/ Elective IX/ Elective X)	L	T	P	C
MBA908A	Patient care Management & Digital Health Fundamentals	3	0	0	3
MBA909A	Healthcare Supply Chain Management	3	0	0	3
MBA910A	Healthcare Financing and Insurance	3	0	0	3
MBA911A	Hospital Planning & Project Management	3	0	0	3
MBA912A	Innovation in Healthcare	3	0	0	3

### Product Management

Sub Code	Specialization (Elective-I/ Elective-II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
	Digital Marketing				
MBA933A	Product Management Fundamentals	3	0	0	3
MBA934A	Strategic Product Management	3	0	0	3
MBA935A	Data Analysis & Quantitative Methods for Product Managers	3	0	0	3
MBA936A	Product Innovation & Technology Trends	3	0	0	3
MBA937A	Product Quality Management	3	0	0	3
Sub Code	Specialization (Elective-VI/ Elective-VII/ Elective-VIII / Elective-IX / Elective-X)	L	T	P	C
MBA938A	Product Financial Management	3	0	0	3
MBA939A	Strategic Product Management	3	0	0	3
MBA940A	Product Development and Launch	3	0	0	3
MBA941A	Digital Marketing for Products & E Commerce	3	0	0	3
MBA942A	Ethical and Legal Consideration in	3	0	0	3

	Product Management				
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### Investment Banking

Sub Code	Specialization (Elective-I/ Elective-II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
	Applied HR				
MBA913A	Principles of Investment Banking	3	0	0	3
MBA914A	Financial Markets and Institutions	3	0	0	3
MBA915A	Fixed Income Securities & Equity Management	3	0	0	3
MBA916A	Investment Banking Operations	3	0	0	3
MBA917A	Valuation & Quantitative Methods for Finance	3	0	0	3
Sub Code	Specialization (Elective-I/ Elective-II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
MBA918A	Advanced Financial Modeling	3	0	0	3
MBA919A	Portfolio Management & Private Equity	3	0	0	3
MBA920A	Mergers-Acquisitions & Risk Management	3	0	0	3
MBA921A	Forex Operations & Analysis	3	0	0	3
MBA922A	Ethics and Corporate Governance	3	0	0	3

### Brand Management

Sub Code	Specialization (Elective-I/ Elective-II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
	Applied HR				
MBA923A	Brand Management Fundamentals	3	0	0	3
MBA924A	Digital Marketing	3	0	0	3
MBA925A	Strategic Brand Management & Analytics	3	0	0	3
MBA926A	Product and Service Innovation	3	0	0	3
MBA927A	Brand Equity Management	3	0	0	3
Sub Code	Specialization (Elective-I/ Elective-II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C



MBA928A	Integrated Marketing Communications	3	0	0	3
MBA929A	Consumer Insights and Branding	3	0	0	3
MBA930A	Social Media Marketing	3	0	0	3
MBA931A	Brand Audit & Quality Management	3	0	0	3
MBA932A	Global Brand Management	3	0	0	3

**MBA SCHEME 2024-25**  
**MBA I SEMESTER**  
**Aptitude and Reasoning**

**SUBJECT CODE:**

**CREDITS: 3(2,0,2)**

**Course Objective:** This course is designed to suit the need of the outgoing students and to acquaint them with frequently asked patterns in quantitative aptitude and logical reasoning during various examinations and campus interviews

**Course Outcome:**

**CO1** Understand the basic concepts of Basic Analytical Reasoning

**CO2** Developed the basic concepts of Analytical reasoning Skills

**CO3** Spatial and Directional in use of reasoning

**CO4** Understand the Financial Mathematics

**CO5** Solve campus placements aptitude papers covering Quantitative Ability, Logical Reasoning Ability

**Syllabus**

**Unit I: Basic Analytical Reasoning**

Definition and Types of Analogies, Techniques for Solving Analogy Questions, Practice Problems, Number and Letter Series: Introduction to Series, Techniques to Identify Patterns, Practice Problems

**Unit II: Analytical**

Coding – Decoding: Types of Coding-Decoding, Techniques for Solving Problems, Practice Problems

Blood Relation: Understanding Different Relations, Solving Blood Relation Problems, Practice Problems

**Unit III: Spatial and Directional Reasoning**

Directional Sense: Basics of Directions, Techniques for Solving Direction Sense Problems, Practice

Problems Seating Arrangement: Types of Seating Arrangements (Linear, Circular, Square, etc.), Techniques for Solving Seating Arrangement Problems, Practice Problems

**Unit IV: Financial Mathematics**

Profit and Loss: Concepts of Cost Price, Selling Price, Profit, and Loss, Formulas and Their Applications, Practice Problems, Simple and Compound Interest: Concepts and Formulas of Simple Interest, Concepts and Formulas of Compound Interest, Comparison and Applications in Real-Life Scenarios, Practice Problems

### Unit V: Applied Mathematics

Time, Speed, and Distance: Concepts of Speed, Distance, and Time, Relative Speed and Problems on Trains, Boats and Streams, Practice Problem. Time & Work: Concepts of Work and Time, Work Efficiency and Combined Work, Practice Problems

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M	M			M
CO2	H	H		L	L	H	
CO3	M		L		H		
CO4		M		M		L	H
CO5		L	M	H		H	

H = Highly Related; M = Medium L = Low

#### Text books:

1. A Modern Approach To Verbal & Non Verbal Reasoning By R S Agarwal
2. Analytical and Logical reasoning By Sijwali B S
3. Quantitative aptitude for Competitive examination By R S Agarwal
4. Analytical and Logical reasoning for CAT and other management entrance test By Sijwali B S 5. Quantitative Aptitude by Competitive Examinations by Abhijit Guha 4 th edition

#### References:

[https://books.google.co.in/books?id=dSAtDQAAQBAJ&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=dSAtDQAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc

**MBA I SEMESTER**  
**MANAGERIAL ECONOMICS**  
**SUBJECT CODE: MBA002D**

## **CREDITS: 2 (2,0,0)**

### **Course Objective:**

- To provide an overview of basic economic theory and apply it to both business decision-making and public policy debates.
- To focus on how the consistent application of relatively simple insights can help us to interpret and understand an increasingly complex world.
- To define economics as “exchange, and the institutions through which exchange takes place” and therefore focus on individual choice and how this generates market outcomes via supply and demand.

### **Course outcomes (CO):**

**CO1** Analyze and apply economic principles to make strategic business decisions in a competitive market environment.

**CO2** Evaluate the impact of economic factors on managerial choices and develop effective solutions for optimizing resource allocation.

**CO3** Demonstrate proficiency in cost analysis and pricing strategies to enhance profitability and sustain business growth.

**CO4** Comprehend the role of government policies and regulations in shaping business operations and develop adaptive strategies.

**CO5** Utilize economic tools to forecast market trends, assess risks, and devise long-term business strategies for organizational success.

## **Syllabus**

### **Unit I: Basic Concept of Economics and Consumer behavior**

Nature and Scope of Managerial (Micro and Macro) Economics; Basic Principles of Economics Consumer Behavior: Utility Approach; Marshallian Utility Analysis: Law of Diminishing Marginal Utility and law of Equi- Marginal Utility; Indifference Curve Analysis: Consumer Equilibrium.

### **Unit II: Demand and Supply Analysis**

Demand Analysis: - Law of Demand. Determinants of Demand, Measurement of Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity. Demand Estimation. Supply curve: Law of supply, factors affecting supply, elasticity of supply.

### **Unit III: Production and Cost Analysis**

Production Analysis: Production Function, Stages of Production. Production Function with One Variable Input- Short Run Analysis (Law of Variable Proportions). Production Function with Two Variable Input- Long Run Analysis (Law of Returns to Scale), Isoquant- Iso-cost line, Equilibrium of the firm.

Cost Analysis: Various Cost Concepts Shut down point, Short Run and Long Run Cost Function. Cost Output Relationship

Revenue: AR, MR, TR, their relationships, Break even analysis

**Unit IV: Market Structure and Price and Output Determination**

Price and Output Determination in Different Market: - Various Forms of Market Perfect Competition, Monopoly, Monopolistic Competition. Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market and their supply curve, Price discrimination.

Oligopoly: Kinked demand curve, duopoly, price leadership, cartel, game theory.

**Unit V: Alternate theories of the firm**

Sales maximization, Williamson’s model, Marris model, Simon’s model, Cyert and March model. Decision making under risk and uncertainty, Game theory.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H				M		
CO2	M		L				M
CO3					M		M
CO4		L		M			
CO5						L	

H = Highly Related; M = Medium L = Low

**Text Books:**

- Managerial Economics; G Geetika, Piyali Ghosh, Purba Choudhury; Tata McGraw-Hills Companies; New Delhi.
- Managerial Economics; D.N. Dwivedi; *Vikas Publishing House Pvt Ltd*
- Samuelson Paul and William D Nordhaus, Economics, McGraw Hill, New York, 2001.
- Salvator, Dominick, Managerial Economics, McGraw- Hill Book Company
- Lipsey & Chrystal, Economics, Indian Edition, Oxford University Press.
- Froyen Richard T, Macroeconomics Theories and Policies, Pearson Education, New Delhi

**References:**

E-library, E-books, online PDF material etc

**MBA I SEMESTER**  
**ACCOUNTING FOR MANAGERS**  
**SUBJECT CODE: MBA111D**  
**CREDITS: 3 (3,0,0)**

**Course Objective:**

- To make students understand financial statements related to corporate.
- To Introduce Fundamentals of Accounting and Basic Principals.
- To Explore internal and External Factors Relatable to Companies in Corporate World

**Course outcomes (CO):**

**CO1** Explain the fundamental concepts, principles, and standards of accounting, and their importance in business decision-making.

**CO2** Record and classify business transactions using the accounting equation and apply the rules of debit and credit.

**CO3** Analyze and apply various methods of depreciation, provisions, and reserves to prepare accurate financial statements.

**CO4** Prepare trial balance and understand the components, uses, and limitations of financial statements for a sole proprietorship.

**CO5** Perform ratio analysis on financial statements, interpret results, and apply the findings to make informed business decisions.

**Syllabus**

**Unit I: Introduction to Accounting**

Introduction to accounting: Meaning of accounting, bookkeeping, and accounting, need and scope of accounting, objectives of accounting, accounting principles, accounting concepts, accounting convention, AS: General accounting standards followed all over the world, principles of accounting, Accounting Standards in India, Bases of accounting – cash and accrual

**Unit II: Recording of business transaction**

Classification of income, classification of expenditure; Classification of receipts, accounting equation, nature of accounts, rule of Debit and credit, Journal entries, Ledger preparations

**Unit III: Depreciation and Adjustments**

Depreciation, Provision and Reserves, Rectification of Errors. Preparation of Final Account with Adjustment

**Unit IV: Preparation of Trial balance and introduction to financial statement**

Trial balance- meaning, objective and preparation, financial statement- meaning, uses and types of financial statement, Preparation of Trading and profit and loss account and balance sheet of sole proprietor

**Unit V: Financial statement and ratio analysis**

Cash flow statement: meaning, advantages disadvantage, uses, preparation as per AS 3

Fund flow statement: meaning, advantages, disadvantages, uses, preparation of FFS, Difference between Fund flow and cash flow statement.

Ratio analysis: ratio, steps in ratio analysis, uses of ratio analysis, advantages and limitation of ratio analysis, classification of ratio analysis, Case studies and project

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M		L			L
CO2	M		L			L	
CO3		L	L	L	M		
CO4		M	L	H			L
CO5	M	M				L	H

H = Highly Related; M = Medium L = Low

**Text books:**

1. Financial Accounting by P C Tulsian, Pearson
2. Financial Accounting Volume-II by M Hanif; A Mukherjee, McGraw Hill
3. S. N. Maheshwari: - Advanced Accountancy, Vol I &II.
4. Sharma, Shah & Agarwal – Financial Accounting

**References:**

<https://www.aggarwallawhouse.com/product/taxmann-accounting-for-management-by-dinesh-d-harsolekar-and-pinky-agarwal-edition-dec-2022/>,

E-library, E-books, online PDF material etc

## **CREDITS: 3 (3,0,0)**

### **Course Objectives:**

- To introduce the concept of organization behavior
- To make students understand concepts of organizational behavior to understand the behavior of people in the organization.
- To make them learn the concepts to appreciate the motivation behind behavior of people in the organization.

### **Course outcomes (CO):**

**CO1** Demonstrate a comprehensive understanding of the fundamental concepts, approaches, and models of Organizational Behavior, and its significance in modern organizations.

**CO2** Analyze and apply theories of personality, perception, and motivation to explain individual behavior and manage stress in the workplace.

**CO3** Evaluate group behavior, team dynamics, conflict management, and leadership styles to enhance team effectiveness and decision-making.

**CO4** Examine organizational processes, structures, climate, and culture, and analyze their impact on human behavior and organizational performance.

**CO5** Apply the concepts of self-awareness, interpersonal dynamics, assertiveness, and transactional analysis to develop effective communication and interpersonal skills.

## **Syllabus**

### **Unit I: Introduction to Organizational Behavior**

Meaning, Fundamental concepts, Definition, Approaches to OB; Characteristics and limitations of OB; Challenges and Opportunities of OB; Models of OB; Individual processes and behavioral differences.

### **Unit II: Personality, Perception and Motivation**

Personality: Concept, determinant, theories, and applications; Values, Attitudes and Emotions; Perception concept, process, and applications; Learning and Reinforcement; Motivation: concept, theories, and applications; Stress management.

### **Unit III: Group Behavior and Team Building**

Interpersonal Processes: Work teams and groups- Definition of Group, Stages of group development, Group cohesiveness, Types of groups, Group processes and Decision Making; Team Building; Conflict concept, sources, types, management of conflict; Power and Political Behaviour; Leadership: concept, function, and styles.

### **Unit IV: Organizational Process**

Organizational Processes and structure: organizational design; various organizational structures and their effect on human behavior; Organizational climate; Organizational culture; Organizational change: Concept, Nature, Resistance to Change, Change Management, Implementing Change and Organizational Development

### **Unit V: Interpersonal Behavior**

Dynamics: Fight & Flight, Types of Behaviour: Assertiveness & Aggressiveness.

Self-Awareness: Johari Window & its Implications, Transactional Analysis (TA): Types of Transactions & its Implications, Life Positions & Stroking

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		L	L	L			L
CO2	M	H	L	L	L	L	
CO3	L						M
CO4			M			L	
CO5		M			M	L	M

H = Highly Related; M = Medium; L = Low

**Textbook:**

- Leadership Enhancing the Lessons of Experience Hughes, Richard L., Robert C. Ginnett and Gordon J. Curphy
- Organization Development French, Wendell L., Cecil H. Bell and Veena Vohra Pearson Education
- Organizational Behavior Robbins, Stephen P., Judge and Vohra Pearson Education
- Organizational Behavior Robbins, Stephen P., Timothy A. Judge and Neharika Vohra Pearson Education

**References:**

[https://books.google.co.in/books?id=iAccVdvjgOEC&pg=PA19&source=gbs\\_selected\\_pages&cad=1#v=onepage&q&f=false](https://books.google.co.in/books?id=iAccVdvjgOEC&pg=PA19&source=gbs_selected_pages&cad=1#v=onepage&q&f=false)

E-library, E-books, online PDF material etc

**MBA I SEMESTER**

**PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Code:MBA431D**

**CREDITS: 3 (3,0,0)**

**Course Objectives:**



This course will help the students to understand the importance of understanding the whole process of manufacturing a product or a service, focusing on the concept of optimum utilization of resources and minimization of costs.

### **Course outcomes (CO):**

**CO1** Demonstrate an understanding of production and operations activities, including facility location, layout decisions, and product/process design, and their interrelationship with other functional areas.

**CO2** Apply production planning and control techniques, such as scheduling, routing, and assembly line balancing, to optimize the production process and improve productivity.

**CO3** Analyze inventory management concepts, including EOQ (Economic Order Quantity) model, ABC analysis, and JIT (Just-In-Time) production, to optimize inventory levels and improve supply chain efficiency.

**CO4** Evaluate quality management strategies, statistical methods, SPC (Statistical Process Control) charts, and Total Quality Management (TQM) principles to ensure product and process quality.

**CO5** Examine maintenance management principles, types of maintenance, TPM (Total Productive Maintenance), and spare parts management for effective equipment maintenance. Understand the key aspects of purchase management and global sourcing.

### **Syllabus:**

#### **Unit I: Production and Blueprinting of Operations Activities**

Production And blueprinting of operations activities; its functions and relationship with other functional areas. Facility location decision, layout decision, product and process design (projects, batch production, and mass production), Product Process Mix, Product/Process Development Process, Capacity planning, Product & Process assignment: Add Product-Process Mix, Product / Process development process.

#### **Unit II: Production Planning and Control**

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

#### **Unit III: Inventory Management**

Inventory Management– Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis.  
Supply chain management, inventory management and JIT production.

#### **Unit IV: Quality Management**

Quality Management: What is Quality, Quality as a corporate strategy, statistical methods, SPC control charts, acceptance sampling, Total Quality Management (TQM). Quality circles cost of Quality, Taguchi philosophy.

#### **Unit V: Maintenance Management**

Maintenance Management - Importance and types of maintenance – Maintenance Planning - Spare Parts Management – Concept of TPM.

Purchase Management - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H			M	L	
CO2			L	L	L		
CO3	L	L	H	L			M
CO4					L	L	
CO5	L	L	L			L	M

H = Highly Related; M = Medium; L = Low

**Textbook:**

- Chary S.N. Production & Operations Management, Latest ed. Tata McGraw Hill Publishing
- Buffa, Modern Production Management, Wiley Eastern Pvt. Ltd.
- Adam, Production & Operations Management, Prentice Hall.
- Jhamb L.C. Production & Operations Management, Everest Publishing House

**References:**

[https://books.google.co.in/books?id=ecJWJZjuC-cC&printsec=frontcover&redir\\_esc=y#v=onepage&q&f=false](https://books.google.co.in/books?id=ecJWJZjuC-cC&printsec=frontcover&redir_esc=y#v=onepage&q&f=false)

E-library, E-books, online PDF material etc

**MBA I SEMESTER**

**STRATEGIC MARKETING MANAGEMENT**

**Course Code: MBA234D**

**CREDITS: 3 (3,0,0)**

**Course Objectives:**

The course is aimed at helping students look at the entire marketing mix in light of the strategy of the firm. It is most helpful to students pursuing careers in which they need to look at the firm as a whole. Examples include consultants, investment analysts, entrepreneurs, and product managers.

### **Course outcomes (CO):**

**CO1** Analyze and apply the principles of marketing strategy formulation, including market drivers, competitive analysis, and strategy identification, to develop effective marketing plans.

**CO2** Evaluate market and competition dimensions, assess market size, growth, and key success factors, and utilize competitor analysis techniques to gain a competitive advantage.

**CO3** Examine consumer behavior models, psychological and social factors influencing buying decisions, and utilize market research for customer analysis and segmentation.

**CO4** Assess marketing ethics, sustainability, and green marketing principles, and understand the integrated approach to marketing communication and brand management.

**CO5** Explore the strategic approach to marketing and sales organization, measure marketing performance, and understand global-local market dynamics, with a focus on digital marketing and new economy strategies.

## **Syllabus:**

### **Unit I: Marketing strategy: Introduction and Overview**

Introduction • Market drivers • Impact of competition • Nature of competitive strategy • The classic approach to the formulation of strategy • Process for formulating a competitive strategy • Strategy identification and selection.

### **Unit II: Market and Competition Analysis**

Introduction • Dimensions of market analysis • Actual and potential market size • Market growth • Key success factors— bases of competition • Risks in high growth markets  
Nature of competition and identification of an Evaluation Presentation of the analysis of the case study • organization's competitors • Understanding competitors' strategies • Identifying competitors • Sources of information about competitors • Benchmarking

### **Unit III: Analyzing the customer in the market place and Segmentation**

Introduction • Models of consumer behavior • Psychological factors influencing the buying decision process • Social factors influencing the buying decision process • Role for market research. Market Segmentation, Targeting and Positioning • The Nature and Purpose of Segmentation • Approaches to Segmenting Markets • Factors Affecting the Feasibility of Segmentation • Approaches to Segmentation • The Bases for Segmentation • Geographic and Geodemographic Techniques • Demographic Segmentation • Behavioral Segmentation • Psychographic and Lifestyle Segmentation • Approaches to Segmenting Industrial Markets • Market Targeting • Deciding on the Breadth of Market Coverage • Product Positioning: The Battle for the Mind.

### **Unit IV: Organizational Process**

Marketing Ethics, Sustainable Marketing, Green Marketing & Developmental Marketing, Brand management and integrated approach to Marketing Communication across marketing channels. Information and Communication Technologies and New Economy Marketing.

**Unit V: Interpersonal Behavior**

Strategic Approach to Marketing & Sales Organization, Measuring Marketing Performance, Global – Local Markets, Digital Marketing • Mobile market • Designing e-commerce solutions for mobile • SEM • Referencement (SEO) • Advertising • SEA •social media& Curation • SMO • Building a landing page and developing a viable ecosystem

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M		M	L	
CO2	M	H		M	L		L
CO3	M		M			M	L
CO4	H	L	L	H		L	M
CO5		L			L		M

H = Highly Related; M = Medium; L = Low

**Textbook/:**

- Aaker, D. A. (2013). Strategic market management, 10th edn, Wiley, New York.
- Andreasen, A. & Kotler, P. (2008). Strategic marketing for non-profit organizations, 7th edn, Prentice Hall, Upper Saddle River.
- Doyle, P. (2015). Value-based marketing: marketing strategies for corporate growth and shareholder value, 3rd edn, Wiley, Chichester.
- Ferrell, O. C. & Hartline, M. D. (2013). Marketing strategy, 6th edn, Cengage Learning, Mason, OH.
- Hutt, M. D. & Speh, T. W. (2017). Business marketing management: B2B, 12th edn, Cengage Learning, Boston, MA.
- Jain, S. C., Haley, T.H., Voola, R. & Wickham, M. (2012). Marketing: planning and strategy, Asia Pacific edn, Cengage Learning, South Melbourne.

**References:**

[https://books.google.co.in/books?id=CUINDwAAQBAJ&printsec=frontcover&redir\\_esc=y#v=onepage&q&f=false](https://books.google.co.in/books?id=CUINDwAAQBAJ&printsec=frontcover&redir_esc=y#v=onepage&q&f=false)

E-library, E-books, online PDF material etc

**MBA I SEMESTER**  
**HUMAN CAPITAL MANAGEMENT**

**Course Code: MBA199D**

**CREDITS: 3 (3,0,0)**

**Course Objectives:**

- Understand the concept of human capital and its significance in organizational success.
- Recognize the key principles and theories of human capital management.
- Identify the challenges and opportunities in talent acquisition and learn effective recruitment strategies.
- Develop skills to effectively onboard and integrate new employees into the organization.
- Explore techniques for talent development and creating a learning culture within the organization.

**Course outcomes (CO):**

**CO1** Define human capital and understand its significance, and explain the evolution from human resource management to human capital management.

**CO2** Apply talent acquisition and recruitment strategies, including job analysis, competency-based recruitment, and onboarding techniques, to attract and integrate new hires effectively.

**CO3** Implement talent development and performance management practices, including identifying training needs, creating professional development programs, and conducting performance evaluations.

**CO4** Design employee engagement strategies, recognition and reward programs, and promote diversity and inclusion in the workplace to foster a positive work culture.

**CO5** Develop a competitive compensation structure, understand emerging trends in human capital management, including the impact of technology, remote work, and future skills.

**Syllabus:**

**Unit I: Introduction to Human Capital Management**

Defining human capital and its significance, Evolution of human resource management to human capital management, Role of human capital in organizational success, Difference between Human Resource Management and Human Capital Management.

**Unit II: Talent Acquisition and Recruitment Strategies**

Job analysis and competency-based recruitment, Effective interviewing techniques, Employer branding and social media recruitment, Diversity and inclusion in recruitment. Onboarding and Integration: Importance of effective onboarding, Orientation programs and employee assimilation, Building positive relationships with new hires

**Unit III: Talent Development and Performance Management**

Identifying employee training and development needs, implementing professional development programs, Creating a culture of continuous learning. Performance Management and Evaluation: Performance

management systems and processes, Goal-setting and performance evaluation techniques, Providing constructive feedback and coaching.

#### **Unit IV: Employee Engagement, Work Culture and Diversity**

Strategies to enhance employee engagement, Recognition and reward programs, Building a positive work culture. Diversity and Inclusion in the Workplace: Understanding diversity and inclusion, Promoting diversity and managing biases, Creating an inclusive work environment

#### **Unit V: Employee Compensation and Benefits and Emerging Trends**

Designing a competitive compensation structure, Employee benefits and perks, Total rewards approach Emerging Trends in Human Capital Management: Technology trends and their impact on HR practices, Remote work and flexible work arrangements, Future skills and talent management

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	L				L	
CO2	H		L		L		M
CO3		L		L			
CO4	M	L	M	H		L	L
CO5			L	M	H		

H = Highly Related; M = Medium; L = Low

#### **Textbook:**

- Rao V.S.P. Human Resource Management, Excel books
- C.B. Gupta Human Resource Management Sultan Chand and Sons
- Chhabra, T. N Human Resource Management; Dhanpati Rai and Co. Pvt. Ltd
- Monnappa and Saiyadan, Personnel Management, Tata Mcgraw Hill.
- Dessler, Garg, Human Resource Management, Pearson education.
- C.B. Memoria Personal Management Himalaya
- K. Aswathappa Human Resource Management Tata McGraw-Hill

#### **References:**

[https://books.google.co.in/books?id=9LhqfbzC\\_vYC&pg=PA75&source=gbs\\_selected\\_pages&cad=1#v=onepage&q&f=false](https://books.google.co.in/books?id=9LhqfbzC_vYC&pg=PA75&source=gbs_selected_pages&cad=1#v=onepage&q&f=false)  
E-library, E-books, online PDF material etc

## **BUSINESS LAW**

**SUBJECT CODE: MBA 009D**

**CREDITS: 3(3,0,0)**

### **Course Objective:**

- To introduce basics of Business law.
- To make students understand the importance of Compliance in Business.

### **Course Outcome (CO):**

CO1 Explain the concepts in business laws with respect to foreign trade

CO2 Apply the global business laws to current business environment

CO3 Analyze the principle of international business and strategies adopted by firms to expand globally.

CO4 To know about the Negotiable Instruments and law related about the Negotiable Instruments Act

CO5 Define the Law of Partnership and the Nature of Partnership

## **Syllabus**

### **Unit I Introduction to Business Law**

Definition of Law, Classification of law, Indian judiciary system, Indian Contract Act, 1872: Essentials of Valid Contract, Discharge of Contract, Remedies for Breach of Contract, Hypothecation, Mortgage, Quasi Contracts, Special contracts: Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency.

### **Unit II: Law of Contract**

Definition & Nature of Contract, types of contracts, offer & acceptance, consideration & capacity to contract, free consent, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligation of Principal & agent

### **Unit III: Sale of Goods Act 1930**

Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.

### **Unit IV: The Negotiable Instruments Act 1881:**

Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

### **Unit V: Law of Partnership Nature of Partnership**

Registration of firms, kinds of partners, Relationship between partners, relation of partners third parties, Partnership deed, Rights of partners, obligations of partner, Reconstitution of firms, dissolution of firms

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L			H	M		
CO2		L	L			M	M
CO3					M		M
CO4	M	L		M			
CO5						L	

H = Highly Related; M = Medium; L = Low

**Text Books:**

- Chawla and Garg: Commercial Law, Kalyani Prakashan.
- Maheswari and Maheswari, Business Law, National Publishing House.
- Shukla M C, A Manual of Mercantile Law, S Chand

**References:**

[https://books.google.co.in/books?id=tU9DDAAAQBAJ&printsec=frontcover&redir\\_esc=y#v=onepage&q&f=false](https://books.google.co.in/books?id=tU9DDAAAQBAJ&printsec=frontcover&redir_esc=y#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA II SEMESTER**

**QUANTITATIVE METHODS IN MANAGEMENT**

**SUBJECT CODE: MBA004D**

**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The main objective is to provide Quantitative Technique with the help of different theories and concepts.
- To discuss the importance of why Operation research are important for business in decision making (when to use quantitative analysis vs. (common sense)

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Understand the fundamental concepts of Quantitative Techniques, its classification, and its application in business decision-making.

**CO2** Apply statistical tests and techniques, such as tests of significance for means and proportions, to analyze large and small samples.



**CO3** Analyze decision-making under certainty, uncertainty, and risk, and apply decision tree analysis and linear programming for optimization.

**CO4** Utilize network analysis, including PERT and CPM, for project management and apply transportation and assignment problems in business contexts.

**CO5** Apply game theory and queuing models to analyze strategic decision-making and optimize resource utilization in business settings.

### **Syllabus:**

#### **Unit I: Quantitative Techniques**

Introduction - Meaning and Definition – Classification of QT -QT and other disciplines – Application of QT in business – Limitations, scientific approach in decision making

#### **Unit II: Concept of Standard Error & Test of Significance of Small Samples**

Concept of Standard Error, Test of Significance, and Large samples Problems Relating to Test of Significance of Means, Test of Significance of Proportions. Test of Significance of Small Samples‘t’ Test for Significance of Means only.

#### **Unit III: Decision Theory**

Decision making under certainty, uncertainty and risk. Decision tree analysis.  
Linear Programming: Graphical and simplex solutions of LPP. Primal and its dual.

#### **Unit IV: Transport and Assignment Problems**

Network analysis- Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM), Cost Analysis and crashing the network

#### **Unit V: Theory of Games and Queuing Models**

Two persons zero sum games, pure and mixed strategy. Queuing mode single channel queuing theory. Application of queuing theory in business decision making

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND COURSE OUTCOME:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M	L	M	M		L
CO2		L	L	L	M	L	
CO3			L		M	L	
CO4	L				L		
CO5	L	L	L	L	M	L	M

H = Highly Related; M = Medium L = Low

**Text Books:**

- Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, latest edition.
- S.P.Gupta, Statistical Methods, Sultan Chand.
- Sanchetti and Kapoor, Statistics, Sultan Chand.

**References:**

[https://books.google.co.in/books?id=o1INZFEPMIIC&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=o1INZFEPMIIC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA II SEMESTER  
FINANCIAL PLANNING  
SUBJECT CODE: MBA027D**

**CREDITS: 3(3,0,0)**

**Course Objectives:**

- A general overview of financial statements and financial concepts, financial instruments and techniques used in financial decision-making.
- Anyone involved in the management of a business needs to have basic knowledge of business finance and Basic financial concepts such as the time value of money, asset valuation, and risk and return.

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Understand the fundamental concepts of Quantitative Techniques, its classification, and its application in business decision-making.

**CO2** Apply statistical tests and techniques, such as test of significance for means and proportions, to analyze large and small samples.

**CO3** Analyze decision-making under certainty, uncertainty, and risk, and apply decision tree analysis and linear programming for optimization.

**CO4** Utilize network analysis, including PERT and CPM, for project management and apply transportation and assignment problems in business contexts.

**CO5** Apply game theory and queuing models to analyze strategic decision-making and optimize resource utilization in business settings.

**Syllabus:****Unit I: Financial Management**

Financial management-scope finance functions and its organization, objectives of financial management; time value of money; Valuation of shares.

Capital budgeting: Capital Budgeting Process, Project Selection, Introduction to Various Capital Budgeting Techniques; Payback Period Method, Average rate of return, Net Present Value method, IRR

**Unit II: Sources of Long-term funds**

Equity shares, Preference shares, Debentures, Bank loan.

Cost of Capital: Equity, preference, debenture.

Operating and Financial Leverage.

Capital Structure: Determinants of Capital Structure, Capital Structure Theories, And Inventory management: meaning, components, objectives, tools and techniques of inventory control.

**Unit III: Working Capital**

Concepts, objective, importance, factors affecting working capital requirements, determining working capital requirements.

Working capital finance: introduction, Approaches for financing current assets, tradeoff between profitability, risk and liquidity.

Dividend Policy, Consideration in dividend policy, Forms of Dividends, Dividend Theories, Bonus Shares.

Dividend models -Walter, Gordon & M.M. models.

Cash management: introduction, objectives, factor determining cash needs, managing cash flows, computation of optimum cash balance.

**Unit IV: Financial Planning**

What is Financial Planning, six step in financial planning process, Guidelines to asset allocation, Estate planning, Retirement planning.

## Unit V: Mutual Funds

Mutual fund, Investment planning-portfolio management, Asset classes and products.

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND COURSE OUTCOME

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M	L	M			L
CO2		L	L	L			L
CO3	L	L		L	M	L	
CO4	L		M	L	L		
CO5	L	L	L	L	M	L	

H = Highly Related; M = Medium L = Low

#### Text Books:

- DeMarzo, Peter (2011), “Financial Management”, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
- Bhattacharya, Hrishlka (2006), “Working Capital Management: Strategies and Techniques”, Prentice Hall, New Delhi.
- Brealey, Richard A and Stewart C. Myers (2007), “Corporate Finance”, McGraw Hill, Int. Ed, N.Y.
- Chandra, Prasanna: (2007), “Financial Management”, Tata McGraw Hill, Delhi. Hampton, John: (Fourth Edition) “Financial Decision Making”, Prentice Hall, Delhi Pandey, I.M., “Financial Management”, Vikas Publishing House, Delhi. Van Horne. J.G. and J.M. Wachowicz Jr. (2009), 13<sup>th</sup> Edition, “Fundamentals of Financial Management”. Prentice-Hall, Delhi.

#### References:

[https://books.google.co.in/books?id=D\\_uWII7-fwcC&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=D_uWII7-fwcC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)  
E-library, E-books, online PDF material etc.

# **BUSINESS RESEARCH METHODOLOGY**

**SUBJECT CODE:MBA028D**

**CREDITS: 3(3,0,0)**

## **Course Objectives:**

- The Course objective is to make the students aware with the Research and Report Preparing practices used in the corporate and to balance between practical ideologies used in the corporate and management theories.

## **Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Understand the nature, types, and significance of business and management research, and apply criteria for good research.

**CO2** Formulate and clarify research topics, define research problems, and convert research ideas into research projects effectively.

**CO3** Design research studies using various research designs, sampling techniques, and measurement and scaling techniques.

**CO4** Develop questionnaires, select appropriate sampling procedures, and collect data efficiently for business research.

**CO5** Analyze data using statistical methods, interpret research findings, and write research reports effectively while adhering to research ethics.

## **Syllabus:**

### **Unit I: Introduction to Business and Management Research:**

The Nature of Business and Management Research: Meaning, Nature, Types and Significance of Business and Management Research, Criteria of good Research and Problems encountered by researchers in India, Formulating and Clarifying the Research Topic: Attributes of Good Research topic, Research Problem, Selecting the Research Problem, Necessity of Defining the Problem and Technique Involved in Defining a Problem, Turning Research Ideas into Research Project

### **Unit II: Research Design, Sample and Measurement & Scaling Techniques**

Research Design: Meaning, Needs and Features of Research Design, Features of a Good Design, Different types of Research Design, Basic Principles of Experimental Designs, Budget and scheduling of the Project, Business Research Proposal, Exploratory Research Design-Overview, Primary Vs Secondary Data, Classification of Secondary data, advantages and disadvantages of secondary data, Primary data-Meaning, Qualitative Vs. Quantitative Research, Classification of Qualitative Research Procedures (Focus Group, Depth Interviews, Projective techniques), Descriptive Research Design-Survey Methods, Observation Methods, Causal Research Design-Concept of Causality, Conditions for Causality and Validity in Experimentation

### **Unit III: Measurement and Scaling Techniques**

Measurement and Scaling Techniques-Measurement in Research, Measurement Scales, Sources of Error in Measurement, Comparative Scaling Techniques and Non comparative Scaling Techniques, Test of Validity and Reliability, Meaning of Scaling and Important Scaling Techniques

**Unit IV: Questionnaire Designing, Sampling and Data Collection**

Questionnaire Designing-Structure, Form and Layout, Selecting Sample: Concept and Need of Sample, Probability and Non-Probability sampling, Criteria of Selecting a Sampling Procedures, Characteristics of a Good Sample Design, Data Collection-Process of Data Collection, Validation of Fieldwork and Evaluation

**Unit V: Data Analysis and Report Writing**

Cross Tabulation and Frequency Distribution, Hypothesis Testing, Statistical Analysis of Business Research, Interpretation and Report Writing: Interpretation and Techniques of Interpretation, Different steps of Report Writing, Layout and Precautions for Report Writing & Research Ethics, Introduction in simple computer packages.

Making, Decision tree analysis, Linear programming- concepts - Mathematical formulation - Solution of LPP using graphical method and simplex method.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOME**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		H		L		L
CO2		M		L		L	L
CO3		M			M		L
CO4	H				M		
CO5		L	L	M		L	

H = Highly Related; M = Medium L = Low

**Text books:**

- Kothari, C. R., (2020) “Research Methodology” New Age International Publishers, New Delhi.

- Gupta, Dr. S. L., Gupta, Hitesh (2011), “Research Methodology: Text and Cases with SPSS Applications”, International Book House Pvt. Ltd., New Delhi

**References:**

[https://books.google.co.in/books?id=rAGl6iQNsw8C&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=rAGl6iQNsw8C&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA III SEMESTER**

**ENTERPRISE SYSTEM IN THE DIGITAL AGE**

**SUBJECT CODE: MBA029D**

**CREDITS: 2(2,0,0)**

**Course Objective:**

- Course introduces students to the concepts, technologies, and strategies behind the design, implementation, and management of enterprise systems in the context of the digital age.
- The course covers a range of topics, including enterprise resource planning (ERP) systems, customer relationship management (CRM) systems, supply chain management, and business intelligence. Students will gain a comprehensive understanding of how these systems enable organizations to streamline their processes, enhance decision-making, and adapt to the rapidly evolving digital landscape.

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1:** Explain the significance, evolution, types, core functionalities, and implementation best practices of ERP systems.

**CO2:** Analyze the role of CRM systems in managing customer interactions and optimizing supply chain operations.

**CO3:** Utilize data warehouses, data mining, and reporting tools to create strategic dashboards and visualizations.

**CO4:** Identify implementation challenges, propose mitigation strategies, and evaluate ROI and business impact through case studies.

**CO5:** Assess the impact of emerging trends on enterprise systems and apply course concepts to real-world scenarios.

**Syllabus:**

**Unit I: Introduction to Enterprise Systems**

Overview of enterprise systems and their significance in the digital age. Evolution of enterprise systems and their impact on organizational processes. Types of enterprise systems: ERP, CRM, SCM, and more. Understanding ERP systems and their core functionalities. ERP modules: finance, human resources, manufacturing, procurement, etc. ERP implementation lifecycle and best practices.

**Unit II: Customer Relationship Management (CRM) Systems**

Exploring CRM systems and their role in managing customer interactions. Sales, marketing, and service automation through CRM. Integrating CRM with other enterprise systems. Principles of SCM and its contribution to efficient supply chain operations. Demand forecasting, inventory management, logistics optimization. Achieving supply chain visibility through digital tools.

**Unit III: Business Intelligence and Analytics**

Utilizing data for strategic decision-making. Data warehouses, data mining, and reporting tools. Creating dashboards and visualizations to enhance business insights.

**Unit IV: Challenges and Benefits of Enterprise System Implementation**

Identifying implementation challenges and strategies for mitigation. Measuring ROI and business impact of enterprise systems. Case studies of successful and unsuccessful implementations. The role of enterprise systems in organizational digital transformation.

**Unit V: Future Trends and Final Projects**

Cloud computing, IoT, AI, and their integration with enterprise systems. Ethical and security considerations in a digitally transformed business environment. Emerging trends in enterprise systems and their future implications. Student presentations of final projects applying course concepts to real-world scenarios.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L		M	L	L	L
CO2	H		M			L	
CO3		L	L				L
CO4	L						
CO5	M	L	L	L	H		L

H = Highly Related; M = Medium L = Low

**Text books:**

- "Enterprise Systems for Management" (2nd Edition) Authors: Luvai Motiwala, Jeffrey Thompson  
Publisher: Pearson ISBN-13: 978-0132145763
- "Enterprise Resource Planning: Concepts and Practice" Authors: Vinod Kumar Garg, N.

**References:**

<https://www.tridhyatech.com/blog/all-about-digital-enterprise-system-and-why-you-need-one>  
E-library, E-books, online PDF material etc.



**MBA-III SEMESTER**  
**STRATEGIC MANAGEMENT**  
**SUBJECT CODE: MBA236D**  
**CREDITS: 3 (3,0,0)**

**Course Objective:**

1. The objective of the course is to develop understanding about strategic processes and their impact on a firm.

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Define and explain key strategic management terms, concepts, and frameworks, demonstrating a solid foundation in the field.

**CO2** Evaluate the external macro-environment and industry-specific factors, as well as internal organizational strengths, weaknesses, opportunities, and threats to formulate effective strategies.

**CO3** Formulate and communicate a clear strategic vision and mission for an organization that aligns with its values, goals, and long-term aspirations.

**CO4** Utilize appropriate tools and techniques to assess industry structure, competitive dynamics, and the positioning of an organization relative to its competitors.

**CO5** Create specific, measurable, achievable, relevant, and time-bound (SMART) strategic objectives that guide organizational decision-making and actions.

**Syllabus:**

**Unit I: Introduction**

Nature, Scope and Importance of Business Policy course; Strategy Vs. Policy; Evolution of this course – Strategic, Operational and Tactical Planning; Concept of Strategic Management.

**Unit II: Strategic Management Process**

Purpose, Steps, Strategy formulation, Strategy Implementation, Strategic control and assessment; Strategic Intent: Vision, Mission & Objectives and Goals; Multiplicity of Objectives, Critical Success Factors.

**Unit III: Environmental Analysis**

Need, characteristics and categorization of environmental factors; Approaches to the Environmental scanning process – ETOP a diagnosis tool, Porter's Five Forces Model, PEST Analysis.

**Unit IV: Formulation of Strategy**

Approaches to Strategy formation; Major Strategy options[Generic Strategies] – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model, Stop-light Strategy Model, Mergers and Acquisitions.

**Unit V: Major issues involved in the implementation of strategy**

Structural Issues; Operations strategy; Financial Strategy; Marketing Strategy; Human Resource Strategy. Strategic Evaluation & Control, Monitoring Performance & Evaluating Deviations, Organisational Systems & Techniques of Strategic Evaluation.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M	L	M			L
CO2		L	L	L			L
CO3	L	L		L	M	L	
CO4	L		M	L	L		
CO5	L	L	L	L	M	L	

H = Highly Related; M = Medium L = Low

**Text books:**

- " Rao. V.S.P. Strategic Management, Excel Books, New Delhi, 1<sup>st</sup> Ed. 2003.
- Ghosh P.K. Strategic Planning & Management, Sultan Chand & Sons, 10<sup>th</sup> Ed., 2005.
- Kazmi Azhar Business Policy, Tata McGraw-Hill, New Delhi, 9<sup>th</sup> Ed., 2004.
- Jauch, R.Lawrence, Gupta Rajiv & Glueck, F. William. Business Policy & Strategic Management, Frank Bros. & Co., 1<sup>st</sup> Ed., 2005.

**References:**

[https://books.google.co.in/books?id=9C3RVivbbX0C&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=9C3RVivbbX0C&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA-III SEMESTER  
PROJECT MANAGEMENT  
SUBJECT CODE: MBA011D  
CREDITS: 3 (3,0,0)**

**Course Objective:**

To make students understand the Managed projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs for which the project was undertaken.

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Values and is committed to the roles and influence of the project manager, sponsor, and customer.

**CO2** Applies the PM processes to initiate, plan, execute, monitor, and control, and close projects and to coordinate all the elements of the project

**CO3** Manages projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs for which the project was undertaken.

**CO4** Planning and scheduling a project: Students will be able to develop a project plan that includes project scope, project schedule, project budget, and project risk management.

**CO5** Managing project teams: Students will be able to manage project teams, including team selection, team development, and team motivation.

### **Syllabus:**

#### **Unit I:Project Planning**

Planning Time Scale- Network Analysis, Materials and Equipment,

#### **Unit II: Scheduling**

Human Resources, Project Costing and Financing, Organisation structures in Projects

#### **Unit III: Implementation and Control**

Project Management Information System, Material and Equipment, Human Resources, Financial Aspects.

#### **Unit IV: Formulation of Strategy**

Approaches to Strategy formation; Major Strategy options[Generic Strategies] – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model, Stop-light Strategy Model, Mergers and Acquisitions.

#### **Unit V:Project Completion and Evaluation**

Integrated Project Management Control System, Managing Transition from Project to Operations, Project Completion and Evaluation – Project Review.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M		M	L	
CO2	M	H		M	L		L
CO3	M		M			M	L

CO4	H	L	L	H		L	M
CO5		L			L		M

H = Highly Related; M = Medium; L = Low

**Text books:**

- Project Management by Vibrant Publishers
- Project Management by Harold Kerzner
- Project Management by Erik Larson
- Project Management by IES Master Team

**References:**

[https://books.google.co.in/books?id=1aQBInEz34YC&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=1aQBInEz34YC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**PROGRAM ELECTIVE SUBJECTS**

**Global Financial Operations**

**MBA Elective-(Global Financial Operations)**

Sub Code	Specialization Finance (Elective I/ Elective II/ Elective III/ Elective IV/ Elective V)	L	T	P	C
MBA040D	Banking & Micro Finance	3	0	0	3
MBA041D	Cost & Management Accounting	3	0	0	3
MBA042D	Investment Banking & Value Investing	3	0	0	3
MBA045D	Wealth Management	3	0	0	3
MBA043D	Economic Policy Analysis	3	0	0	3

**MBA Elective-(Global Financial Operations)**

**Banking & Micro Finance**

**SUBJECT CODE: MBA040D**

**CREDITS: 3 (3,0,0)**

**Course Objectives:**

The primary objective of this course is to provide students with a comprehensive understanding of the principles, functions, and operations of banking and microfinance.

## Course Outcome

CO1: Apply theoretical knowledge to real-world scenarios, demonstrating an understanding of how banking principles are implemented in practice.

CO2: Evaluate the social and economic impact of microfinance on individuals and communities, considering factors such as poverty alleviation and empowerment.

CO3: Assess and analyze various banking operations, services, and the use of technology in modern banking practices.

CO4: Propose strategies for promoting financial inclusion, recognizing the challenges and opportunities in extending banking and financial services to marginalized populations.

CO5: Reflecting the problems in banking and MFIs.

## Syllabus:

### Unit I – Introduction to Banking and Microfinance

Overview of Banking and Microfinance, Historical development and evolution, Importance and role in economic development, Key differences between traditional banking and microfinance.

### Unit II- Banking Operations and Services

Core functions of commercial banks, Types of banking services: deposits, loans, and investments Payment systems and electronic banking Regulatory frameworks governing banking operations.

### Unit III- Microfinance Institutions (MFIs)

Definition and characteristics of Microfinance, Types of Microfinance Institutions (MFIs), Microfinance products and services Social and economic impact of microfinance on communities, MFIs Case study.

### Unit IV- Financial Inclusion and Microfinance

Concept of financial inclusion, Role of microfinance in promoting financial inclusion, Challenges and opportunities in reaching the unbanked and underbanked, Case studies on successful financial inclusion initiatives.

### Unit V- Risk Management in Banking and Microfinance

Overview of financial risks in banking and microfinance, Risk assessment and mitigation strategies, Regulatory compliance and risk governance, Case studies on the impact of risk management in the banking and microfinance sector.

## MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7

<b>CO1</b>		L		L	M	L	
<b>CO2</b>	H						H
<b>CO3</b>			M	M	L		
<b>CO4</b>	L					M	M
<b>CO5</b>		L	L	L	H		L

H = Highly Related; M = Medium L = Low

### **Suggested Books:**

1. "Indian Financial System" by M. Y. Khan
2. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
3. Pai anandikar & NC Mehra, Rural Banking, National Institute of Bank Management, Pune
4. "Indian Banking: Towards Sustainable Banking Practices" by R. K. Uppal and G. S. Batra
5. Uppal RK & Pooja, Transformation in Indian Banks-Search for better tomorrow, Sarup Book

### **References:**

[https://books.google.co.in/books/about/Banking\\_and\\_Micro\\_Finance\\_in\\_India.html?id=mgvnrQEA\\_CAAJ&redir\\_esc=y](https://books.google.co.in/books/about/Banking_and_Micro_Finance_in_India.html?id=mgvnrQEA_CAAJ&redir_esc=y)

2. E-library, E-books, online PDF material etc.

## **MBA Elective-(Global Financial Operations)**

### **Cost & Management Accounting**

**SUBJECT CODE: MBA041D**

**Credits: 3(3,0,0)**

**Objective:** To make students learn to identify, use and interpret the results of costing techniques appropriate to different activities and decisions.

### **COURSE OUTCOME**

CO 1 Students should be able to identify, use and interpret the results of costing techniques appropriate to different activities and decisions.

CO 2 Formulate and use standards and budgets for planning and control purposes.

CO3 Understand the role of responsibility accounting and performance

CO4 Analyze cost-volume-profit techniques to determine optimal managerial decisions.

CO5 To develop the skill which could implement in market scenario.

### **Syllabus:**

**Unit 1-** Overview of Cost Accounting Concepts and practices. Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Management Accounting: Scope,

## Objects and Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting

**Unit II-** Preparation of cost sheet, Allocation and Absorption of Overhead, determination of overhead absorption rate; treatment of wastage; spoilage; defective and sale of scrap in cost sheet.

**Unit III- Marginal Costing and Cost Volume Profit Analysis (CVP):** Introduction of marginal costing, advantages and limitation; decision making through marginal, concept of break-even point; Angle of incidence; Short term decision making

**Unit IV- Contract Costing:** Introduction to contract costing, ascertainment of profit in case of completed and incomplete contracts; Escalation clause; Estimated profit; Preparation of trend.

Process costing: Introduction; preparation of Simple process account, normal loss and abnormal loss/gain.

**Unit V- Budget Budgets and Budgetary Control:** Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	M	M	L	L	
CO2				M			L
CO3	H		L	L		L	
CO4		M			M		
CO5	M		L	L	H		L

H Highly Related; M = Medium L = Low

### **Suggested Readings:**

1. Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, Srikant M. Datar,
2. Management Accounting: Principles and Applications" by Leslie G. Eldenburg, Susan K.
3. Cost Accounting: Foundations and Evolutions" by Michael R. Kinney and Cecily A. Raiborn.
4. Cost Accounting: A Comprehensive Guide" by B. K. Bhar and M. B. Lal

**References:**

[https://www.aggarwallawhouse.com/product/taxmanns-corporate-tax-planning-business-tax-procedures-with-case-studies-by-vinod-k-singhania-monica-singhania-august-edition-2023/?gad\\_source=1&gclid=Cj0KCQjws560BhCuARIsAHMqE0FblJzvBZoh4MdGq6NxNIH9gbTI6ajai8h9\\_zwJr101HhIXrD81N1caAldDEALw\\_wcB](https://www.aggarwallawhouse.com/product/taxmanns-corporate-tax-planning-business-tax-procedures-with-case-studies-by-vinod-k-singhania-monica-singhania-august-edition-2023/?gad_source=1&gclid=Cj0KCQjws560BhCuARIsAHMqE0FblJzvBZoh4MdGq6NxNIH9gbTI6ajai8h9_zwJr101HhIXrD81N1caAldDEALw_wcB)

3. E-library, E-books, online PDF material etc.

**MBA Elective-(Global Financial Operations)****Investment Banking & Value Investing****SUBJECT CODE: MBA042D****CREDITS: 3(3,0,0)****Course Objectives:**

Objective: The primary objective of this course is to provide students with a deep understanding of the principles, practices, and strategies associated with investment banking and value investing.

**Course Outcome**

CO1: Grasp the various functions, roles, and services provided by investment banks, including mergers and acquisitions, underwriting, and advisory services.

CO2: Analyze different financial markets and instruments, assessing their structures, participants, and regulatory environments.

CO3: Understand the intricacies of the M&A process, from deal origination to integration, and evaluate the financial and strategic aspects of mergers and acquisitions.

CO4: Gain insights into the IPO process, including the preparation, underwriting, and listing stages, and analyze the advantages and disadvantages of going public.

CO5: Develop a comprehensive understanding of value investing principles, including fundamental analysis, margin of safety, and intrinsic value calculations.

**Syllabus:****Unit I:**

Introduction to Investment Banking Definition and Role of Investment Banking History and Evolution of Investment Banking Functions and Services of Investment Banks Regulatory Environment in Investment Banking.

**Unit II:**

Financial Markets and Instruments, Overview of Financial Markets (Equity, Debt, Derivatives), Securities and Instruments Traded in Capital Markets, Market Participants: Investors, Issuers, Intermediaries Market Efficiency and Behavioral Finance.

**Unit III:**



Investment Banking Valuation Techniques Valuation Methods: Comparable Company Analysis (CCA), Precedent Transactions, Discounted Cash Flow (DCF) Relative Valuation vs. Intrinsic Valuation Application of Valuation Techniques in Investment Banking Hands-on Valuation Exercises.

#### Unit IV:

Mergers and Acquisitions (M&A) M&A Overview: Types, Motivations, and Challenges M&A Process: From Origination to Integration Valuation in M&A: Premiums, Synergies, and Fairness Opinions Legal and Regulatory Aspects of M&A, IPO Process: Preparation, Underwriting, and Listing Role of Investment Banks in IPOs Advantages and Disadvantages of Going Public Case Studies of Notable IPOs.

#### Unit V:

Value Investing Principles Introduction to Value Investing Fundamental Analysis: Financial Statements, Ratios, and Quality of Earnings Margin of Safety and Intrinsic Value Investment Philosophies: Graham, Buffett, and Others.

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L					L	
CO2		H		M			M
CO3	H		L	H			
CO4		M			M	H	
CO5	M		L	L	H		L

H = Highly Related; M = Medium L=Low

#### Suggested Books

1. Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions" by Joshua Pearl and Joshua Rosenbaum
2. "Investment Banking Explained: An Insider's Guide to the Industry" by Michel Fleuriet.
3. "Investment Banking: Concepts, Analyses, and Cases" by Ashok Banerjee.
4. "The Business of Investment Banking: A Comprehensive Overview" by K. Thomas Liaw.

#### References:

**MBA Elective-(Global Financial Operations)**

**WEALTH MANAGEMENT**

**SUBJECT CODE:MBA045D**

**CREDITS: 3 (3,0,0)**

**Course Objective:**

The objectives of a wealth management course aim to provide participants with a comprehensive understanding of various financial and investment strategies to effectively manage and grow wealth.

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** To understand the principles of financial planning: Wealth management courses aim to provide individuals with a comprehensive understanding of the principles and strategies involved in financial planning

**CO2** To develop skills for effective asset allocation.

**CO 3** To gain knowledge about investment instruments and markets. To provide students with a deep understanding of various investment instruments such as stocks, bonds, mutual funds, real estate, and alternative investments.

**CO4** To learn about Risk Assessment and risk management

**CO5** To develop effective financial decision-making skills. Students will enhance their decision-making skills related to financial matters. This includes learning how to evaluate investment opportunities, assess risk, and make informed choices that align with their financial goals and risk tolerance.

**Syllabus:**

**UNIT I: Introduction**

Financial Planning: Background, Role of Financial Planner, Financial Planning Process, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, concept of Risk Profiling and Asset Allocation.

**UNIT II: Financial Planning**

Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning in India. Investment Products & Services Derivatives:-Futures, Options. Mutual Fund. Venture Capital / Private Equity Funds. Hedge Funds, Structured Products, Portfolio Management Services (PMS). Investment Evaluation Framework Risk Return Framework, Risk:-Standard Deviation, Beta. Risk Adjusted Returns:-Sharpe Ratio, Treynor Ratio, Alpha

**UNIT III: Investment & Risk Management**

Equity Role of Equity, Active and Passive Exposures, Returns from Passive, Exposure to S&P CNX Nifty, Sector Exposure and Diversification, Fundamental and Technical Analysis, Fundamental Valuation Approaches, Investment and Speculation, Leveraging. Investment & Risk Management: Debt Role of Debt, Deposits and Debt Securities, Valuation of Debt securities, Yields and Interest Rate Risk, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt. Investment & Risk Management: Alternate Assets Gold:-Role of Gold, Gold Investment Routes, Rupee returns from Gold.

#### **UNIT IV: Risk Profiling & Asset Allocation**

Risk Profiling & Asset Allocation: Risk Profiling, reasons of Asset Allocation, Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity and Debt: - Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation. Asset Allocation Returns in Equity, Debt and Gold: -Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation to Speculation, Diversification in Perspective.

#### **Unit V: Risk Management through Insurance**

Risk Assessment, Life Insurance, Health Insurance, General Insurance, Safeguards in Insurance .

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H = Highly Related; M = Medium L = Low

#### **Text Books:**

- Bradstreet & Dun. Wealth Management. McGraw Hill.
- Evensky Harlod. New Age Wealth Management. Wiley.
- Sen Joydeep. Wealth Management. SPD

#### **References:**

[https://books.google.co.in/books?id=Rpp7CgAAQBAJ&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=Rpp7CgAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA Elective- (Global Financial Operations)  
Economic Policy Analysis**

**SUBJECT CODE: MBA043D**

**CREDITS: 3 (3,0,0)**

**Course Objectives:**

The primary objective of the course in Economic Policy Analysis is to provide students with the theoretical foundations, analytical skills, and practical insights needed to critically examine and evaluate economic policies.

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Demonstrate critical thinking skills in analyzing economic policies and their implications for the overall economy.

**CO2** Communicate economic analyses and policy recommendations effectively, both in writing and orally, to diverse audiences.

**CO3** Develop skills to evaluate the effectiveness and efficiency of economic policies using relevant indicators and metrics.

**CO4** Apply economic models and theories to real-world policy scenarios, providing insights into potential outcomes and consequences.

**CO5** Develop problem-solving skills by identifying economic challenges, proposing policy alternatives, and making informed decisions based on economic analysis.

**Syllabus:**

**Unit I: Introduction to Indian Economic Policies**

Overview of Economic Policies in India Historical Context and Evolution Role of Economic Policies in Shaping India's Development Key Economic Policy Institutions in India

**Unit II: Fiscal Policy Analysis in India**

Objectives and Components of Fiscal Policy Government Budget: Structure and Allocation Taxation Policies and Reforms Expenditure Policies and Public Debt Management Evaluation of Recent Fiscal Policies.

**Unit III: Monetary Policy Analysis in India**

Objectives and Framework of Monetary Policy Role of the Reserve Bank of India (RBI) Interest Rates and Open Market Operations Inflation Targeting and its Challenges Assessment of Recent Monetary Policy Measures.

**Unit IV: Trade and Industrial Policies in India- Overview of Trade Policies and Liberalization Industrial Policies and Economic Reforms Special Economic Zones (SEZs) and Export Promotion Impact of Globalization on Indian Industries Case Studies of Successful and Challenged Sectors**

**Unit V: Regulatory Policies and Economic Governance- Role of Regulatory Authorities (SEBI, TRAI, IRDA, etc.) Reforms in Regulatory Frameworks Ease of Doing Business Initiatives Corporate Governance and Financial Sector Regulations Case Studies on Regulatory Policies and their Outcomes.**

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND COURSE OUTCOME:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M	L	M			L
CO2			M	L		L	
CO3	M	L					L
CO4	L				L		
CO5	H	L	M	L	M	L	

H = Highly Related; M = Medium L = Low

**Text Books:**

- "India: Macroeconomics and Political Economy, 1964-1991" by Pranab Bardhan.
- "India Development Report" by the Institute of Economic Growth (IEG)
- "India Public Finance and Policy Report" by NIPFP (National Institute of Public Finance and Policy)
- "Economic Survey of India" by the Ministry of Finance.

**References:**

<https://books.google.co.in/books?id=fc3sAAAAQBAJ&printsec=copyright#v=onepage&q&f=false>  
E-library, E-books, online PDF material etc.

Sub Code	Specialization (Elective VI/ Elective VII/ Elective VIII/ Elective IX/ Elective X)	L	T	P	C
MBA044D	Insurance Management	3	0	0	3
	Corporate Tax and Planning	3	0	0	3
MBA047D	Finance Technical Analysis	3	0	0	3
MBA107D	International Financial Management	3	0	0	3
MBA048D	Financial Risk Management & Value Investing	3	0	0	3

**MBA Elective-(Global Financial Operations)**

**Insurance Management**

**SUBJECT CODE: MBA044D**

**CREDITS: 3 (3,0,0)**

**Course Objective:**

The primary objective of the course in Insurance Management is to equip students with a comprehensive understanding of the insurance industry, its principles, and the managerial aspects involved in insurance operations.

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Apply the principles of insurance to assess and manage risks effectively, understanding the contractual, legal, and ethical aspects associated with insurance policies.

**CO2** Evaluate different types of insurance products, understanding their features, and apply underwriting principles to assess risks and determine appropriate premiums.

**CO 3** Demonstrate proficiency in managing insurance operations, including policy servicing, claims management, and implementing fraud prevention measures.

**CO4** Navigate legal and ethical challenges in the insurance industry, making informed decisions that comply with regulations and prioritize consumer protection.

**CO5** Implement risk mitigation strategies, loss prevention measures, and contribute to effective enterprise risk management practices within the insurance context.

**Syllabus:**

**UNIT I: Introduction**

Introduction to Insurance and Risk Management Overview of Insurance: Concept, Evolution, and Importance Role of Insurance in Risk Management, Types of Risks: Pure Risk vs. Speculative Risk Principles of Insurance: Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, and Contribution Insurance Market and Regulatory Environment

**UNIT II: Insurance Products and Underwriting**

Types of Insurance Products: Life, Health, Property, Casualty, and Specialty Lines Underwriting Process: Risk Assessment and Policy Issuance Actuarial Principles in Insurance, Premium Calculation and Pricing Strategies, Reinsurance and Risk Transfer.

**UNIT III: Insurance Operations and Claims Management**

Insurance Operations: Policy Administration and Servicing Claims Management Process: Reporting, Investigation, and Settlement, Fraud Detection and Prevention in Insurance Customer Relationship Management in Insurance, Technology and Innovation in Insurance Operations

**UNIT IV: Legal and Ethical Aspects of Insurance**

Legal Framework of Insurance: Insurance Contracts, Regulation, and Compliance Ethical Considerations in Insurance Management, Consumer Protection in Insurance, Emerging Legal Issues in the Insurance Industry, Case Studies on Legal and Ethical Challenges in Insurance.

### Unit V: Risk Mitigation and Loss Prevention

Risk Mitigation Strategies in Insurance, Loss Prevention and Control Measures, Enterprise Risk Management (ERM) in Insurance, Catastrophic Risk Management, Role of Insurance in Corporate Risk Financing.

#### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMESD PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			L		H		
CO2		H				L	
CO3	H	L	H				
CO4				L	L		L
CO5	H			M		M	

H = Highly Related; M = Medium L = Low

#### Reference Books:

- "Principles of Risk Management and Insurance" by George E. Rejda and Michael McNamara
- E "Insurance: Concepts & Coverage" by Marshall Wilson Reavis III
- "Risk Management, Insurance, and Hedging" by Dean C. Karnopp

#### References:

[https://books.google.co.in/books?id=zi9jppGY3bYC&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=zi9jppGY3bYC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA Elective-(Global Financial Operations)**

**Corporate Tax and Planning**

**SUBJECT CODE:**

**CREDITS: 3 (3,0,0)**

**Course Objective:**

Course Objective for a Corporate Tax and Planning is to make students aware about Corporate Tax and Indirect Taxes.

**Course Outcomes:**

CO1: Understanding the corporate tax laws and use it for tax planning is the basic objective of The course.

CO2: To compute total income and tax liability for companies, including MAT and dividend Taxation, and manage corporate tax returns.

CO3: To understand the basics of GST, including scope, charge, and supply principles, and Determine place, time, and value of supply.

CO5: To understand the concept of GST registration, payment, refunds, compute composite levy, and navigate GSTN and GSTR filing processes.

**Syllabus**

**Unit I: Tax Assessment**

Introduction to Tax Management, Tax Planning, Tax Evasion and Tax Avoidance, Residential Status of companies and incidence of tax, Deductions available under Chapter VI–A and Section 10AA, set off and Carry Forward of Losses, New vs old regime

**Unit II: Companies Assessment**

Computation of Total Income of Companies; Determination of tax Liability of Companies; Minimum alternative Tax: Introduction and calculation; Taxation of dividends in India; Return Filing: Concept and process of return filling.

**Unit III: International Taxation**

Introduction to Transfer Pricing and its methods; Practical areas of working in Industry; Double tax avoidance agreements; Provisions relating to Advance tax and Interest on Advance Tax

Unit IV: Introduction to Indirect Taxes

Introduction to Goods and Service Tax ; Levy and collection of Taxes-Scope of Supply; Charges of GST; Composite and mixed supply; Place of Supply; Time and Value of Supply (Basic)

**Unit V: Indirect Taxes II**

Registration under GST: Conditions and process; Payment and refund of Taxes; Composite Levy: concept and computation of tax; Concept of GSTN and GSTR; Process of filling GSTR



**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		L			H		M
CO2	L						
CO3	L	L	H				
CO4		H			L		L
CO5	H	M	M	M		M	

H = Highly Related; M = Medium L = Low

**Suggested Books:**

1. Simplified approach to Corporate tax planning and management by Dr Girish Ahuja and Dr Ravi Gupta
2. 2 Corporate Tax planning and business tax procedures by Vinod K Singhania and Monica Singhania
3. 3 Corporate tax planning and management by Dr H.C Mahrotra and Dr S. P Goyal [ Sahitya Bhawan Publications]

**References:**

<https://youtu.be/nYHgb4OaKw8?si=gddq6767comb54cM>  
E-library, E-books, online PDF material etc.

**MBA Elective-(Global Financial Operations)  
Financial Technical Analysis  
SUBJECT CODE:MBA047D  
CREDITS: 3 (3,0,0)**

**Objective:** To develop a foundational understanding of technical analysis principles, tools, and methodology related to financial product and analysis.

**COURSE OUTCOME**

CO1: Students will demonstrate a solid understanding of the foundational principles and tools of technical analysis.

CO2: Students will be able to identify and interpret common chart patterns and trends accurately.

C03: Students will apply various technical indicators effectively in market analysis.

CO4: Students will demonstrate proficiency in recognizing and interpreting key candlestick patterns.

CO5: Students will apply technical analysis concepts to analyze and make informed decisions in real-world financial markets.

### **Syllabus:**

#### **Unit I- Introduction to Financial Technical Analysis**

Flexibility and Adaptability of Technical Analysis, Technical Analysis Applied to Different Trading Mediums and Time Dimensions

#### **Unit II- Theories of Financial Technical Analysis**

Basic Tenets of Dow Theory, The Forerunner of All Technical Theories, Characteristic Phases of Bull and Bear Trends, Stocks as Economic Indicators, Critical Appraisal of Dow Theory

Candlestick Construction & Analysis, Major Candlestick Reversal and Continuation Patterns, The Rule of Multiple Technical Techniques

#### **Unit III -Trends & Patterns**

Trend lines – Support and Resistance, Support and Resistance Levels, Reversal of Roles and Reasons for Support / Resistance Phenomena, Tests for Determining Potential

Price Patterns, Two Types of Patterns, The Head and Shoulders Reversal Pattern, The Inverse Head and Shoulders Double and Triple Tops and Bottoms, Saucers and Spikes Triangles - the Symmetrical, Ascending and Descending Triangle

#### **Unit IV- The Broadening Formation Flags & Pennants**

Various Kinds of Gaps, Breakaway Gaps, Continuation or Runaway Gaps, Island Reversals

#### **Unit V- The Moving Averages**

The Technical Oscillators, The Stock Market Indicators, Volume and Breadth Indicators as crucial determinants of the Overall Health of a Particular Stock Market, Measuring Market Breadth , The Advance, Decline Line, AD Divergence, New Low Index - upside versus Downside Volume and the Arms Index.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOME**

<b>Course Outcome</b>	<b>Program Outcome</b>						
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>							<b>L</b>
<b>CO2</b>	<b>M</b>	<b>M</b>	<b>M</b>		<b>H</b>		
<b>CO3</b>			<b>M</b>			<b>L</b>	
<b>CO4</b>	<b>L</b>				<b>L</b>		<b>L</b>
<b>CO5</b>	<b>H</b>	<b>L</b>		<b>M</b>		<b>M</b>	

H = Highly Related; M = Medium L = Low

### **Suggested Books:**

- 1.Uppal RK, Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi
- 2.Agarwal OP, Banking and Insurance, Himalaya Publishing House, Mumbai
- 3.Vijayaragavan Iyengar, Introduction to Banking, Excel Books, New Delhi
- 4.The Indian Institute of Bankers, Modern Banking, Mumbai

### **References:**

[https://books.google.co.in/books?id=teitAAAAQBAJ&printsec=frontcover&source=gbs\\_ge\\_summa ry\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=teitAAAAQBAJ&printsec=frontcover&source=gbs_ge_summa ry_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA Elective-(Global Financial)**  
**International Financial Management**  
**SUBJECT CODE:MBA107D**  
**CREDITS: 3 (3,0,0)**

**Objective:** To enable the students toDevelop a foundational understanding of the principles and concepts of international financial management.

### **Course Outcomes (CO):**

**CO1:** Students will demonstrate a comprehensive knowledge of the principles and theories of international financial management.

**Co2:** Students will be able to analyze and interpret foreign exchange markets, and manage currency risk effectively.

**CO3** Students will apply international capital budgeting techniques to evaluate and make investment decisions.

**CO4** Students will gain an understanding of various international financial markets and instruments.

**CO5** Students will be able to formulate optimal capital structures for multinational corporations.

### **Syllabus:**

#### **Unit I International Finance**

Growth of International Trade, Foreign Exchange, Factors influencing foreign exchange rates, foreign exchange markets- features, trading characteristics, electronic trading and market participants. Financial instruments- Forward, futures options and swap.

#### **Unit II Balance of Payment and FDI**

The current account, the capital account, other items in BOP statement, concept of deficit and surplus, significance of BOP statement.

FDI- Meaning, theories and strategies of FDI, Modes of FDI, Benefits and costs of FDI for home and host country.

### Unit III Multilateral Development Banks

The International monetary fund- Lending, technical assistance, Governance systems and financial resources.

The World Bank- Fund generation, loans, grants, analytical and advisory services.

The Asian development bank- history, operations, resources, organization and management.

### Unit IV Foreign Exchange Risk

Types of foreign exchange exposure risk, transaction exposure, operating exposure, translation exposure, evolution of exchange rate regime in India- Regulatory provisions and Indian foreign exchange market.

### Unit V International Accounting and Taxation

International Accounting & GAAP Taxation Including DTAA

## MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		L		L	H		
CO2		H	M			L	
CO3	H			L			
CO4		M			H		L
CO5	L			M		M	

H = Highly Related; M = Medium L = Low

### Suggested Books

1. International Financial Management; Jeff Maruda; Cengage publication; Latest Edition
2. International financial management; Eun & Resnick; TMH; Latest Edition
3. International financial management; V V Sharan; PHI EEE; Latest Edition

### References:

[https://books.google.co.in/books?id=Ckbgwgn0o8EC&printsec=copyright&redir\\_esc=y#v=onepage&q&f=false](https://books.google.co.in/books?id=Ckbgwgn0o8EC&printsec=copyright&redir_esc=y#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA Elective-(Global Financial Operations)**  
**FINANCIAL RISK MANAGEMENT & Value Investing**  
**SUBJECT CODE: MBA048D**  
**CREDITS: 3 (3,0,0)**

**Course Objective:**

Financial Risk Management is a comprehensive course designed to provide students with a deep understanding of the various types of financial risks faced by organizations and individuals, as well as the tools and techniques used to identify, assess, and mitigate these risks. The course will cover both theoretical concepts and practical applications, enabling students to make informed decisions and manage risks effectively in the dynamic world of finance

**Course Outcomes (CO):**

**CO1** To develop a foundational understanding of financial risks, risk-return dynamics, and the regulatory framework.

**CO2** To develop the skills to identify and evaluate market risks through Value at Risk (VaR), stress testing, and credit risks via credit scoring and default estimation techniques.

**CO3** To understand proficiency in quantitative analysis tools such as Monte Carlo simulations, volatility models, and Value-at-Risk estimation, enabling informed risk assessments and strategic decision-making.

**CO4** To learn the credit risk mitigation strategies and become adept at employing hedging strategies for diverse risk exposures.

**CO5** To understand the how to make informed decisions and manage risks effectively in the dynamic world of finance.

**Syllabus:**

**Unit I: Introduction**

Definition and types of financial risks, Importance of risk management in finance, Risk-return trade-off, Role of regulatory frameworks in risk management, Overview of risk management process.

**Unit II: Market Risk Management**

Understanding market risk and its sources, Value at Risk and its applications, Stress testing and scenario analysis, Modeling volatility and correlation, Risk measures for market risk assessment;

**Unit III: Credit Risk Management**

Basics of credit risk and credit risk exposure, Credit rating agencies and credit scoring models, estimating probability of default (PD), exposure at default (EAD), and loss given default (LGD), Credit risk mitigation techniques: Collateral, guarantees, credit derivatives, Credit portfolio management

**Unit IV: Value Investing Principles**

Introduction to Value Investing Investment Philosophies: Benjamin Graham, Warren Buffett, and Others  
Fundamental Analysis: Analyzing Financial Statements and Ratios Intrinsic Value Calculation Margin of Safety in Value Investing.

## Unit V: Investment Strategies and Portfolio Construction

Value Investing Strategies: Growth vs. Value Building a Value-Oriented Investment Portfolio, Asset Allocation and Diversification, Risk Management in Value Investing, Behavioral Finance and its Impact on Investment Decision Making, Discounted Cash Flow (DCF) Analysis Comparable Company Analysis (CCA) Precedent Transactions Analysis.

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			H		M	L	
CO2	L	H		H	M		L
CO3	M		L			M	L
CO4	M	L	L	H		L	M
CO5		L			L		M

H = Highly Related; M = Medium L = Low

#### Text Books:

1. Financial Risk Management by Allen S.
2. Financial Risk Management by Arora R.K. Wiley.
3. The Essentials of Risk Management by Crouchy Michel & Robert Mark.

#### References:

[https://books.google.co.in/books?id=7915PwAACAAJ&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=7915PwAACAAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)  
[https://books.google.co.in/books?id=UAFiULA1DkIC&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=UAFiULA1DkIC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

### New Age Sales & Marketing ELECTIVES

Sub Code	Specialization (Elective-I/ Elective-II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
	<b>New Age Sales &amp; Marketing</b>				
MBA030D	Fundamentals of Digital Marketing	3	0	0	3
MBA034D	Lead generation and Marketing Automation	3	0	0	3

MBA032D	Website planning and structure	3	0	0	3
MBA033D	Social Media Marketing	3	0	0	3
MBA031D	Integrated Marketing Communications	3	0	0	3

**MBA (Elective-New Age Sales& Marketing)**

Fundamentals of Digital Marketing

**PAPER CODE: MBA030D**

**CREDITS: 3 (3,0,0)**

**Course Objective:**

To make students Understanding marketing through the internet and digital marketing

**Course Outcome (CO):**

At the end of this course students will be able to:

- CO1** Understand the value and uses of digital marketing.
- CO2** Applies the internet marketing mix
- CO3** To understand the value of Interactive order processing
- CO4** To understand uses of best practice in SEO
- CO5** Students will be able to do situational analysis

**Syllabus:**

**Unit I:Digital marketing**

Definition of digital marketing; origin of digital Marketing, Traditional VS Digital Marketing. Benefits of Digital marketing e.g., reach, scope, immediacy, interactivity The internet micro- and macro-environment, Internet users in India

**Unit II:Internet marketing mix**

The internet marketing mix: product and branding; place e.g. channels, virtual Organizations; price e.g. auctions; promotions; people; processes; physical evidence. Digital marketing tools/e-tools; the online marketing matrix including business and Consumer markets; the online customer.

**Unit III:Interactive order processing**

Interactive order processing: choosing a supplier; selecting a product; check stock Availability; placing order; authorization of payment; input of data; data transfer; Order processing; online confirmation and delivery information; tracking of order; Delivery; data integrity and security systems

**Unit IV: Search engine Optimization**

Introduction to SEO – Definition, White hat, Black Hat. Keyword Research - Understanding user intent, tools for keyword research, Long-tail vs. short-tail keywords, Competitor analysis. On-Page SEO. Technical SEO. Content Strategy. Off Page SEO - Link Building. Local SEO. SEO Best Practices and Trends.

**Unit V: Search Engine Marketing**

Introduction to SEM, Understanding Search Engines, Keyword Research for SEM, Paid Search Advertising, Creating Effective Ad Campaigns, Ad Targeting Options, Budgeting and Bidding Strategies, Ad Quality and

Performance, Analytics and Reporting, A/B Testing and Optimization, Remarketing and Retargeting, Types of Ads

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M		M	L	
CO2	L	H		M	L		L
CO3	M	H	M			M	L
CO4	M	L	H	H		L	M
CO5		L			L		M

H = Highly Related; M = Medium; L = Low

**Text books:**

1. Digital Marketing by Seema Gupta (IIM-B)
2. Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey & Fiona Ellis
3. Chadwick Understanding Digital Marketing: Marketing Strategies for Engaging the
4. Digital Generation – Damian Ryan and Calvin Jones

**References:**

[https://books.google.co.in/books?id=TEa\\_DwAAQBAJ&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=TEa_DwAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales& Marketing)**

**Website planning and structure**

**PAPER CODE: MBA032D**

**CREDITS: 3 (3,0,0)**

**Course Objective:**

The objective of the course is to understand role of Website planning and structure and to give an insight into the SEO, Design

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Understanding of the Role of Domains

**CO2** Knowledge of Home page Portfolio and Gallery

**CO3** Students learn the Google Analytics tracking code

**CO4** Students learn the SEO Overview Google Analytics

**CO5** Students learn the design of one-page website



## Syllabus:

### Unit I: Introduction to WWW

Domains and buying a Domain Website language and Technology Core objective and flow

### Unit II: WWW

Strategic design of Home page Portfolio, Gallery and Contact Us page

### Unit III: Engagement

Call to Action (real engagement Happens) Designing other pages

### Unit IV: SEO

SEO Overview Google Analytics tracking code

### Unit V: Design

Website Auditing Designing Word press Website Synthesis and design of one-page website

## MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		H			M	L	
CO2	M	H		M	L		L
CO3	L		M			M	H
CO4	H	L	L	H		L	M
CO5		H			L		M

H = Highly Related; M = Medium; L = Low

### Text books:

1. The Principles of Beautiful Website Design, 2nd Edition – Jason Beard / Sitepoint
2. Convert Designing Websites for Traffic and Conversions by Ben Hunt
3. Brand Media Strategy: Integrating Communications Planning in the Digital Age – Antony

### References:

[https://books.google.co.in/books/about/Digital\\_Marketing\\_Excellence.html?id=dSvtzgEACAAJ&redir\\_esc=y](https://books.google.co.in/books/about/Digital_Marketing_Excellence.html?id=dSvtzgEACAAJ&redir_esc=y)

E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales & Marketing)**  
**Social Media Marketing**  
**PAPER CODE: MBA033D**  
**CREDITS: 3 (3,0,0)**

**Course Objective:**

The objective of the course is to understand role of Social Media Marketing and importance of social media marketing

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Students learn how to build a successful Social Media Strategy

**CO2** Students learn the Custom Channel URL and know about the different channels

**CO3** Students learn the Real time Analytics.

**CO4** Students learn the Facebook Apps, Facebook live, Facebook Avatar

**CO5** Students learn the Digital Public Relations

**Syllabus:**

**Unit I: Objectives of social media and Social Media Trends**

Introduction to social Media, how to build a successful Social Media Strategy, Goal setting, Strategy and implementation, Measure and Improvement. Listening to Market, Digital Marketing Trends, branding on the Net, Branding your Website, Trends in Digital Advertising.

**Unit II: YouTube Marketing Fundamentals**

Setting Up and Optimizing a YouTube Channel, Understanding and Leveraging YouTube's Algorithm, Keyword Research for YouTube, Creating High-Quality Video Content, Video SEO (Titles, Descriptions, Tags, Thumbnails), Engagement Strategies and Audience Retention, YouTube Analytics and Performance Metrics, Monetization Options and Strategies, YouTube Advertising and Promotion, Community Engagement and Building a Subscriber Base

**Unit III: CTA- Annotation**

CTA- Annotation, Cards on Mobile, re direct Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, comments and Messages, Monetization with Ad sense, paid YouTube Channel, Channel Analytics, Real time Analytics. 6 Hours Module 6: How to make videos, Camera angles, settings, shooting, techniques, editing, Audio, background score, Animation, Software for editing, on hands training on video, Publishing HD videos, Practical Examples and creating Animated Contents, Synthesis and case analysis.

**Unit IV: Facebook for Business.**

Facebook for Business-Facebook fan Engagement, Anatomy of Ad Campaign, Adverts Types of adverts, Adverts Targeting. Case Study-Tata DoCoMo Ref. Digital marketing by Seema Guptha pg.156, Adverts Placement, Adverts Bidding, Adverts Budget, Adverts Scheduling, Adverts Objectives, Adverts optimization, Adverts Delivery Audience Insights, page Insights, Facebook groups, Hashtags, Facebook Apps, Facebook live, Facebook Avatar, Facebook Ad manager, Facebook Power editor.

**Unit V: Instagram and Snapchat**

Instagram- Objectives, Content Strategy, Style Guidelines, Hastags, Videos, Sposered Ads, Apps, generate Leads. Snapchat, Digital Public Relations- Influencer Marketing, Blogger relations. Case Study-H&M Ref. Digital marketing by Seema Guptha pg.273

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		M		M	L	H
CO2	L	H		M	L		L
CO3	M		H			M	L
CO4	H	L	L	H		L	M
CO5		H			L		M

H = Highly Related; M = Medium; L = Low

**Reference books:**

1. Social Media Marketing All-In-One for Dummies by Jan Zimmerman and Deborah Ng, 2017
2. Social omics: How social media Transforms the Way We Live and Do Business – Erik Qualman
3. Digital Marketing by Seema Gupta

**References:**

[https://books.google.co.in/books?id=gNHGBQAAQBAJ&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=gNHGBQAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales& Marketing)  
Lead Generation and Marketing Automation  
PAPER CODE: MBA034D  
CREDITS: 3 (3,0,0)**

**Course Objective:**

The objective of the course is to understand the role of lead generation and Marketing Automation and lead sources

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Understanding of the Role of Lead generation Strategy

**CO2** Knowledge of Web hooks and connector

**CO3** Will be able to know about the Marketing Automation Tools

**CO4** Understanding of the Email Auto responder

**CO5** Understanding of the Landing page, Synthesis and exercises

### **Syllabus:**

#### **Unit I: Lead Generation**

Lead generation Strategy, Lead and list Management CRM Integration, Sales Integration, Product Integration, Capturing leads from sources

#### **Unit II: Lead source link building**

Lead source link building and Lead tracking features, Business reporting, Web hooks and connector

#### **Unit III: Marketing Automation**

Complete Automation Marketing Automation Tools

#### **Unit IV: Email Campaigns**

Email Campaigns Email Auto responder SMS Auto responder

#### **Unit V: Landing page**

Creating landing Page, Landing page, CTA Website Widgets, Synthesis and exercises

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		M		H	L	
CO2	M	H		M	L		L
CO3	L		H			M	L
CO4	H	L	L	H		L	M
CO5		L			M		H

H = Highly Related; M = Medium; L = Low

#### **Reference books:**

1. Convert – Ben Hunt
2. Conversion Optimization: The Art and Science of Converting Prospects to Customers – Khalid Saleh
3. The Best Digital Marketing Campaigns in the World: Mastering the Art of Customer Engagement – Damian Ryan and Calvin Jones

## References:

[https://books.google.co.in/books?id=8lp\\_G-LGYMoC&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=8lp_G-LGYMoC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)  
E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales& Marketing)**  
**Integrated Marketing Communications**  
**PAPER CODE: MBA031D**  
**CREDITS: 3 (3,0,0)**

## Course Objective:

To make students Understanding marketing through the internet and digital marketing.

## Course Outcome (CO):

At the end of this course students will be able to:

- CO1 Understanding of the Role of IMC in marketing process
- CO2 Knowledge of Advertising Agency and Goal setting
- CO3 Use and benefits Media Evaluation-Print and Media strategy
- CO4 Application of the Direct Marketing tools
- CO5 Analysis of Digital Public Relations

## Syllabus:

### Unit I: Role of IMC in marketing process

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

### Unit II: Advertising Agency And Advertising objectives and Budgeting

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

### Unit III: Media planning:

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

### Unit IV: Direct Marketing:

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull

strategies, Co-operative advertising, Integration with advertising and publicity public relation/ Publicity: - Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

### Unit V: Digital Media & Advertising

Advertising on the internet; Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, and E-PR Digital Public Relations: What is DPR Influencer Marketing, Blogger Relations? Case Study: Lacoste Pg. 268, and H&M, Page 273, Digital Marketing by Seema Guptha International Advertising: Global environment in advertising, Decision areas in international advertising, Industrial advertising, Advertising Laws & Ethics

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M		M	L	
CO2	L	H		M	L		L
CO3	M		H			M	L
CO4	H	L	L	H		L	M
CO5		H			L		M

H = Highly Related; M = Medium; L = Low

#### Text books:

1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3. Advertising Management, Aakar, Batra and Myers, Prentice
4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
5. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
6. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

#### References:

[https://books.google.co.in/books/about/Integrated\\_Marketing\\_Communications.html?id=CCtUdW7EFogC&redir\\_esc=y](https://books.google.co.in/books/about/Integrated_Marketing_Communications.html?id=CCtUdW7EFogC&redir_esc=y)

E-library, E-books, online PDF material etc.

<b>Sub Code</b>	<b>Specialization (Elective-VI/ Elective-VII/ Elective-VIII / Elective-IX / Elective-X)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>New Age Sales&amp; Marketing</b>				
MBA035D	E-mail marketing, Mobile Marketing and Video Marketing	3	0	0	3
MBA038D	Analytics- Web and Google	3	0	0	3
MBA037D	Affiliate Marketing and Google AdSense	3	0	0	3
MBA039D	Lab: LinkedIn and Twitter Marketing	3	0	0	3
MBA036D	Project Management for Digital Marketing Firms	3	0	0	3

**MBA (Elective-New Age Sales& Marketing)**  
**E-mail marketing, Mobile Marketing and Video Marketing**  
**PAPER CODE: MBA035D**  
**CREDITS: 3 (3,0,0)**

**Course Objective:**

This course has been designed to acquaint the students with the E-mail marketing, Mobile Marketing & Features and Video Marketing for you tube

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Understanding of the Role of Email Marketing

**CO2** Knowledge of HTML email Campaigns and Web forms lead

**CO3** Will be able to know about the Mobile Marketing Toolkit

**CO4** Understanding of the role of video marking

**CO5** Understanding of the Camera angles, settings and shooting techniques etc.

**Syllabus:**

**Unit I: Email Marketing**

Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email templates and Designs

**Unit II: HTML email Campaigns**

Sending HTML email Campaigns, Web forms lead importing, Integrating Landing page forms, Campaign Reports and insights, Segmentation Strategy, Segmentation lists Auto Responder series, Auto Responder Actions, Triggering Auto- Responder Emails, Triggers in Email using the 4 Ps of marketing

**Unit III: Introduction to Mobile Marketing**

Mobile usage, Mobile penetration Worldwide, Smartphone penetration worldwide Mobile Advertising Models, Advantages of Mobile Advertising, Mobile Marketing Toolkit, Paid and Owned.

**Unit IV: Mobile Marketing Features**

Location- Based Services or Proximity, Social Marketing on Mobile, QR Codes Augmented Reality, Gamification, Common mistakes in mobile strategy. Diversity issues in India through Mobile, Campaign development Process, Tracking of Mobile Campaigns- Mobile Analytics

**Unit V: Video Making for YouTube**

Introduction to Video Marketing, Video Marketing Strategy, Video Content Creation, Optimizing Video for SEO, Video Distribution Channels, Storytelling through Video, Case Studies and Examples, Future Trends in Video Marketing

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		M		M	L	
CO2	H	H		M	L		L
CO3	M		H			M	L
CO4	H	M	L	H		L	M
CO5		H			L		M

H = Highly Related; M = Medium; L = Low

**Reference books:**

1. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, By Ian Brodie, 2013
2. Youtility by Jay Baer
3. Social omics: How social media Transforms the Way We Live and Do Business – Erik Qualman

**References:**

<https://www.youtube.com/@AhrefsCom>  
<https://www.digitalvidya.com/>  
 E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales& Marketing)  
 Analytics- Web and Google  
 PAPER CODE: MBA038D  
 CREDITS: 3 (3,0,0)**

**Course Objective:**



To understand the Introduction of Data Collection and Traffic & Behavior Reports also students know about the Panel based and ISP –Based Measurement

**Course Outcome (CO):**

At the end of this course students will be able to:

**CO1** Identify and learn about the Data Collection and the Web Logs

**CO2:** Develop and Understand the Web Analytics

**CO3:** Understand the Site Map and Site Links

**CO4:** Understand the role of Position Based Attribution Model.

**CO5:** Collaborate in the development Panel based and ISP –Based Measurement

**Syllabus:**

**Unit I: Introduction**

Data Collection, Web logs and Java Script Tags, Key Metrics, Behavior Analysis, Outcomes Analysis and experience analysis, Making Web Analytics Actionable, Context, Creating high impact executive Dashboard, Customer Segmentation.

**Unit II: Integrating with Website**

Web Analytics, Measurement metrics Accounts and Profiles, Analytic Reporting, Sorting, Filter and Time chart, Audience Segmentation

**Unit III: Google Analytics 4**

Understanding the GA4 Interface, Data Streams and Data Collection, Configuring Events and Parameters, Creating and Managing Audiences, Analyzing Real-Time Data, Conversion Tracking and Goals, Integrating GA4 with Google Ads

**Unit IV:Traffic and Behavior Reports**

Traffic and Behavior Reports, Goals and Conversion Reports, Developing Intelligence Report, Google Webmaster Tool, setting it up for SEO and Integrating, Google Indexing, Search Traffic and links, Site Map and Site Links, Managing Security Issues

**Unit V:Multi Channel Attribution**

Linear Attribution Model, Last interaction/last click and First Interaction/First Click Attribution Model, Time Decay Attribution Model, Position Based Attribution Model, how to connect offline with online.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M		M	L	
CO2	L	H		M	L		L

<b>CO3</b>	M		M			M	L
<b>CO4</b>	H	L	L	H		L	M
<b>CO5</b>		L			L		M

H = Highly Related; M = Medium; L = Low

#### Reference books:

1. Web Analytics 2.0 by Avinash Kaushik
2. In The Plex: How Google Thinks, Works, and Shapes Our Lives -Kindle Edition- Steven Levy
3. The Big Data-Driven Business by Russell Glass & Sean Callahan

#### References:

<https://developers.google.com/search/blog>  
<https://neilpatel.com/>  
<https://www.youtube.com/neilpatel>  
 E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales& Marketing)**  
**Affiliate Marketing and Google AdSense**  
**PAPER CODE:MBA037D**  
**CREDITS: 3 (3,0,0)**

#### Course Objective:

To familiarize students with Understanding Affiliate Marketing and the Monetisation of Affiliate Marketing and Affiliate Partner

#### Course Outcome (CO):

At the end of this course students will be able to:

**CO1** Students understand the role and importance of Affiliate marketing in current scenario

**CO2:** Students know basic of- DIY and unboxing videos.

**CO3:** Students are able to calculate Pay-per-View, pay-per-click value.

**CO4:** Students know the priority Advertisement, right mix of search-words.

**CO5:** Students are able to know about the blocking and unblocking of advertisements.

#### Syllabus:

##### Unit I:Understanding Affiliate Marketing

Definition and importance of Affiliate marketing in current scenario. Changing dimensions of Advertising and business promotion. Business of Monetisation of Business promotion. Understanding the changing demography of users, Media management and Data driven promotion. Identification of Affiliate partners. Channels of Affiliate marketing. Creating an affiliate program. Product attributes, idea and target audience.

##### Unit II:Targeting the online customer

Targeting the online customer - DIY and unboxing videos, paid reviews, blogs, complimentary products, Webinars, Training of usage of products, TV Time, product previews, Email and SMS burst with links, Discount codes on click, free coupon online stores.

##### Unit III: Monetization of Affiliate Marketing and Affiliate Partner

Monetization of Affiliate Marketing – Data metrics, Pay-per-View, pay-per-click. Conversion rate, Affiliate Partner – Identifying the right mix for customer. Creating a sustainable program and managing.

**Unit IV: AdSense**

Google AdSense: Google as affiliate partner and business catalyst. Understanding Google AdSense Business model. Identifying specific demography of users. Choosing the right mix of ads. Advertising in search engine. SEO (Search Engine optimisation), priority Advertisement, right mix of search-words. Tweaking of business promotion by understanding google analytics and data research.

**Unit V:Administration**

Internal administration – integration of products. User sensitivity, blocking and unblocking of advertisements. Analysis of SEO data. Synthesis and Exercises

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		M	L	
CO2	L	H		M	L		L
CO3	M		H			M	L
CO4	H	M	L	H		L	M
CO5		L			H		M

H = Highly Related; M = Medium; L = Low

**Text books:**

1. Google Ad words for Beginners: A Do-It-Yourself Guide to PPC Advertising, By Cory Rabazinsky, 2015
2. Introduction to Programmatic Advertising, By Dominik Kosorin, 2016
3. Blogging: A Practical Guide to Plan Your Blog: Start Your Profitable Home-Based Business with a Successful Blog By Jo and Dale Reardon, 2015
4. Affiliate marketing: A complete guide step by step to how to join the affiliate marketing business by Mark J. Cooper

**References:**

[https://www.youtube.com/watch?v=CF3Uk2jc\\_ig&ab\\_channel=Ahrefs](https://www.youtube.com/watch?v=CF3Uk2jc_ig&ab_channel=Ahrefs)  
<https://www.amnavigator.com/>  
<https://www.affiversemedia.com/>  
 E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales& Marketing)**  
**Lab: LinkedIn and Twitter Marketing**  
**PAPER CODE: MBA039D**  
**CREDITS: 3 (3,0,0)**

**Course Objective:**

This course has been designed to acquaint the students with the important to have LinkedIn presence and the Twitter Building Blocks Module

**Course Outcome (CO):**

At the end of this course students will be able to:

- CO1** Understanding of the Role of LinkedIn presence.
- CO2** Knowledge of LinkedIn PULSE Module, LinkedIn analytics.
- CO3** Will be able to know about the Twitter Building Blocks Module.
- CO4** Understanding of the role of Targeting Audience Options Module.
- CO5** Understanding of the Some Monitoring Tools Module.

**Syllabus:**

**Unit I: Introduction to LinkedIn – The hub of B2B Networking LinkedIn Strategy**

Why it is important to have LinkedIn presence, build a Robust Company page on LinkedIn, Leverage Paid Ads and Sponsored Updates, Use Advanced Searching and who viewed your Profile, Sales leads generation using LinkedIn

**Unit II: Content Strategy**

The In – Demand Content is Industry insights Module, Creating Showcase pages, Engaging by Updating Products and Services Module, LinkedIn PULSE Module, LinkedIn analytics, Updates, Followers and Visitors Module, how is LinkedIn Targeting different from Facebook

**Unit III: Twitter Marketing: Getting Started with Twitter**

Twitter Building Blocks Module, Twitter in India, how is Twitter different? Building a content Strategy, Best Practices, Twitter Calendar Module, Twitter Usage, when to use Twitter, Customer Service.

**Unit IV: Twitter Ads**

Campaign Types Module, Targeting Audience Options Module, Targeting Best Practices Module, Twitter Ads Pricing, Metrics

**Unit V: Twitter Analytics**

Twitter Tools and Tips for Marketers Module, Live Streaming Tool Module, Some management Tools Module, Some Monitoring Tools Module, Case Study Mercedes Benz (2011) Pg 254 Digital Marketing by Seema Gupta

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M		M	L	
CO2	M	H		M	L		L
CO3	M		M			M	L
CO4	H	L	L	H		L	M
CO5		L			L		M

H = Highly Related; M = Medium; L = Low

**Text books:**

1. Twitter Marketing build a cult like following – Bryan Sharpe
2. Digital Marketing by Seema Gupta
3. Twitter Marketing: How to grow twitter account to 1 MILLION FOLLOWERS in the first 6 months, by Pamela Russell
4. The Tao of Twitter, Revised and expanded new edition by Mark Schaefer
5. Twitter Power: How to Dominate Your Market One Tweet at a Time – Joel Comm
6. LinkedIn: How to Build Relationships and Get Job Offers Using LinkedIn: by Robbie Abed
7. LinkedIn for Personal Branding: The Ultimate Guide Kindle Edition by Sandra Long
8. LinkedIn Marketing in 2018 and Beyond: by Amar Ghose
9. LinkedIn Marketing: An Hour a Day by Viveka von Rosen

**References:**

<https://searchengineland.com/>  
<https://www.youtube.com/@SocialMediaExaminer>  
 E-library, E-books, online PDF material etc.

**MBA (Elective-New Age Sales& Marketing)  
 Project Management for Digital Marketing Firms  
 PAPER CODE: MBA036D  
 CREDITS: 3 (3,0,0)**

**Course Objective:**

This course has been designed to acquaint the students with the Role of Project Manager and the Resource Scheduling and, Risk Management Agile Project Management, Monitoring and Control

**Course Outcome (CO):**

At the end of this course students will be able to:

- CO1** Understanding of the Role of Project management,  
**CO2** Knowledge of real options for project selection

**CO3** Will be able to know about the Work Breakdown structure, Scheduling of events, Estimation of durations

**CO4** Understanding of the Critical Chain Project Management

**CO5** Understanding of the Program Evaluation and Review Technique.

### **Syllabus:**

#### **Unit I: Introduction and Real Options**

Importance of Project management, Type of organization structures, Organization structure and their implications for project management

#### **Unit II: Project Manager**

Role of Project Manager, Options Thinking- real options for project selection, Acceptance and modification of projects

#### **Unit III: SDLC**

Project planning – Project Life cycle – Project scope, Work Breakdown structure, Scheduling of events, Estimation of durations, cost and resources required for the activities, Various reasons, possible benefits and different alternatives for reducing project duration.

#### **Unit IV: Resource Scheduling and, Risk Management**

Use of resources such as people, material, equipment and working capital. Resource Smoothing Problem and the Resource Limitation problem Critical Chain Project Management (CCPM)

#### **Unit V: PERT**

The Program Evaluation and Review Technique (PERT) including a Simulation approach to finding the distribution of the project completion time is covered, The manifesto and agenda for agile project management, Audit and Closure of projects, Synthesis and Cases Analyzed.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

<b>Course Outcome</b>	<b>Program Outcome</b>						
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	L		M		M	L	
<b>CO2</b>	H	M		M	L		L
<b>CO3</b>	M		H			M	L
<b>CO4</b>	H	M	L	H		L	M
<b>CO5</b>		H			L		M

H = Highly Related; M = Medium; L = Low

**Text books:**

1. Information Technology Project Management Book by Kathy Schwalbe

**References:**

<https://www.igi-global.com/chapter/enterprise-modelling-in-the-digital-age/256900>

<https://www.youtube.com/watch?v=wmgDS3FG2nI>

[https://www.youtube.com/watch?v=CF3Uk2jc\\_ig&ab\\_channel=Ahrefs](https://www.youtube.com/watch?v=CF3Uk2jc_ig&ab_channel=Ahrefs)

E-library, E-books, online PDF material etc.

### Applied Human Resource

Sub Code	Specialization (Elective-I/ Elective-II/ Elective-III/ Elective-IV/ Elective-V)	L	T	P	C
	<b>Applied Human Resource</b>				
MBA049D	Human Resource Development	3	0	0	3
MBA050D	Labour Legislation in India	3	0	0	3
MBA051D	Industrial Relations & Social Security	3	0	0	3
MBA195D	Performance Management and Detention Security	3	0	0	3
MBA052D	Labour Economics	3	0	0	3

**MBA Elective-(Applied Human Resource)  
Human Resource Development  
SUBJECT CODE: MBA049D  
CREDITS: 3 (3,0,0)**

**Course Objectives:** The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmers

**Course Outcome**

CO1: To understand the evolution and functions of HRD

CO2 To identify the content, process and the outcomes of HRD applications

CO3 To understand the evaluation process of HRD programs in order to measure their effectiveness.

CO4 To understand various HRD activities and interventions for the welfare and development of the employees

CO5 To evaluate and understand diversity issues and their impact on organizations

An overview of theoretical foundations of key areas associated with HR development in the organizations.

**Syllabus:****UNIT I- Human Resource Development**

Introduction, Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

**UNIT II-Frame work of Human Resource Development**

Introduction, HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - TGroups - Transactional Analysis.

**UNIT III-Evaluating HRD programs**

Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

**UNIT IV-Management Development**

Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

**UNIT V-Managing Workforce**

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L		L	L	L	
CO2	H		M			L	H
CO3		L	L	M	L		L
CO4	L						
CO5	M	L	L	L	H		L

H = Highly Related; M = Medium L = Low

**Text Books:**

1. Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, Cengage Learning, 2006
2. William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.



3. Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, Oxford University Press, 2009  
Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMNET, PHI Learning, 2001

**References:**

[https://books.google.co.in/books?id=vEhLAgAAQBAJ&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=vEhLAgAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA Elective-(Applied Human Resource)  
Labour Legislation in India  
SUBJECT CODE: MBA050D  
Credits: 3(3,0,0)**

**Course Objective:** To inculcate the understanding of various labour laws applicable in India.

**COURSE OUTCOME**

CO1: To make the students understand the importance of legal structure and constitutional provisions prevailing in India for the welfare of labour

CO2: To enable the students to familiarise the legal framework governing the Human Resources within which the industries function

CO3 Students will learn the salient features of wage Legislations in India.

CO4 They will learn the salient features of welfare and will integrate the knowledge of Labour Law in Practice.

CO5 To prepares students to handle legal aspects of Labour Management Relations in general and Management of trade unions in particular, which enable students to handle Industrial conflicts in an effective way.

**Syllabus:**

**Unit-I: Evolution of Labour Legislation in India**

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

**Unit -II** Objectives, Scope, Application, Key Provisions and Penalties under- Factories Act 1948; The Shops and Establishment Act 1947; and The Trade Union Act 1926 –

**Unit -III** Objectives, Scope, Application, Key Provisions and Penalties under- Payment of Wages Act 1936; Minimum Wages Act; 1948 and Payment of Bonus Act 1965

**Unit -IV** Objectives, Scope, Application, Key Provisions and Penalties under- Payment of Gratuity Act 1972; Maternity Act 1961; and Contract Labour Act 1970

**Unit - V** Industrial Employment (Standing Order) Act 1946, The Occupational Safety, Health and Working Conditions Code, 2020.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	M	L		L	L	L	
<b>CO2</b>	H		M			L	H
<b>CO3</b>		L	L	M	L		L
<b>CO4</b>	L						
<b>CO5</b>	M	L	L	L	H		L

H = Highly Related; M = Medium L = Low

**Suggested Readings:**

1. P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011
2. C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, Response Books,2001 Biswajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, PHI Learning, New Delhi
3. Vipin Gupta Et al, CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, Response Books

**References:**

[https://books.google.co.in/books/about/Labour\\_Legislation\\_in\\_India.html?id=oAtbAAAAYAAJ&redir\\_esc=y](https://books.google.co.in/books/about/Labour_Legislation_in_India.html?id=oAtbAAAAYAAJ&redir_esc=y)

E-library, E-books, online PDF material etc.

**MBA Elective-(Applied Human Resource)  
Industrial Relations and Social Security  
SUBJECT CODE: MBA051D  
CREDITS: 3(3,0,0)**

**Course Objectives:**

Objective: To enable the students in having a comprehensive understanding about the concepts of Industrial Relations and Social Security provisions in India.

**Course Outcome**

CO1: To provide exposure on how to manage Industrial Relations and to understand the importance of labour administration and Constitutional Provisions.

CO2: To demonstrate a comprehensive understanding of the trade unions, and their roles in conflict resolution, welfare, productivity, and social responsibility within organizational contexts.

CO3: To help students to acquire the skills to conduct effective employee counseling, implement consultative bodies, and devise industrial relations strategies to foster worker development and participation.

CO4: Discuss the causes of Grievance, need for discipline and punitive measures for Indiscipline

CO5: To understand the necessity and legal framework of social security.

### **Syllabus:**

#### **UNIT-I Managing Industrial Relations**

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

#### **UNIT-II Trade Unions**

Introduction- Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.

#### **UNIT-III Employee Counselling, Managing and Developing Strategies**

Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

#### **UNIT-IV Discipline and Grievance Redressal**

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.

#### **UNIT-V Social Security**

Social Security: Need and Importance, Law relating to Social Security: Workmen's Compensation Act, 1923, Industrial Dispute Act, 1947; ESI Act, 1948; Provident Fund and Misc. Act, 1952.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	M	M	L	L	
CO2				M			L
CO3	H		L	L		L	

CO4		M			M		
CO5	M		L	L	H		L

H = Highly Related; M = Medium

### Suggested Books

1. Arun Monappa, INDUSTRIAL RELATIONS, Tata Mc-Graw Hill, New Delhi
2. Pramod Verma, MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, Oxford University Press, New Delhi
3. Sivarethnamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, PHI Learning, New Delhi, 2010

### References:

[https://books.google.co.in/books?id=yObsDwAAQBAJ&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=yObsDwAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA Elective-(Applied Human Resource)  
Performance Management and Detention Strategy  
SUBJECT CODE: MBA195D  
CREDITS: 3 (3,0,0)**

### Course Objectives:

A general overview of financial statements and financial concepts, financial instruments and techniques used in financial decision-making. Anyone involved in the management of a business needs to have basic knowledge of business finance and Basic financial concepts such as the time value of money, asset valuation, and risk and return.

### Course Outcome (CO):

At the end of this course students will be able to:

**CO1** To understand the basics and nature of performance management, and its objective.

**CO2** To explain the impact of performance planning process on organizational goal setting.

**CO3** To understand the need and process of Performance Appraisal system in organization and get acquainted with various techniques of performance appraisal

**CO4** To demonstrate a comprehensive understanding of Differentiation, Normalization, and the Bell Curve approach, and their strategic alignment within Performance Management frameworks.

**CO5** Students will be proficient in understanding and applying the principles of performance coaching, alongside comprehending the concept and types of career anchors for effective career planning and management.

### Unit I Performance Management

Concept of Performance Management System, Prerequisites for Effective Performance Management, Elements and Characteristics of Performance Management System, Model of performance management system, Objectives and Functions PFM.

## Unit II Performance Planning & Goal Setting

Concept, Need, Objectives and Importance of Performance Planning, Goal Setting, Performance Planning Process, Performance Managing – Objectives and Importance, Performance Management Process SMART goals, Linking individual goals to organizational goals

## Unit III Performance Appraisal

Objectives, Importance and Process of performance appraisal, Traditional and Modern Methods of Performance Appraisal, Uses of Performance Appraisal

## Unit IV Differentiation/Normalization

Introduction to the concept of Differentiation and Normalization, Bell Curve approach; Relevance of Bell Curve in Performance Appraisal; Strategic Fit through Performance Management

## Unit V Facilitating Leaders/managers to drive performance effectively

Performance Coaching; - Objectives and Importance; Conditions For Effective Coaching; Process of Performance Coaching, Performance Coaching Models- GROW Model, Fuel Model, CIGAR Model, OSKAR Model, Peer Coaching Model; Career Anchoring- Need and Concept; Concept and Types of Career Anchors.

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND COURSE OUTCOME:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	L	M			L
CO2		L	M	L			L
CO3	M	L		L	M	L	
CO4	L		M	M	L		
CO5	H	L	M	L	M	L	

H = Highly Related; M = Medium L = Low

#### Text Books:

1. Kohli and Deb “Performance Management” Oxford
2. Robert Bacal “Performance Management” McGraw-Hill; update edition

3. Dr. G. Pandu Naik & Siraj Ur Rahman "Competency Mapping, Assessment & Development" IHRD Publication.
4. Robert Bacal "How to manage Performance" McGraw-Hill; update edition
5. Pedagogy of Competency Mapping By Dr. Ashish Manohar Urkude *PhD, PDF* Professor Alliance Business School Bangalore
6. Rao T.V., Appraising and developing managerial performance
7. Performance management: key strategies and practical guidelines, By Michael Armstrong

**References:**

[https://books.google.co.in/books?id=JTgtUrXRnJ0C&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.co.in/books?id=JTgtUrXRnJ0C&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

E-library, E-books, online PDF material etc.

**MBA Elective-(Applied Human Resource)**  
**Labor Economics**  
**SUBJECT CODE:MBA052D**  
**CREDITS: 3 (3,0,0)**

**Course Objective:** To enable the students acquainting with important aspects of Labor Economics and salient features.

**Course Outcome**

CO1: Understanding the concept of the Labor Economics

CO2: Developing an understanding about several problems of Indian Labour

CO3: Understanding the compensation policy framework and administrative structure available for labour.

CO4: Clear understanding about Labour Welfare

CO5: Knowing the labour welfare agencies and evaluating the various welfare programs.

**Syllabus:**

**Unit I: Indian Labour:**

Chief Characteristics and Economic Background; Sources of Supply of Labour in Indian Industries.

**Unit II: Labour Problems.**

Migration; Absenteeism; Labor Turn Over; Housing and Indebtedness; Industrialization and its impact.

**Unit III: Industrial and Labour Administration**

Industrial Efficiency; Wage Policies; Fringe Benefits; Labour Administration; I.L.O. and Indian Labour.

**Unit IV: Labour Welfare**

Principles, Objects, Scope and Theories, Role of Welfare Officers

**Unit V: Labour Welfare Agencies and Programs in India**

Agencies of Labour Welfare in India, Major Welfare Plans.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H = Highly Related; M = Medium L = Low

**Suggested Books:**

1 S.K. Chakraborty, Labour Economics, Himalaya Publishing House.

**References:**

[https://books.google.co.in/books/about/Labour\\_Economics.html?id=jYNxkRa0IOEC&redir\\_esc=y](https://books.google.co.in/books/about/Labour_Economics.html?id=jYNxkRa0IOEC&redir_esc=y)  
E-library, E-books, online PDF material etc.

Sub Code	Specialization (Elective-VI/ Elective-VII/ Elective-VIII/ Elective-IX/ Elective-X)	L	T	P	C
MBA053D	Payroll Management	3	0	0	3
MBA054D	International HRM	3	0	0	3
MBA055D	Human Resource Information System	3	0	0	3
MBA056D	Negotiation & Conflict Management	3	0	0	3
MBA057D	Organization Chain & Development	3	0	0	3

**MBA Elective- (Applied Human Resource)  
Payroll Management  
SUBJECT CODE: MBA053D  
CREDITS: 3 (3,0,0)**

**Course Objective:** The course provides an in-depth understanding of standard deductions, benefits, and how to manage them effectively.

**Course Outcomes (CO):**

**CO1** Understand the concept of Compensation and the need and importance of Compensation Management in an organization.

**CO2** Understand and apply the various Wage and Compensation models for determination of Wages and Compensation of employees in an organization including benefits.

**CO3** Understand the policies of Executive Compensation and apply the various Models for determination of Executive Compensation

**CO4** Determine the Salary Structure and the difference between each salary step and the maximum and minimum percentage spread.

**CO5** Identify the HR role in Payroll system. Also, to understand the design and implementation of fair, compliant, and competitive compensation and payroll policies, effectively managing payroll systems and employee benefits.

**Syllabus:**

**Unit I: Overview of Compensation Management**

Conceptual View of Compensation Management, Theories of Compensation Management; Compensation Management Strategies; Factors Influencing Compensation Management; Process of Compensation Management; Job Evaluation and Compensation.

**Unit II Compensation Management and Benefits**

Stake Holders of Compensation Management; Wage Determination Model; Determinants of Compensation, Elements of Compensation; Compensation Planning; Performance Based Compensation Schemes; Competency Based Compensation; Types of Employee Benefits; Non-Monetary Benefits.

**Unit III Executive Compensation**

Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation; Models of Executive Compensation; Executive Compensation System and Policy.

**Unit IV Introduction to Payroll Record Keeping**

Salary and Tax Components; Payroll Software; Compensation Benchmarking.

**Unit V HR Policies in context to Compensation and Payroll**

Purpose, Scope & Importance of Compensation and Payroll Policies; Compensation and Benefits Policies; Leave and Time-Off Policies; Payroll Administration; Employee Benefits and Allowances; Payroll Record Keeping; Technology and Payroll Systems.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			H		M	L	
CO2	L	H		H	M		L



CO3	M		L			M	L
CO4	M	L	L	H		L	M
CO5		L			L		M

H = Highly Related; M = Medium L = Low

#### Reference Books:

1. Tapomoy Deb “Compensation Management” Excel Books
2. Milkovich & Newman “Compensation” Tata Mcgraw Hill
3. Subhashesh Bhattacharya “Compensation Management- Concept and Current Practices” ICFAI
4. Dipak Kumar Bhattacharya “Compensation Management” Oxford

#### References:

<https://www.youtube.com/watch?v=3QekBr0iLpY>

<https://www.youtube.com/watch?v=YLDdhZ7ObXw>

[https://alison.com/tag/payroll?utm\\_source=google&utm\\_medium=cpc&utm\\_campaign=Performance-Max\\_Tier-](https://alison.com/tag/payroll?utm_source=google&utm_medium=cpc&utm_campaign=Performance-Max_Tier-)

[5\\_Careers&gad\\_source=1&gclid=CjwKCAjwkJm0BhBxEiwAwT1AXOmXuAtHAC5jeTG1cli6CdndhMYFzd8HD3NLmph06I\\_nRAaQRDwNLxoCmxwQAvD\\_BwE](https://alison.com/tag/payroll?utm_source=google&utm_medium=cpc&utm_campaign=Performance-Max_Tier-5_Careers&gad_source=1&gclid=CjwKCAjwkJm0BhBxEiwAwT1AXOmXuAtHAC5jeTG1cli6CdndhMYFzd8HD3NLmph06I_nRAaQRDwNLxoCmxwQAvD_BwE)

E-library, E-books, online PDF material etc.

**MBA Elective-( Applied Human Resource)  
International HRM  
SUBJECT CODE: MBA054D  
CREDITS: 3 (3,0,0)**

#### Course Objective:

The International Human Resource Management (IHRM) gives students the knowledge, understanding and key skills required by HR professionals working in an international context with multinational organisations and to enable students to effectively contribute to dynamic organisations.

#### Course Outcome (CO):

At the end of this course students will be able to:

CO1 To understand the concepts of globalization in HR Perspective

CO2 To understand the developments in global HR practices and its challenges.

CO3 To make students understand the HR policies and functioning in global context.

CO4: To develop the skills to analyze industries, understand change management and appreciate diversity's role in learning, and understand HR's contribution to global organizational learning.

CO5 Appreciate the implications of increasing globalization for the management of human resources, with particular reference to IHRM in knowledge based organizations.

#### Syllabus:

#### UNIT I: Global HR Management and International Business Strategy

Introduction; Growth of International Business and Globalization; Operational Objectives and Means of Globalization in HR Perspective; Use of Balanced Scorecard in Global HR; Choosing an International Competitive Strategy; Forms of Operations.

### **UNIT -II: HR Challenges and Opportunities in Global Operations**

HR Challenges & Opportunities; National Differences Facing Operations – Domestic & MNC Perspectives; Linkages among Countries; Governance of Operations; Individual and Company Concerns; Multi cultural orientation to employees; Research and documentation Orientation in Global organizations; Ethical and Socially Responsible Behavior; Careers in International Business.

### **UNIT -III: HR Policies and Operations in a Global Setting**

Distinctive Features of HR Functions in Global Context; Planning, Organizing, Directing, and Controlling Global HR Operations; Manpower Planning to Separations in a Global Set-up; Global Staffing Strategies - Skill & Knowledge Development in International HR; - Incentives & Compensation Packages for Global Workforce; Motivational System in a Global Environment – Reporting Relationships – Performance Appraisal Systems for International Employees; Grievance Handling in a global Setting.

### **UNIT –IV Change Management and Organizational Learning in a Global Context**

Change Management Model; Appreciating Change; Industry Analysis; Business Models; Mobilizing Support for Change; Executing Change; Building Change Capability; Leadership and Change; Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations; HR’s Role in Developing Global Organizational Learning Systems.

### **UNIT -V Quality Performance and HRM in Knowledge-Based Organizations**

Quality Performance in Knowledge Based Organizations; Technology in HRM-Behavioral & Technical Aspects; Universal Quality Standards & HRM; Eastern Management Thought for Global Management; Commitment, Quality, and Stress Free Work Life.

## **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H = Highly Related; M = Medium L = Low

**Reference Books:**

1. Punnett Betty Jane, International Perspectives On Organizational Behavior And Human Resource Management,
2. M.E. Sharpe, 2009 Monir Tayeb, International Hrm, Oxford University Press,2005
3. Dowling & Welch, International Hrm: Managing People In Multinational Context, Cengage Learning, Newdelhi,1999

**References:**

[international-and-strategic-human-resource-management-free-online-course-with-certificate](https://www.udemy.com/course/international-and-strategic-human-resource-management-free-online-course-with-certificate)  
[International Human Resource Management | Udemy](https://www.udemy.com/course/international-human-resource-management/)  
E-library, E-books, online PDF material etc.

**MBA Elective-(Applied Human Resource)  
Human Resource Information System  
SUBJECT CODE: MBA55D  
CREDITS: 3 (3,0,0)**

**Course Objective:** To discuss issues related to HRIS and to develop an understanding about application of HRIS.

**Course Outcomes (CO):**

- CO1: To understand the concept of Human Resource Information Systems  
CO2 To familiarise the applications of HRIS in Organisations  
CO3 Students know about the employee related data  
CO4 To learn HRIS, its need, implications and key issues.  
CO5 To understand the importance of MIS usage in employee engagement.

**Syllabus:****Unit I:HRIS: Data, Technology, and Management**

Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanisms of HRIS; Programming Dimensions & HR Manager; Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens]; EHRM- Objectives, Advantages & Disadvantages.

**UNIT II:Design and Management of HRIS**

Data Management for HRIS; Data Formats; Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing; Office Automation; Information Processing & Control Functions; Design of HRIS; Relevance of Decision Making; Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanisms; Standard Software and Customized Software; HRIS: An Investment.

**UNIT III:HR Processes and Systems: Integrating HRM with HRIS**

HR Management Process & HRIS; Modules on HR Planning, Recruitment, Selection, Placement; Module on Performance Appraisal System; Training & Development Module; Module on Pay & other Related Dimensions; Information System's support for Planning & Control.

#### **UNIT IV:Advanced HR Management Processes and HRIS Integration**

HR Management Process II & HRIS; Organization Structure & Related Management Processes; Authority & Responsibility Flows; Communication Process; Organization Culture and Power; Data Capturing for Monitoring & Review; Behavioral Patterns of HR; Other Managers and their Place in Information Processing for Decision Making.

#### **UNIT V:HRIS Security, Implementation, and Integration in Organizations**

Security, Size & Style of Organizations & HRIS; Security of Data and Operations of HRIS Modules; Common Problems during IT Adoption Efforts and Processes to Overcome; Orientation & Training Modules for HR & other Functionaries; Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS.

#### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			L	H		
CO2		H				L	
CO3	H	H	H	L			
CO4		M			H		L
CO5	L			M		M	

H = Highly Related; M = Medium L = Low

#### **Reference Books**

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
2. Gueutal & Stone, The Brave New World of her, Jossey-Bass,2005
3. Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson. 2006.

#### **References:**

[https://youtu.be/Y96oJ9Yftbg?si=r6f5p\\_qR3TjRjpbz](https://youtu.be/Y96oJ9Yftbg?si=r6f5p_qR3TjRjpbz)  
[https://youtu.be/YdrK60ayD\\_g?si=7aEviq7LpH-mjRH](https://youtu.be/YdrK60ayD_g?si=7aEviq7LpH-mjRH)  
E-library, E-books, online PDF material etc.

**MBA Elective-(Applied Human Resource)  
Negotiation and Conflict Management  
SUBJECT CODE: MBA056D  
CREDITS: 3 (3,0,0)**

**Course Objective:**To enlighten the students with the concept of risk management in banks in general and techniques in measurement and control of credit risk, operational risk and market risk in particular.

**Course Outcomes (CO):**

**CO1:** Understand and Define Conflict and the different views of conflict like the Traditional, HR and Interactionist Views

**CO2:** Observe and identify the different types and different levels of conflict and their impact on individual and organizational performance.

**CO3:** Identify the source and stage of a conflict to resolve/ utilize the conflict for positive impact.

**CO4:** Explain the role of culture in a conflict situation for effective Conflict resolution in an organization

**CO5:** Demonstrate knowledge of the negotiation process and the key approaches to negotiation.

**Syllabus:**

**Unit I: Introduction**

Conflict Components; Types of Conflict, Models of Conflict; Process and Structural Models; Functional & Dysfunctional Conflict; Conflict Management Process; The Conflict Domain, Conflict Trends; Conflict Mapping and Tracking.

**Unit II Conflict and Preventing and Reducing Conflict**

Levels of Conflict– Intrapersonal, Interpersonal, Group & Organizational Conflicts, Sources of Conflict - Intrapersonal, Interpersonal, Group & Organizational Sources; Conflict Resolution Models, Assessing the Cost of Workplace Conflict.

**Unit III Culture and Conflict**

Behavioral Approach vs Attitudinal Approach- Individual Management Styles. Managing team & organization conflict.

**Unit IV Negotiations Strategies and Managing Negotiations:**

Types of Negotiations; Factors For Successful Negotiations; Techniques Of Negotiation; Issues In Negotiations; Arbitration, Mediation, and Process Consultation; Informal Intervention Methods; Distributive Bargaining

**Unit V The Negotiation Process**

The Negotiation Process-The Common Elements; Ethics and Negotiation; Culture and Negotiation; Mistake in Negotiation.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOME**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H		
CO2		M			H	L	

<b>CO3</b>	H	L	H	H			
<b>CO4</b>		H			L		L
<b>CO5</b>	H			M		M	

H = Highly Related; M = Medium L = Low

**Reference Books:**

1. Conflict Management: A Practical Guide to Developing Negotiation Strategies by Barbara Budjac Corvette
2. Essentials of Negotiation by Roy Lewicki
3. Negotiation by Roy J. Lewicki, David M. Saunders and Bruce Barry

**References:**

- [https://youtu.be/Lbt8mkHj8CI?si=IY36IQG\\_7XrreQty](https://youtu.be/Lbt8mkHj8CI?si=IY36IQG_7XrreQty)  
<https://youtu.be/4FmdaFig51s?si=nYD7H3VFia4J72Bg>  
<https://www.classcentral.com/course/swayam-negotiation-and-conflict-management-58523>  
<https://youtu.be/bdOILp745eQ?si=kZHi8PqqaBuhJsVL>  
 E-library, E-books, online PDF material etc.

**MBA Elective- (Applied Human Resource)  
 Organization Change and Development  
 SUBJECT CODE: MBA057D  
 CREDITS: 3 (3,0,0)**

**Course Objective:** To provide basic concepts of non-performing assets and make the students familiarised with methods in prevention of NPAs in the Indian banking system.

**Course outcome**

- CO1: To emphasise and understand the necessity for change  
 CO2: To understand the resistance to change and the process of change  
 CO3: To familiarize the concepts of effective change program.  
 CO4: Students will be able to define various terms relating to organizational development & change  
 CO5: To have deep knowledge of theoretical and historical foundations of the field and explains the practical interventions involved in an OD process

**Syllabus:**

**UNIT-I: Organizational Change: Forces, Agents, and Models**

Change - Stimulating Forces; Change Agents; Planned Change; Unplanned Change; Models of Organisational Change - Lewin's Three Step Model.

**UNIT-II Managing Resistance to Change: Factors and Techniques**

Resistance to Change; Individual Factors; Organisational Factors; Techniques to Overcome Change.

**UNIT-III Implementing Effective Change Programs: Processes and Systems**

Change Programs; Effectiveness of Change Programs; Change Process; Job Redesign; Socio Technical Systems.

#### **UNIT-IV Organizational Development: Phases and Values**

OD - Basic Values; Phases of OD- Entry & Contracting, Diagnosis & Assessment, Feedback & Planning, Intervention & implementation, Evaluating & Feedback, Termination/Exit.

#### **UNIT-V Organizational Development Techniques: Interventions and Innovations**

OD Interventions - Human Process Interventions, Structure and Technological Interventions, Strategy Interventions; Sensitivity Training; Survey Feedback; Process Consultation; Team Building; Inter-group Development; Innovations; Learning Organizations.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H = Highly Related; M = Medium L = Low

#### **Reference Books**

1. Management, Phi Learning, New Delhi, 2009 French & Bell, Organisational
2. Development, Mcgraw-Hill. Dipak Bhattacharyya, Organizational Change And Development, Oxford University Press, New Delhi, 2011

#### **References:**

[https://alison.com/tag/payroll?utm\\_source=google&utm\\_medium=cpc&utm\\_campaign=Performance-Max\\_Tier-5\\_Careers&gad\\_source=1&gclid=CjwKCAjwkJm0BhBxEiwAwT1AXOmXuAtHAC5jeTG1cli6CndhMYFzd8HD3NLmph06I\\_nRAaQRDwNLxoCmxwQAvD\\_BwE](https://alison.com/tag/payroll?utm_source=google&utm_medium=cpc&utm_campaign=Performance-Max_Tier-5_Careers&gad_source=1&gclid=CjwKCAjwkJm0BhBxEiwAwT1AXOmXuAtHAC5jeTG1cli6CndhMYFzd8HD3NLmph06I_nRAaQRDwNLxoCmxwQAvD_BwE)

E-library, E-books, online PDF material etc.

**MBA Elective- (Healthcare Management)**  
**Healthcare Environment & Management**  
**SUBJECT CODE: MBA903A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:** The objective of this course is to provide students with an in-depth understanding of the healthcare environment and management practices, enabling them to navigate and lead within complex healthcare systems. The course aims to equip students with the knowledge and skills to analyse healthcare policies, manage healthcare organization effectively, and make informed decisions that improve healthcare delivery and

outcomes.

## Course Outcomes

**CO1:** Analyze the structure and dynamics of the healthcare environment, including key stakeholders, regulations, and economic factors.

**CO2:** Evaluate healthcare policies and their impact on the management and delivery of healthcare services.

**CO3:** Apply management principles and practices to solve complex problems in healthcare settings.

**CO4:** Synthesize information from various sources to develop strategies for improving healthcare delivery and patient outcomes.

**CO5:** Critically assess the effectiveness of different management approaches in the context of healthcare organizations.

## Syllabus:

**Unit1:** Introduction to Healthcare Systems and Environment- Overview of global healthcare systems, Key stakeholders in the healthcare industry, Healthcare regulations and policies, Economic factors influencing healthcare delivery, Challenges in the healthcare environment.

**Unit2:** Healthcare Policy and Management- Introduction to healthcare policy, Policy development and analysis, The role of government and non-governmental organizations in healthcare, Policy implications on healthcare management, Case studies on healthcare policy impacts.

**Unit3:** Organizational Management in Healthcare- Principles of management in healthcare settings, Leadership and decision-making in healthcare, Strategic planning and implementation, Human resource management in healthcare, Quality management and patient safety.

**Unit4:** Financial Management in Healthcare- Basics of healthcare finance, Budgeting and financial planning in healthcare, Cost-benefit analysis and economic evaluation, Revenue cycle management, financial decision-making in healthcare organizations.

**Unit5:** Emerging Trends and Innovations in Healthcare Management- Digital transformation in healthcare, Innovations in healthcare delivery models, the role of data analytics in healthcare management, Future challenges and opportunities in healthcare management.

## MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H		
CO2		M			H	L	



<b>CO3</b>	H	L	H	H			
<b>CO4</b>		H			L		L
<b>CO5</b>	H			M		M	

H=HighlyRelatedM=MediumL=Low

### Reference Books

1. Shi, L., & Singh, D. A. (2020). *Essentials of the U.S. Health Care System*. Jones & Bartlett Learning.
2. Buchbinder, S. B., Shanks, N. H., & Kite, B. J. (2019). *Introduction to Health Care Management*. Jones & Bartlett Learning.
3. Kovner, A. R., McAlearney, A. S., & Neuhauser, D. (2017). *Health Services Management: A Case Study Approach*. Health Administration Press.
4. Zelman, W. N., McCue, M. J., Glick, N. D., & Thomas, M. A. (2020). *Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications*. Wiley.

### References:

- Porter, M. E., & Lee, T. H. (2013). *The Strategy That Will Fix Health Care*. Harvard Business Review, 91(10), 50-70.
- Berwick, D. M., Nolan, T. W., & Whittington, J. (2008). *The Triple Aim: Care, Health, and Cost*. Health Affairs, 27(3), 759-769.
- Institute of Medicine. (2001). *Crossing the Quality Chasm: A New Health System for the 21st Century*. National Academy Press.
- McClellan, M., Kent, J., Beales, S. J., Cohen, S. I., Macdonnell, M., Thoumi, A., & White, R. (2013). *Accountable Care Around the World: A Framework to Guide Reform Strategies*. Health Affairs, 32(9), 1507-1515.

**MBA Elective-(Healthcare Management)**  
**Healthcare Quality Management**  
**SUBJECT CODE: MBA904A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:** The objective of this course is to provide students with a comprehensive understanding of healthcare quality management, focusing on methodologies and tools to ensure high standards of patient care. The course aims to equip students with the skills to design, implement, and evaluate quality improvement initiatives in healthcare organizations.

### Course Outcomes

CO1: Understand the key principles and concepts of healthcare quality management.

- CO2: Apply quality management tools and techniques to improve healthcare processes.
- CO3: Analyze the outcomes of quality improvement initiatives using data-driven approaches.
- CO4: Evaluate the effectiveness of various quality management models in healthcare settings.
- CO5: Develop strategies for continuous quality improvement in healthcare organizations.

**Syllabus:**

**Unit1:** Introduction to Healthcare Quality Management- Definition and importance of quality in healthcare, Evolution of quality management in healthcare,  
 Key concepts: patient safety, patient satisfaction, and care standards, Accreditation and certification in healthcare, Quality management frameworks: Six Sigma, Lean, TQM.

**Unit2:** Tools and Techniques for Quality Improvement- Quality improvement tools: Pareto charts, Fishbone diagrams, Control charts, Process mapping and workflow analysis, Root cause analysis (RCA).

**Unit3:** Data Management in Healthcare Quality- Importance of data in quality management, Data collection and analysis methods, Performance metrics and key performance indicators (KPIs), Benchmarking and comparative data analysis, Health Information Systems (HIS) and data-driven decision-making.

**Unit4:** Quality Management Models and Frameworks- Overview of Total Quality Management (TQM), Six Sigma in healthcare: principles and applications, Lean methodology for healthcare process improvement, Case studies of successful quality management in healthcare organizations.

**Unit5:** Continuous Quality Improvement (CQI) in Healthcare- Principles of Continuous Quality Improvement (CQI), Implementation strategies for CQI, Change management in quality improvement, Patient-centered care and quality, Future trends in healthcare quality management.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L

CO5	H			M		M	
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H=Highly Related; M=Medium L=Low

### Reference Books

1. McLaughlin, D. B., & Kaluzny, A. D. (2021). *Continuous Quality Improvement in Health Care*. Jones & Bartlett Learning.
2. Hughes, R. G. (Ed.). (2008). *Patient Safety and Quality: An Evidence-Based Handbook for Nurses*. Agency for Healthcare Research and Quality.
3. Sollecito, W. A., & Johnson, J. K. (2020). *McLaughlin and Kaluzny's Continuous Quality Improvement in Health Care*. Jones & Bartlett Learning.
4. O'Donnell, E. T., & Windham, L. (2019). *Healthcare Quality Management: A Case Study Approach*. Health Administration Press.

### References:

[Donabedian, A. \(1988\). \*The Quality of Care: How Can It Be Assessed?\* JAMA, 260\(12\), 1743-1748.](#)  
[Institute of Medicine. \(2000\). \*To Err Is Human: Building a Safer Health System\*. National Academy Press.](#)  
[Berwick, D. M., & Hackbarth, A. D. \(2012\). \*Eliminating Waste in US Health Care\*. JAMA, 307\(14\), 1513-1516.](#)

**MBA Elective-(Healthcare Management)**  
**Healthcare Operations & Information Management**  
**SUBJECT CODE: MBA905A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:** The objective of this course is to provide students with a comprehensive understanding of the principles and practices involved in healthcare operations and information management. The course aims to equip students with the knowledge and skills to optimize healthcare operations, enhance decision-making processes, and effectively manage healthcare information systems.

### Course Outcomes

- CO1: Understand the key concepts and frameworks of healthcare operations management.
- CO2: Analyze healthcare workflows and processes to identify areas for improvement.
- CO3: Apply operations management tools and techniques to optimize healthcare delivery.
- CO4: Evaluate the role and impact of information management systems in healthcare organizations.
- CO5: Design strategies for integrating information technology to enhance healthcare operations and patient care.

### Syllabus:

**Unit 1:** Introduction to Healthcare Operations Management- Overview of healthcare operations management, Key concepts: efficiency, effectiveness, and productivity, Healthcare delivery

models and service line management, Process design and workflow analysis in healthcare, Role of operations management in patient care and safety.

**Unit2:HealthcareOperationsPlanningandControl-** Capacity planning in healthcare, Resource allocation and scheduling, Inventory management in healthcare settings, Lean management and Six Sigma in healthcare operations, Case studies on healthcare operations optimization.

**Unit3:HealthcareInformationSystems(HIS)-** Introduction to healthcare information systems, Electronic Health Records (EHR) and Electronic Medical Records (EMR), Health Information Exchange (HIE) and interoperability, Data management and security in healthcare, Role of HIS in decision-making and patient care.

**Unit4:IntegrationofInformationTechnologyinHealthcareOperations-** Impact of IT on healthcare operations, Telemedicineandremotepatientmonitoring, Data analytics and business intelligence in healthcare, Workflow automationanddecisionsupportsystems, Challenges and opportunities in healthcare IT implementation.

**Unit5:FutureTrendsInHealthcareOperations&InformationManagement-** Emergingtechnologiesinhealthcareoperations:AI,IoT,Blockchain, Patient-centered care and personalized medicine, Sustainable operations management in healthcare, Global healthcare operations management, Future challenges and innovations in healthcare information management.

#### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		M		M	L	
CO2	H	M		M	L		L
CO3	M		H			M	L
CO4	H	M	L	H		L	M
CO5		H			L		M

H=HighlyRelated;M=MediumL=Low

#### **Suggested Books:**

1. Langabeer, J. R., & Helton, J. (2016). *Healthcare OperationsManagement:ASystemsApproach*.Jones&BartlettLearning.
2. Wager,K.A.,Lee,F.W.,&Glaser,J.P.(2017).*HealthCareInformationSystems: A Practical Approach for Health Care Management*.
3. Jossey-Bass.

4. Nahmias, S., & Olsen, T. (2015). *Production and Operations Analysis*. Waveland Press.

## References:

[Kaplan, R.S., & Porter, M.E. \(2011\). \*How to Solve the Cost Crisis in Health Care\*. Harvard Business Review, 89\(9\), 46-64.](#)

[Blumenthal, D., & Tavenner, M. \(2010\). \*The "Meaningful Use" Regulation for Electronic Health Records\*. New England Journal of Medicine, 363\(6\), 501-504.](#)  
[Heeks, R. \(2006\). \*Health Information Systems: Failure, Success, and Improvisation\*. International Journal of Medical Informatics, 75\(2\), 125-137.](#)

MBA Elective-(Healthcare Management)  
**Healthcare Laws, Ethics, and Medical Terminology**  
**SUBJECT CODE: MBA906A**  
**CREDITS: 3,(3,0,0)**

**Course Objectives:** The objective of this course is to provide students with a thorough understanding of the legal and ethical principles that govern healthcare, along with a foundational knowledge of medical terminology. The course aims to prepare students to navigate complex legal and ethical issues in healthcare, ensuring compliance with laws and regulations while maintaining high standards of patient care.

## Course Outcomes

CO1: Understand the fundamental principles of healthcare laws and ethics.

CO2: Apply legal and ethical standards to real-world healthcare scenarios.

CO3: Analyze the implications of healthcare laws and ethical dilemmas on patient care and healthcare management.

CO4: Evaluate the effectiveness of legal and ethical frameworks in different healthcare contexts.

CO5: Demonstrate proficiency in using medical terminology to communicate effectively within healthcare settings.

## Syllabus:

**Unit 1: Introduction to Healthcare Laws** - Overview of healthcare law and its significance, Key healthcare laws and regulations: HIPAA, EMTALA, ACA, etc., Legal responsibilities and liabilities of healthcare providers, Patient rights and confidentiality, Case studies on legal issues in healthcare.

**Unit 2: Ethical Principles in Healthcare** - Introduction to healthcare ethics, Ethical theories and their application in healthcare, Informed consent and autonomy, End-of-life decisions and ethics, Ethical dilemmas and decision-making frameworks.

**Unit 3: Medical Terminology Basics** - Introduction to medical terminology, Structure of medical terms: roots, prefixes, and suffixes, Common medical abbreviations and acronyms, Terminology related to body systems and diseases, Application of medical terminology in healthcare documentation.

**Unit4:** Legal and Ethical Issues in Healthcare Management- Managing legal risks in healthcare organizations, Ethical leadership and corporate responsibility, Compliance and regulatory issues in healthcare management, Ethical considerations in healthcare marketing and communication, Case studies on ethical challenges in healthcare management.

**Unit5:** Advanced Topics in Healthcare Laws, Ethics, and Terminology- Emerging legal issues in healthcare: telemedicine, AI, and data privacy, Global perspectives on healthcare laws and ethics, advanced medical terminology for specialized fields, Future trends in healthcare laws and ethical standards.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		M		M	L	
CO2	M	M		H	L		L
CO3	M		H			M	L
CO4	L	M	L	H		L	M
CO5		H			L		M

**PROGRAM SPECIFIC OUTCOMES:**

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. Pozgar, G.D. (2020). *Legal and Ethical Issues for Health Professionals*. Jones & Bartlett Learning.
  2. Morrison, E. E. (2020). *Ethics in Health Administration: A Practical Approach for Decision Makers*. Jones & Bartlett Learning.
  3. Fremgen, B. F. (2020). *Medical Law and Ethics*. Pearson.
- Chabner, D.E. (2020). *The Language of Medicine*. Elsevier.

**References:**

- [Beauchamp, T.L., & Childress, J.F. \(2019\). Principles of Biomedical Ethics. Oxford University Press.](#)
- [Jonsen, A.R., Siegler, M., & Winslade, W.J. \(2015\). Clinical Ethics: A Practical Approach to Ethical Decisions in Clinical Medicine. McGraw-Hill.](#)
- [Annas, G. J. \(2016\). The Rights of Patients: The Authoritative ACLU Guide to the Rights of Patients. NYU Pre](#)

## **National Health Programmes and Policies**

**SUBJECT CODE: MBA907A**

**CREDITS: 3(3,0,0)**

**Course Objectives:** The objective of this course is to provide students with a comprehensive understanding of the national health programmes and policies in India. The course aims to equip students with the knowledge to analyse, evaluate, and contribute to the formulation and implementation of health policies, ensuring alignment with public health goals and sustainable development.

### **Course Outcomes**

CO1: Understand the historical evolution and current framework of national health programmes in India.

CO2: Analyze the key components and impact of various health policies and programmes on public health outcomes.

CO3: Evaluate the effectiveness of national health programmes in addressing health challenges in India.

CO4: Apply policy analysis tools to assess the implementation and outcomes of health programmes.

CO5: Design strategies to enhance the efficiency and effectiveness of national health programmes and policies.

### **Syllabus:**

**Unit 1:** Introduction to National Health Policies in India - Overview of health policy formulation in India, Historical perspective: From Bhore Committee to National Health Policy 2017, Key principles and goals of national health policies, Role of government and non-governmental organizations in health policy, Analysis of the National Health Policy 2017: Objectives, strategies, and implementation.

**Unit 2:** Major National Health Programme - National Rural Health Mission (NRHM) and National Urban Health Mission (NUHM), Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCH+A), National AIDS Control Programme (NACP), National Vector Borne Disease Control Programme (NVBDCP), Case studies on the implementation and impact of these programmes.

**Unit 3:** Disease-specific National Health Programmes - National Tuberculosis Elimination Programme (NTEP), National Leprosy Eradication Programme (NLEP), National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases & Stroke (NPCDCS), National Mental Health Programme (NMHP), Evaluation of programme outcomes and challenges

**Unit 4:** Health Insurance and Financing Policies - Overview of health financing in India, Ayushman Bharat-Pradhan Mantri Jan Arogya Yojana (PM-JAY), Rashtriya Swasthya Bima Yojana (RSBY), Public-private partnerships in healthcare financing, Assessment of the impact of health insurance schemes on healthcare access and equity.

**Unit 5:** Emerging Trends and Future Directions in National Health Policies - Role of technology and innovation in health policy, Public health preparedness and response to pandemics (COVID-

19 case study), Universal Health Coverage (UHC) and Sustainable Development Goals (SDGs), Challenges in policy implementation: Governance, capacity building, and resource allocation, Future trends in national health policies and programmes.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		M		M	L	
CO2	L	H		M	L		L
CO3	M		H			M	L
CO4	L	M	L	M		H	M
CO5		H			L		M

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. Bhandari, L., & Dutta, S. (2018). *Health and Wellbeing in India: An Analysis of the National Family Health Survey*. Springer.
2. Park, K. (2021). *Park's Textbook of Preventive and Social Medicine*. Banarsidas Bhanot Publishers.
3. Bajpai, N. (2020). *A Study of India's Health Policy: Planning, Programmes, and Challenges*. Oxford University Press.
4. Sundararaman, T. (2016). *Public Health Perspectives in Management*. Oxford University Press.

**References:**

- [Reddy, K.S., et al. \(2011\). \*Towards Achievement of Universal Health Care in India by 2020: A Call to Action\*. The Lancet, 377\(9767\), 760-768.](#)
- [Lahariya, C. \(2014\). \*Strengthening Primary Health Care through the National Health Programs in India: A Critical Review\*. Indian Journal of Medical Research, 139\(5\), 507-517.](#)
- [Balarajan, Y., Selvaraj, S., & Subramanian, S. V. \(2011\). \*Health Care and Equity in India\*. The Lancet, 377\(9764\), 505-515.](#)



MBA Elective-(Healthcare Management)  
**Patient Care Management & Digital Health Fundamentals**  
**SUBJECT CODE: MBA908A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The objective of this course is to provide students with a comprehensive understanding of patient care management and the fundamentals of digital health.
- The course aims to equip students with the knowledge and skills needed to manage patient care effectively while leveraging digital health technologies to improve patient outcomes and healthcare delivery.

**Course Outcomes**

**CO1:** Understand the principles and practices of patient care management in healthcare settings.

**CO2:** Analyze the role of digital health technologies in enhancing patient care and healthcare delivery.

**CO3:** Apply strategies for managing patient care, focusing on quality, safety, and patient satisfaction.

**CO4:** Evaluate the effectiveness of digital health solutions in patient care management.

**CO5:** Design innovative approaches to integrate digital health tools into patient care management practices.

**Syllabus:**

**Unit 1:** Introduction to Patient Care Management- Overview of patient care management in healthcare, Patient-centered care: concepts and importance, Roles and responsibilities of healthcare providers in patient care, Quality assurance and patient safety in healthcare, Case studies on effective patient care management practices.

**Unit 2:** Fundamentals of Digital Health, Introduction to digital health: definition and scope, Key technologies in digital health: telemedicine, mobile health (Health), electronic health records (EHR), The role of digital health in enhancing healthcare delivery, Regulatory and ethical considerations in digital health, Case studies on successful digital health implementations.

**Unit 3:** Integration of Digital Health in Patient Care- Digital health tools for patient care management: monitoring, diagnostics, and treatment, Use of artificial intelligence (AI) and data analytics in patient care, Patient engagement and digital communication strategies, Challenges and barriers to integrating digital health in patient care, Case studies on digital health integration in healthcare settings.

**Unit 4:** Future Trends in Patient Care and Digital Health- Emerging technologies in digital health: wearable, IoT, and virtual reality, personalized medicine and genomics in patient care.

**Unit 5:** Telehealth and remote patient monitoring: opportunities and challenges, Future directions in patient care management and digital health, Capstone project: designing a digital health solution for patient care management.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L		H		
CO2		M		M	H	L	
CO3	M	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. Brown, D. S., & Edwards, H. E. (2019). *Lewis's Medical-Surgical Nursing: Assessment and Management of Clinical Problems*. Elsevier.
2. McGonigle, D., & Mastrian, K. G. (2021). *Nursing Informatics and the Foundation of Knowledge*. Jones & Bartlett Learning.

**References:**

- [Topol, E. J. \(2019\). \*High-Performance Medicine: The Convergence of Human and Artificial Intelligence\*. Nature Medicine, 25\(1\), 44-56.](#)
- [Kvedar, J., Coye, M. J., & Everett, W. \(2014\). \*Connected Health: A Review of Technologies and Strategies to Improve Patient Care with Telemedicine and Telehealth\*. Health Affairs, 33\(2\), 194-199.](#)
- [McGinn, T., et al. \(2011\). \*Patient-Centered Care and Patient Engagement: A Framework for Developing New Models of Care\*. Journal of Medical Internet Research, 13\(4\), e115.](#)

MBA Elective-(Healthcare Management)  
**Healthcare Supply Chain Management**  
**SUBJECT CODE: MBA909A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The objective of this course is to provide students with a thorough understanding of the healthcare supply chain, its components, and the role it plays in the efficient functioning of healthcare organizations.
- The course aims to equip students with the knowledge and skills necessary to manage and optimize the supply chain processes within the healthcare sector to ensure the availability of quality healthcare products and services.

**Course Outcomes**

**CO1:** Understand the fundamental concepts and components of the healthcare supply chain.

**CO2:** Analyze the challenges and opportunities in managing healthcaresupplychains effectively.

**CO3:** Apply best practices in supply chain management to improveefficiencyand reducecosts in healthcareorganizations.

**CO4:** Evaluate the impact of supply chain management decisions onhealthcare delivery and patient outcomes.

**CO5:** Design innovative solutions to address supply chain challenges in thehealthcaresector.

### Syllabus:

**Unit1:**IntroductiontoHealthcareSupplyChainManagement- Overview of the healthcare supply chain, Key components: procurement, logistics, inventory management, and Distribution, The role of the supply chain in healthcare delivery, Differencesbetweenhealthcare supplychainsand other industries, Case studies on successful healthcare supply chain management.

**Unit2:**ProcurementandSupplierRelationshipManagement- Procurement strategies in healthcare, Supplier selection and evaluation, Building and managing supplier relationships, Contract management and negotiation, Ethical considerations in healthcare procurement, Case studies on procurement practices in healthcare.

**Unit3:**InventoryManagementandDemandForecasting- Inventory management techniques in healthcare, Demand forecasting methods and tools, Stockmanagement:Just-in-Time(JIT),EconomicOrderQuantity(EOQ), Managing shortages and excess inventory Use of technology in inventory management (e.g., RFID, IoT), Case studies on inventory management in hospitals

**Unit4:**LogisticsandDistributioninHealthcare- Transportationanddistributionstrategiesinhealthcare, Cold chain logistics for pharmaceuticals and vaccines, Warehousemanagementandoptimization, Challenges in last-mile delivery in healthcare, Risk management in healthcare logistics, Case studies on logistics management in the healthcare sector

**Unit5:**EmergingTrendsandFutureDirectionsinHealthcareSupplyChainManagement- The impact of globalization on healthcare supply chains, The role of data analytics and big data in supply chain optimization, Sustainable supply chain practices in healthcare, The impact of digital health and telemedicine on the supply chain, Future trends: AI, blockchain, and automation in healthcare supply chains, Capstone project: Developing a strategic supply chain plan for a healthcareorganization

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L	M	H		
CO2		M		L	H	L	
CO3	H	L	H	H			

<b>CO4</b>		<b>H</b>			<b>L</b>		<b>L</b>
<b>CO5</b>	<b>H</b>			<b>M</b>		<b>M</b>	

H=Highly Related; M=Medium L=Low

### Suggested Books:

1. Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
2. Burns, L.R., Housman, M.G., & Rivenson, H.L. (2011). *The Healthcare Value Chain: Demystifying the Role of GPOs and PBMs*. Wiley.

### References:

- [De Vries, J., & Huijsman, R. \(2011\). \*Supply Chain Management in Health Services: An Overview\*. \*Supply Chain Management: An International Journal\*, 16\(3\), 159-165.](#)
- [Wamba, S. F., & Akter, S. \(2019\). \*Big Data Analytics for Supply Chain Management: A Literature Review and Research Agenda\*. \*European Journal of Operational Research\*, 274\(2\), 416-432.](#)

MBA Elective-(Healthcare Management)  
**Healthcare Financing and Insurance**  
**SUBJECT CODE: MBA910A**  
**CREDITS: 3(3,0,0)**

### Course Objectives:

- The objective of this course is to provide students with an in-depth understanding of healthcare financing and insurance systems, with a focus on the Indian context.
- The course aims to equip students with the knowledge to analyse financial mechanisms in healthcare, understand the role of insurance in healthcare access, and apply financial management principles to improve healthcare delivery.

### Course Outcomes

- CO1:** Understand the fundamental principles of healthcare financing and the structure of healthcare insurance in India.
- CO2:** Analyze the impact of different healthcare financing models on the accessibility and quality of healthcare in India.
- CO3:** Apply financial management techniques in healthcare organizations to ensure sustainability and cost-effectiveness.
- CO4:** Evaluate the role of government policies and private sector initiatives in shaping healthcare financing and insurance in India.
- CO5:** Design strategic plans to optimize healthcare financing and insurance models to improve healthcare access and equity in India.

### Syllabus:

**Unit1:IntroductiontoHealthcareFinancing** - Overview of healthcare financing: concepts and importance, Sources of healthcare financing: public, private, and out-of-pocket, Overview of healthcare expenditure in India, Global models of healthcare financing and their relevance to India, Challenges in healthcare financing in developing countries, Case studies on healthcare financing in India.

**Unit2:HealthcareInsuranceinIndia-**

Typesofhealthcareinsurance:public,private,andcommunity-based, Healthinsuranceschemes inIndia: AyushmanBharat, ESIC,CGHS, Role of private health insurance in India, Regulation and governance of health insurance in India, Issues and challenges in health insurance penetration, Case studies on health insurance schemes in India.

**Unit3:FinancialManagementinHealthcareOrganizations-** Financial management principles in healthcare, Budgeting and financial planning in healthcare organizations, Cost accounting and control in healthcare, Revenue cycle management in healthcare settings, Financial performance analysis of healthcare institutions, Case studies on financial management in Indian hospitals.

**Unit4:GovernmentPoliciesandHealthcareFinancing-** Role of the government in healthcare financing in India, National Health Policy and its implications on financing, Public-Private Partnerships (PPP) in healthcare, Governmentinitiativesforhealthcarefinancing:NHM,PMJAY, Challenges in implementing government healthcare financing schemes, Case studies on government healthcare financing initiatives in India.

**Unit5:FutureTrendsinHealthcareFinancingandInsurance-** Emerging trends in global healthcare financing and their impact on India, Role of technology in healthcare financing: digital health, telemedicine, andfintech, Innovations in health insurance: microinsurance, tele-insurance, Strategies for improving healthcare financing in rural and underserved areas, The future of healthcare financing and insurance in India.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L		H		
CO2	L	M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H=HighlyRelated;M=MediumL=Low

**Suggested Books:**

1. Carrin, G., & James, C. (2005). *Social Health Insurance: Key Factors Affecting the Transition Towards Universal Coverage*. World Health Organization.
2. Glied, S., & Smith, P. C. (Eds.). (2011). *The Oxford Handbook of Health Economics*. Oxford University Press.

### References:

- [Mahal, A., & Fan, V. Y. \(2011\). \*Expanding Health Coverage for Vulnerable Groups in India\*. \*Social Science & Medicine\*, 73\(4\), 504-511.](#)
- [Reddy, K. S., & Selvaraj, S. \(2011\). \*A Critical Assessment of the Existing Health Insurance Models in India\*. \*Economic & Political Weekly\*, 46\(43\), 94-102.](#)
- [Ghosh, S. \(2014\). \*Publicly-Financed Health Insurance for the Poor\*.](#)

MBA Elective-(Healthcare Management)  
**Hospital Planning & Project Management**  
**SUBJECT CODE: MBA911A**  
**CREDITS: 3,(3,0,0)**

### Course Objectives:

- The objective of this course is to provide students with a comprehensive understanding of the principles and practices involved in hospital planning and project management, with a specific focus on the Indian healthcare system.
- The course aims to equip students with the skills necessary to plan, design, and manage hospital projects efficiently, considering the unique challenges and requirements of the Indian healthcare context.

### Course Outcomes:

- CO1:** Understand the fundamental concepts of hospital planning and project management within the Indian healthcare context.
- CO2:** Analyze the critical factors influencing hospital design and project implementation in India.
- CO3:** Apply project management tools and techniques to plan and execute hospital projects effectively.
- CO4:** Evaluate the financial, regulatory, and operational aspects of hospital planning and project management.
- CO5:** Design a comprehensive project plan for a hospital, addressing key challenges and ensuring alignment with healthcare goals in India.

### Syllabus:

**Unit 1:** Introduction to Hospital Planning- Overview of hospital planning: concepts, objectives, and importance, Types of hospitals and their specific planning needs, Site selection and feasibility studies, Space allocation, zoning, and architectural considerations, Hospital design standards and guidelines in India, Case studies on hospital planning in India.

**Unit2:ProjectManagementPrinciplesinHealthcare-** Basics of project management: scope, time, cost, and quality, Project life cycle and phases: initiation, planning, execution, monitoring, andProjectmanagementtools:Ganttcharts,PERT,CPM,andMSProject, Risk management in healthcare projects, Stakeholder management and communication in healthcare projects, Case studies on successful hospital project management.

**Unit3:FinancialandRegulatoryConsiderationsinHospitalProjects-** Budgeting and financial planning for hospital projects, Cost estimation and financial analysis, Sources of financing for hospital projects: public, private, and PPP models, Regulatory approvals and compliance in hospital construction, Healthcare infrastructure policies and standards in India, Case studies on financing and regulatory challenges in Indian hospitalprojects

**Unit4:OperationalPlanningandFacilityManagement-** Hospitaloperationalplanning:workflow,logistics,andresourcemanagement, Human resource planning and management in hospitals, Facilitymanagement:maintenance,safety,andustainability, Hospital Information Systems (HIS) and digital infrastructure, Disaster preparedness and emergency planning in hospitals, Casestudieson operationalefficiencyin Indianhospitals

**Unit5:EmergingTrendsandChallengesinHospitalPlanningandProjectManagement-** Innovations in hospital design: green hospitals, smart hospitals, andpatient-centric design, The impact of technology on hospital planning and project management, Managing hospital projects in rural and underserved areas, Future trends in healthcare infrastructure development in India, Capstone project: Developing a project plan for a new hospital in a tier-2 cityin India.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M		H		
CO2	L	M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	M			H		M	

H=HighlyRelated;M=MediumL=Low

**Suggested Books:**

1. Gupta, S., & Kant, S. (2009). *Hospital and Health Care Administration:Principles and Practice*. Jaypee Brothers Medical Publishers.
2. Griffith,J.R.,&White,K.R.(2010).*TheWell-ManagedHealthcareOrganization*. Health Administration Press.
3. Chandra,S.(2012).*HospitalPlanningandManagement*.JaypeeBrothersMedical Publishers.

## References:

[Singh, S., & Anand, T. \(2015\). Hospital Planning and Infrastructure in India: Current Issues and Challenges. Journal of Health Management, 17\(3\), 351-359.](#)  
[Ramesh, G., & Sinha, A. \(2018\). Public-Private Partnerships in Healthcare Infrastructure in India: Lessons for Developing Countries. International Journal of Health Planning and Management, 33\(3\), 629-640.](#)

**Innovation in Healthcare**  
**MBA Elective-(Healthcare Management)**  
**Subject Code: MBA912A**  
**CREDITS: 3 (3,0,0)**

### Course Objective-

An "**Innovation in Healthcare**" course typically focuses on exploring the intersection of healthcare systems, technology, and innovative practices to improve patient outcomes, operational efficiency, and access to care.

### Course Outcomes-

- Identify and analyze gaps in current healthcare systems.
- Develop innovative, feasible solutions for healthcare challenges.
- Understand and navigate the ethical and regulatory landscape of healthcare.
- Collaborate across disciplines to create impactful healthcare solutions.

### Syllabus

#### Unit 1: Introduction to Healthcare Innovation

Overview of the healthcare ecosystem, Historical perspective on healthcare innovation, Key challenges in healthcare today.

#### Unit 2: Design Thinking and Problem-Solving in Healthcare

Principles of design thinking, Case studies: User-centered healthcare design, Tools and techniques for brainstorming and prototyping.

#### Unit 3: Emerging Technologies in Healthcare

Artificial Intelligence and Machine Learning, Telemedicine and Remote Monitoring, Genomics and Precision Medicine, Wearable and IoT devices.

#### Unit 4: Digital Health and Healthcare Delivery

Electronic Health Records (EHR) and interoperability, Mobile health applications, Big Data and analytics in healthcare decision-making.

#### Unit 5: The Future of Healthcare Innovation

Predicting trends and future needs, Global perspectives on healthcare innovation, the role of collaboration and interdisciplinary approaches.



**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	M		L		H		
C02		M			H	L	
C03	L	L	H	H			
C04		H			L		L
C05	H			M		M	

H = Highly Related; M = Medium L = Low

**Suggested Books:**

- Carrin, G., & James, C. (2005). *Social Health Insurance: Key Factors Affecting the Transition Towards Universal Coverage*. World Health Organization.
- Glied, S., & Smith, P.C. (Eds.). (2011). *The Oxford Handbook of Health Economics*. Oxford University Press.

**References:**

- [Mahal, A., & Fan, V. Y. \(2011\). \*Expanding Health Coverage for Vulnerable Groups in India\*. \*Social Science & Medicine\*, 73\(4\), 504-511.](#)
- [Reddy, K. S., & Selvaraj, S. \(2011\). \*A Critical Assessment of the Existing Health Insurance Models in India\*. \*Economic & Political Weekly\*, 46\(43\), 94-102.](#)
- [Ghosh, S. \(2014\). \*Publicly-Financed Health Insurance for the Poor\*.](#)

Product Management  
MBA Elective-(Product Management)  
**Product Management Fundamentals**  
**SUBJECT CODE: MBA933A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The objective of this course is to provide students with a comprehensive understanding of the fundamentals of product management, with a focus on the Indian industry context.
- The course aims to equip students with the skills to manage the lifecycle of a product, from idea to market launch and beyond. Students will engage in task-based learning, question-based learning, and problem-solving exercises to develop practical product

management skills.

## **Course Outcomes**

**CO1:** Understand the core principles of product management and the product lifecycle in the context of the Indian market.

**CO2:** Analyze market trends, customer needs, and competitive landscape to make informed product decisions.

**CO3:** Apply product management frameworks and tools to develop and manage product strategy.

**CO4:** Evaluate the effectiveness of product management processes and strategies in achieving business goals.

**CO5:** Design a comprehensive product plan, including market research, product development, and go-to-market strategies, tailored to the Indian industry.

## **Syllabus:**

**Unit1: Introduction to Product Management-** Overview of product management: roles, responsibilities, and skills, The product lifecycle: from ideation to end-of-life,

Understanding the Indian market: consumer behavior, trends, and challenges,

Task: Analyze the role of a product manager in different industries, Discuss the importance of customer-centricity in product management, Identify key challenges in managing a product in the Indian market

**Unit2: Market Research and Product Strategy-** Market research methods: qualitative and quantitative approaches, Analyzing customer needs and market opportunities, Competitive analysis and positioning, Developing a product strategy: vision, goals, and roadmaps,

Task: Conduct market research project for a new product idea, How does market research inform product strategy? Create a product strategy for a hypothetical product in the Indian market

**Unit3: Product Development and Innovation,**

Product development processes: Agile, Waterfall, and hybrid models, Design thinking and innovation in product management, Prototyping, testing, and iteration, Managing cross-functional teams in product development, Task: Develop product prototype using design thinking principles, What are the key factors in successful product innovation?, Address challenges in cross-functional collaboration during product development

**Unit4: Go-to-Market Strategy and Launch-** Developing a go-to-market (GTM) strategy: target audience, messaging, and channels, Pricing strategies and product positioning, Launch planning and execution: timelines, KPIs, and metrics, Post-launch monitoring and optimization,

Task: Create GTM plan for a new product launch in India, What makes a go-to-market strategy successful?, Solve a case study on a failed product launch and propose improvements

**Unit5: Product Management in the Indian Industry Context-** Understanding the Indian regulatory environment and compliance, Challenges and opportunities in managing products in India, Case studies of successful and unsuccessful product management in India,

Future trends in product management: technology, sustainability, and globalization,

Task: Develop product management plan for a product tailored to the Indian market, How do local market conditions affect product management decisions?, Address a real-world product management challenge in the Indian context

## **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L		L	H		
CO2	H	M			H	L	
CO3	M	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H=HighlyRelated;M=MediumL=Low

### Suggested Books:

1. Cagan, M. (2017). *Inspired: How to Create Products Customers Love*. Wiley.
2. Cooper, R.G. (2017). *Winning at New Products: Creating Value Through Innovation*. Basic Books.
3. Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use*
4. *Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
5. Thiel, P., & Masters, B. (2014). *Zero to One: Notes on Startups, or How to Build the Future*. Crown Business.
6. Garton, C. & McCulloch, E. (2012). *Fundamentals of Technology Project Management*. McGraw-Hill.

### References:

- [Choudhury, V., & Sabherwal, R. \(2003\). IT and Product Process Flexibility in the Indian Context: Implications for Product Management. MIS Quarterly, 27\(2\), 237-256.](#)
- [Kumar, N., & Puranam, P. \(2012\). India Inside: The Emerging Innovation Challenge to the West. Harvard Business Review Press.](#)
- [Pralhad, C. K., & Krishnan, M. S. \(2008\). The New Age of Innovation: Driving Co-Created Value Through Global Networks. McGraw-Hill.](#)

MBA Elective-(Product Management)  
**Strategic Product Management**  
**SUBJECT CODE: MBA933A**  
**CREDITS: 3(3,0,0)**

### Course Objectives:

- The objective of this course is to equip students with the strategic frameworks and tools necessary for managing products in a dynamic and competitive marketplace, with a focus on the Indian industry context.
- Students will learn to develop and execute product strategies that align with business goals and market needs. The course will emphasize task-based learning, question-based learning, and problem-solving to foster practical and strategic thinking in product management.

## Course Outcomes

- CO1:** Understand the strategic role of product management within the broader business context, particularly in the Indian market.
- CO2:** Analyze market dynamics, customer insights, and competitive strategies to inform product strategy.
- CO3:** Apply strategic frameworks to develop and manage a product portfolio that aligns with business objectives.
- CO4:** Evaluate the effectiveness of product strategies through performance metrics and market feedback.
- CO5:** Create a comprehensive strategic product plan, integrating market research, competitive analysis, and innovation, tailored to the Indian market.

## Syllabus:

**Unit1: Foundations of Strategic Product Management-** Introduction to strategic product management: concepts and importance, The role of product management in corporate strategy, Understanding the Indian market landscape and consumer behavior, Strategic alignment between product management and business goals, Task: Map the strategic role of product management in selected industry, What is the impact of strategic product management on business success?, Analyze a case where misalignment between product strategy and business goals led to failure

**Unit2: Market and Competitive Analysis-** Market segmentation, targeting, and positioning strategies, Competitive analysis frameworks: SWOT, Porter's Five Forces, and PESTLE, Customer insights and value proposition development, Analyzing market trends and forecasting demand in the Indian context, Task: Conduct a competitive analysis for a specific product in the Indian market, How do market forces shape product strategy?, Develop a value proposition for a new product entering a competitive market

**Unit3: Product Portfolio Management and Strategy-** Managing a product portfolio: BCG matrix, Ansoff matrix, and GE/McKinsey matrix, Product lifecycle management: strategies for different stages, Balancing innovation with risk: R&D and new product development, Strategic decisions in product line extensions and diversification, Task: Create a strategic product portfolio for a multinational company in India, What are the challenges in managing a diverse product portfolio?, Propose a strategy for revitalizing a declining product

**Unit4: Go-to-Market Strategy and Execution-** Developing a go-to-market (GTM) strategy: components and process, Pricing strategies and revenue models in the Indian market, Distribution and channel management: online. Offline strategies, Branding, marketing, and communication strategies for product launch, Task: Develop GTM strategy for a product launch in India, How do cultural differences impact GTM strategies in India? Solve a case study on a failed product launch and recommend improvements

**Unit5: Measuring and Optimizing Product Strategy-** Key performance indicators (KPIs) for product management, Feedback loops: customer feedback, data analytics, and continuous improvement, Strategic pivots: when and how to change product strategy, Future trends in product management: digital transformation, AI, and sustainability, Task: Design dashboard of KPIs to monitor product's performance, How do you determine if a product strategy is successful?, Propose a pivot strategy for a product struggling in the Indian market

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L		H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H			M		M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. Cagan, M. (2017). *Inspired: How to Create Products Customers Love*. Wiley.
2. Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use*
3. *Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
4. Cooper, R. G., & Edgett, S. J. (2009). *Product Innovation and Technology Strategy*. McGraw-Hill.
5. Kumar, N., & Puranam, P. (2012). *India Inside: The Emerging Innovation Challenge to the West*. Harvard Business Review Press.
6. Blank, S. G., & Dorf, B. (2012). *The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company*. K&S Ranch.

**References:**

[Choudhury, V., & Sabherwal, R. \(2003\). IT and Product Process Flexibility in the Indian Context: Implications for Product Management. MIS Quarterly, 27\(2\), 237-256.](#)  
[Narayanan, V. K., & Fahey, L. \(2005\). The Relevance of Meta-Strategic Forces in Strategic Product Management. Strategic Management Journal, 26\(12\), 1193-1211.](#)  
[Prahalad, C. K., & Krishnan, M. S. \(2008\). The New Age of Innovation: Driving Co-Created Value Through Global Networks. McGraw-Hill.](#)

MBA Elective-(Product Management)  
**Data Analysis & Quantitative Methods for Product Managers**  
**SUBJECT CODE: MBA935A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The objective of this course is to equip students with the analytical tools and

quantitative methods essential for making data-driven decisions in product management.

- The course will provide practical insights into the application of data analysis techniques within the product management industry, with a focus on the Indian market. Students will learn to interpret data, perform quantitative analysis, and apply these insights to enhance product strategy and decision-making.

### **Course Outcomes:**

**CO1:** Understand fundamental data analysis techniques and their application in product management.

**CO2:** Analyze product-related data using quantitative methods to derive actionable insights.

**CO3:** Apply statistical and quantitative models to solve product management problems, particularly in the Indian market.

**CO4:** Evaluate the effectiveness of data-driven strategies through metrics and performance indicators.

**CO5:** Create data-driven product management strategies by integrating quantitative analysis with industry context.

### **Syllabus:**

**Unit1:** Introduction to Data Analysis in Product Management - Overview of data analysis in product management: importance and applications, Types of data: qualitative and quantitative, structured and unstructured, Data collection methods and tools: surveys, A/B testing, user feedback, Understanding the Indian market context for data-driven product decisions

**Unit2:** Statistical Tools and Techniques for Product Managers - Descriptive statistics: mean, median, mode, variance, and standard deviation, inferential statistics: hypothesis testing, confidence intervals, and p-values, Regression analysis: linear, logistic, and multiple regression, Correlation and causation: understanding relationships between variables

**Unit3:** Quantitative Methods for Decision-Making - Decision-making under uncertainty: probability theory and expected value, Decision trees and sensitivity analysis, Optimization techniques: linear programming, goal programming, and simulation, Application of quantitative methods in product lifecycle management

**Unit4:** Data Visualization and Interpretation - Principles of effective data visualization: clarity, accuracy, and storytelling, Tools for data visualization: Tableau, Power BI, Excel, and R, Visualization techniques: histograms, scatter plots, heatmaps, and dashboards, Interpreting and presenting data insights to stakeholders

**Unit5:** Advanced Data Analytics and Predictive Modeling - Introduction to machine learning in product management: basics and applications, Predictive modeling techniques: clustering, classification, and time series analysis, Sentiment analysis and text mining for product feedback, Future trends in data analytics for product management: AI, big data, and real-time analytics.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L	L	H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H	M		M		M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. Albright, S.C., Winston, W.L., & Zappe, C. (2016). *Data Analysis and Decision Making*. Cengage Learning.
2. Montgomery, D.C., & Runger, G.C. (2014). *Applied Statistics and Probability for Engineers*. Wiley.

References:

- [Choudhary, V., & Vithayathil, J. \(2013\). \*The Impact of Cloud Computing: Emerging Trends and Implications for Product Management in India\*. MIS Quarterly, 37\(1\), 123-134.](#)
- [Iyengar, R., Jedidi, K., & Kohli, R. \(2008\). \*The Impact of Data-Driven Decision Making on Product Innovation in Emerging Markets\*. Journal of Product Innovation Management, 25\(6\), 577-590.](#)
- [Shankar, V., & Carpenter, G.S. \(2012\). \*Handbook of Marketing Strategy\*. Edward Elgar Publishing.](#)

MBA Elective-(Product Management)  
**Product Innovation & Technology Trends for Product Managers**  
**SUBJECT CODE: MBA936A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:** The objective of this course is to provide students with a deep understanding of product innovation and the latest technology trends influencing product management. The course will focus on how to leverage these trends to drive innovation and maintain a competitive edge in the market. It will also cover the strategic role of technology in the product development lifecycle, particularly within the Indian context.

## Course Outcomes:

**CO1:** Identify key technology trends and their impact on product innovation and management.

**CO2:** Explain the relationship between product innovation and technology trends in different industries.

**CO3:** Apply innovative product development strategies by integrating emerging technologies.

**CO4:** Analyze the challenges and opportunities associated with technology-driven product innovation in the Indian context.

**CO5:** Evaluate the effectiveness of different product innovation methodologies and propose improvements based on industry best practices.

## Syllabus:

**Unit1:** Introduction to Product Innovation- Definition and importance of product innovation, Types of innovation: incremental vs. disruptive, The innovation process: from idea to market, The role of technology in product innovation

**Unit2:** Emerging Technology Trends-

Overview of current and emerging technology trends (AI, IoT, Blockchain, AR/VR, etc.), Impact of these trends on product development and management, Industry 4.0 and its implications for product managers, The role of data analytics and big data in product innovation.

**Unit3:** Innovation Management and Strategy- Innovation management frameworks and models, Open innovation and collaborative innovation strategies, The role of R&D in driving innovation, Managing innovation in established companies vs. startups.

**Unit4:** Product Development and Technology Integration- The product development lifecycle and its stages, Integrating technology into the product development process, Prototyping and iterative development techniques, The role of technology in enhancing product quality and customer experience

**Unit5:** Innovation Challenges and Future Trends- Challenges in technology-driven product innovation (e.g., scalability, cost, regulation), Ethical considerations in product innovation, Future trends in product innovation and technology, Preparing for the future: skills and competencies for product managers.

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L		H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	H		L	M		M	

H=Highly Related; M=Medium L=Low

## Suggested Books:



1. Tidd, J., & Bessant, J. (2018). *Managing Innovation: Integrating Technological, Market, and Organizational Change*. Wiley India.
2. Schilling, M.A. (2019). *Strategic Management of Technological Innovation*. McGraw-Hill Education.

#### References:

- [Desouza, K. C., & Awazu, Y. \(2006\). \*Open Innovation Models: How to Analyze and Manage Innovation in an Open Way\*. Technology Management Research Center.](#)
- [Dodgson, M., Gann, D., & Salter, A. \(2008\). \*The Management of Technological Innovation: Strategy and Practice\*. Oxford University Press.](#)
- [McKinsey & Company. \(2020\). \*The Future of Product Management: How to Navigate the Emerging Technologies\*. McKinsey Research.](#)

MBA Elective-(Product Management)  
**Product Quality Management for Product Managers**  
**SUBJECT CODE: MBA937A**  
**CREDITS: 3(3,0,0)**

#### Course Objectives:

- The objective of this course is to provide students with a thorough understanding of product quality management principles, methodologies, and tools.
- The course will emphasize the importance of quality in the product lifecycle, focusing on the Indian industry context. It will prepare students to implement and manage quality processes effectively, ensuring that products meet and exceed customer expectations.

#### Course Outcomes

- CO1:** Identify key concepts and principles of product quality management in the context of product development.
- CO2:** Understand the role of quality management in product lifecycle management and its impact on customer satisfaction.
- CO3:** Apply various quality management tools and techniques to improve product quality in real-world scenarios.
- CO4:** Analyze quality management processes and their effectiveness in maintaining product standards in the Indian market.
- CO5:** Evaluate different quality management systems and propose improvements to enhance product quality and reliability.

#### Syllabus:

**Unit 1:** Introduction to Product Quality Management - Definition and significance of product quality management, Evolution of quality management practices, Key concepts: Quality Assurance, Quality Control, and Total Quality Management (TQM), Quality management in the product lifecycle.

**Unit2:QualityManagementSystemsandStandards-** Overview of major quality management systems: ISO 9001, Six Sigma, Lean,etc., Role of standards in maintaining product quality, Implementingqualitymanagementsystems indifferent industries, Regulatory requirements and compliance in the Indian context

**Unit3:QualityManagementToolsandTechniques-** Introduction to key quality management tools: SPC, FMEA, QFD, ParetoAnalysis, etc., Application of statistical tools in quality control, Root cause analysis and problem-solving techniques, Continuous improvement methodologies: Kaizen, PDCA cycle

**Unit4:QualityinDesignandManufacturing-** Quality by design (QbD) and its role in product development, Integration of quality management into the design process, Quality considerations in manufacturing processes, The role of technology in enhancing product quality

**Unit5:QualityManagementintheIndianIndustryContext-** Challenges and opportunities in implementing quality management in India, Case studies of successful quality management practices in Indian companies, Qualitymanagementindifferent sectors:manufacturing,services, technology, Future trends in product quality management in India

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M		H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	L			M		M	

H=HighlyRelated;M=MediumL=Low

**Suggested Books:**

1. Juran,J.M.,&Godfrey,A.B.(1999).*Juran'sQualityHandbook*.McGraw-HillEducation.
2. Feigenbaum,A.V.(1991).*TotalQualityControl*.McGraw-HillEducation.
3. Bester field, D. H., Bester field-Michna, C., Bester field, G. H., & Besterfield-Sacre,M.(2012).*TotalQualityManagement*.PearsonEducation India.

**References:**

[Desai, D. A. \(2008\). \*Quality management frameworks: implications forimplementingin Indian organizations\*.The TOM Journal.](#)

[Singhal, D., & Singhal, K. \(2012\). \*Six Sigma implementation practices in Indianmanufacturing SMEs\*. International Journal of Productivity and Performance Management.](#)

MBA Elective-(Product Management)  
**Product Financial Management**  
**SUBJECT CODE: MBA938A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The objective of this course is to equip students with the knowledge and skills required to manage the financial aspects of product management effectively.
- The course will focus on financial decision-making processes, cost management, pricing strategies, and investment analysis in the context of product management. Emphasis will be placed on understanding financial management within the Indian industry context.

**Course Outcomes**

**CO1:** Identify the key financial concepts and principles relevant to product management.

**CO2:** Understand the financial implications of product lifecycle management and their impact on profitability.

**CO3:** Apply financial analysis tools and techniques to assess product performance and make informed financial decisions.

**CO4:** Analyze cost structures and pricing strategies to optimize product profitability in the Indian market.

**CO5:** Evaluate investment opportunities and financial risks associated with product development and management.

**Syllabus:**

**Unit 1:** Introduction to Product Financial Management- Overview of financial management in product management, Key financial concepts: revenue, cost, profit, and cash flow, financial planning and budgeting in product management

**Unit 2:** Cost Management and Pricing Strategies- Cost structures in product management: fixed, variable, and marginal costs, Break-even analysis and cost-volume-profit relationships, Pricing strategies: cost-plus pricing, value-based pricing, and competitive pricing, Pricing in the Indian market: challenges and consideration

**Unit 3:** Financial Analysis Tools and Techniques- Financial statements: income statement, balance sheet, and cash flow statement, Ratio analysis: profitability, liquidity, and solvency ratios, Investment analysis: NPV, IRR and payback period

**Unit 4:** Product Lifecycle Management and Financial Implications- Financial implications at different stages of the product lifecycle: development, growth, maturity, and

decline, Budget allocation and resource management throughout the product lifecycle, Financial challenges in scaling products in the Indian market

**Unit5:FinancialRiskManagement inProductManagement-** Identifying financial risks in product development and management, Risk assessment and mitigation strategies, Case studies of financial failures in product management, Managing financial risks in the Indian industry context

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M		H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	L			M		M	

**H=HighlyRelated;M=MediumL=Low**

**Suggested Books:**

1. Narayanan,V.G.,&Raman,A.(2004).*FinancialManagementforProductManagers*. Harvard Business School Publishing.
2. Damodaran,A.(2012).*InvestmentValuation:ToolsandTechniquesforDeterminingthe Value of Any Asset*.Wiley

**References:**

[Gupta,S.\(2013\).Pricingandprofitabilitymanagement:Apracticalguideforbusiness leaders. Journal of Product & Brand Management.](#)

[Ramakrishnan, K., & Venkatesh, S. \(2015\). Cost management practices in theIndian manufacturing sector. The IUP Journal of Accounting Research and AuditPractices.](#)

[Rao,V.R.,&Kartik,P.\(2009\).Pricingstrategiesfornewproductsinemergingmarkets: The case of India. International Journal of Research in Marketing.](#)

MBA Elective-(Product Management)

**Strategic Product Management**

**SUBJECT CODE: MBA939A**

**CREDITS:3(3,0,0)**

**Course Objectives:** The objective of this course is to provide students with an in-depth understanding of strategic product management, emphasizing how to develop, launch, and manage products in a competitive market. Students will learn to make strategic decisions related to product portfolio management, market positioning, and innovation strategies within the Indian industry context.

**Course Outcomes**

- CO1: Explain the key concepts and frameworks in strategic product management.
- CO2: Understand the strategic role of product management in achieving competitive advantage.
- CO3: Apply strategic analysis tools to assess market opportunities and product portfolio performance.
- CO4: Analyze the impact of market trends and customer insights on product strategy.
- CO5: Evaluate different product strategies and recommend the best approach to optimize product performance in the Indian market.

**Syllabus:**

**Unit 1: Introduction to Strategic Product Management** - Overview of strategic product management and its importance in business, Key concepts: product lifecycle, portfolio management, and competitive advantage, Role of product managers in strategic decision-making, Strategic product management in the Indian context

**Unit 2: Market Analysis and Opportunity Identification** - Strategic market analysis: tools and techniques (SWOT, PESTEL, Porter's Five Forces), Identifying market opportunities and assessing market needs, Customer segmentation and targeting strategies, Understanding consumer behavior and its impact on product strategy

**Unit 3: Product Portfolio Management** - Managing a product portfolio: tools and frameworks (BCG matrix, GE/McKinsey matrix), Product positioning and differentiation strategies, Balancing innovation and risk in the product portfolio, Case studies on product portfolio management in Indian companies

**Unit 4: Strategic Innovation and New Product Development** - Innovation strategies: sustaining vs. disruptive innovation, New product development (NPD) process: from idea generation to product launch, Strategic alignment of innovation with business goals, Innovation challenges in the Indian market

**Unit 5: Strategic Product Launch and Performance Management**, Planning and executing a strategic product launch, Performance metrics for product success (market share, revenue, profitability), Continuous monitoring and improvement of product strategy, Strategic responses to market changes and competitive threats

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M		H		
CO2		M		L	H	L	
CO3	H	L	H	H			
CO4		H			L		L

CO5	H			M		M	
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**H=Highly Related;M=MediumL=Low**

### Suggested Books:

1. Cagan, M., & Jones, C. (2013). *Inspired: How to Create Products Customers Love*. Wiley.
2. Cooper, R.G., & Edgett, S.J. (2008). *Product Innovation and Technology Strategy*. Product Development Institute.
3. Aaker, D.A., & McLoughlin, D. (2010). *Strategic Market Management*. Wiley
4. Narayanan, V.G., & Raman, A. (2004). *Financial Management for Product Managers*. Harvard Business School Publishing.

### References:

[Govindarajan, V., & Trimble, C. \(2005\). \*Building Breakthrough Businesses Within Established Organizations\*. Harvard Business Review.](#)

[Ramamurti, R., & Singh, J.V. \(2009\). \*Emerging Multinationals in Emerging Markets\*. Cambridge University Press.](#)

[Chandy, R.K., & Tellis, G.J. \(2000\). \*The Incumbent's Curse? Incumbency, Size, and Radical Product Innovation\*. Journal of Marketing.](#)

MBA Elective-(Product Management)

**Product Development and Launch**

**SUBJECT CODE: MBA940A**

**CREDITS: 3(3,0,0)**

**Course Objectives:** The objective of this course is to equip students with the knowledge and skills required to manage the end-to-end process of product development and launch, emphasizing practical strategies for successful market entry. The course focuses on integrating product design, development, testing, and launch strategies within the context of the Indian industry.

### Course Outcomes

- CO1:** Understand the key stages in product development from idea generation to launch.
- CO2:** Apply best practices and methodologies for product design and development.
- CO3:** Analyze market needs and customer feedback to inform product development strategies.
- CO4:** Evaluate different product launch strategies and their effectiveness in the Indian market.
- CO5:** Create a comprehensive product launch plan, incorporating risk management and post-launch evaluation.

### Syllabus:

**Unit 1:** Introduction to Product Development and Launch- Overview of the product development lifecycle, Key concepts: idea generation, concept testing, and prototyping, Understanding the role of product development in business strategy, Introduction to product launch strategies, Indian industry context: Challenges and opportunities in product development

**Unit 2:** Market Research and Customer Insights- Importance of market research in product development, Techniques for gathering customer insights and identifying market needs, Competitor analysis and market positioning, Translating customer feedback into product features

**Unit3:ProductDesignandDevelopment-** Principlesofproductdesign:usability,functionality,andaesthetics, Prototyping and iterative design process, managing cross-functional teams in product development, Integration of technology and innovation in product design

**Unit4:ProducttestingandQualityAssurance-** Importance of testing in product development, Typesofproducttesting:alpha,beta,anduseracceptancetesting, Quality assurance methods and standards, managing product iterations based on test results

**Unit5:StrategicProductLaunch andPost-LaunchManagement,** Planning and executing a successful product launch, Marketing strategies for product launch in the Indian market, Risk management during the product launch, Post-launch activities: performance tracking, customer feedback, and product iteration

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	H		L		H		
C02		M			H	L	
C03	L	L	H	H			
C04		H			L		L
C05	M			M		M	

H=HighlyRelated;M=MediumL=Low

**Suggested Books:**

1. Ulrich,K.T.,&Eppinger,S.D.(2015).*ProductDesignandDevelopment*(6thed.). McGraw-Hill Education.
2. Cooper,R.G.(2017).*WinningatNewProducts:CreatingValueThroughInnovation* (5th ed.). Basic Books.
3. Cagan, M., & Jones, C. (2013). *Inspired: How to Create Products CustomersLove*.Wiley.
4. Crawford, C. M., & Di Benedetto, A. (2019). *New Products Management* (12thed.). McGraw-Hill Education.

**References:**

[Cooper, R. G. \(2008\). \*Perspective: The Stage-Gate Idea-to-LaunchProcess— Update, What’sNew,andNexGenSystems\*.JournalofProductInnovation Management.](#)

[Veryzer,R.W.\(1998\).\*DiscontinuousInnovationandtheNewProductDevelopmentProcess\*.Journalof Product InnovationManagement.](#)

[Srinivasan,R.,Lilien,G.L.,&Rangaswamy,A.\(2006\).\*TheEmergenceofDominant Designs\*. Journal of Marketing.](#)

MBA Elective-(Product Management)  
**Digital Marketing for Products & E-Commerce**  
**SUBJECT CODE: MBA941A**  
CREDITS:3(3,0,0)

**Course Objectives:**

- This course aims to equip students with the knowledge and skills required to effectively market products and manage e-commerce operations in a digital environment.
- The course focuses on understanding digital marketing strategies, tools, and techniques that are relevant to the Indian industry context, enabling students to drive product success online.

**Course Outcomes:**

**CO1:** Understand the fundamentals of digital marketing and its role in product management.

**CO2:** Apply digital marketing strategies and tools to promote products online.

**CO3:** Analyze the effectiveness of various digital marketing channels for product promotion and e-commerce.

**CO4:** Evaluate the impact of digital marketing campaigns on product performance in the Indian market.

**CO5:** Create and execute a comprehensive digital marketing plan for a new-commerce product.

**Syllabus:**

**Unit 1:** Introduction to Digital Marketing- Overview of digital marketing and its significance in product management, Key concepts: SEO, SEM, content marketing, social media marketing, Understanding consumer behavior in the digital age, Indian industry context: Trends and challenges in digital marketing

**Unit 2:** Digital Marketing Channels and Tools- Exploring various digital marketing channels: search engines, social media, email, and affiliate marketing, Tools for digital marketing: Google Analytics, Google Ads, social media management tools, Integration of digital marketing channels for a cohesive strategy

**Unit 3:** E-Commerce Strategies and Operations- Overview of e-commerce business models and platforms, Strategies for driving traffic and conversion in-commerce, Managing-commerce operations: inventory, logistics, and customer service, Indian e-commerce landscape: opportunities and challenges

**Unit 4:** Digital Marketing Analytics and Performance Measurement- Importance of analytics in digital marketing, Key performance indicators (KPIs) for digital marketing success, Tools for measuring digital marketing performance, Interpreting data and optimizing digital marketing campaigns

**Unit 5:** Advanced Topics in Digital Marketing and E-Commerce- Emerging trends: AI, machine learning, and automation in digital marketing, Personalization and customer experience in e-commerce, Legal and ethical considerations in digital marketing, Future of digital marketing and e-commerce in India

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM**

**OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L		H		
CO2		M			H	L	
CO3	M	L		H			
CO4		H			L		L
CO5	H			M		M	

H=Highly Related;M=Medium L=Low

### Suggested Books:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital Marketing: Strategy, Implementation and Practice* (7th ed.). Pearson.
2. Kotler, P., Keller, K.L., Koshy, A., & Jha, M. (2013). *Marketing Management: A South Asian Perspective*. Pearson.

### References:

1. [Kumar, V., & Shah, D. \(2018\). \*Building and Sustaining Profitable Customer Loyalty for the 21st Century\*. Journal of Retailing.](#)
2. [Tiago, M. T. P. M. B., & Verissimo, J. M. C. \(2014\). \*Digital Marketing and Social Media: Why Bother?\*. Business Horizons.](#)
3. [Chaffey, D., & Patron, M. \(2012\). \*From Web Analytics to Digital Marketing\*](#)
4. [Optimization: Increasing the Commercial Value of Digital Analytics. Journal of Direct, Data and Digital Marketing Practice.](#)

## MBA Elective- (Product Management)

User Experience (UX) Design and Research

**SUBJECT CODE: MBA942A**

**CREDITS: 3 (3,0,0)**

### Course Objectives:

- This course aims to provide students with an in-depth understanding of user experience (UX) design and research methodologies. It will cover both the theoretical frameworks and practical tools necessary to design and evaluate digital interfaces.
- Students will learn to analyze user behavior, design interactive products, and apply research techniques to improve user satisfaction and engagement.

### Course Outcomes

CO1: Understand the key principles and processes involved in UX design and research.

**CO2:**Analyse user needs through research techniques, personas, and journey mapping to create better product experiences.

**CO3:**Evaluate the usability of digital interfaces using both qualitative and quantitative methods.

**CO4:**Apply UX research findings to improve product design and make data-driven decisions.

**CO5:**Create prototypes and wireframes that reflect user needs, delivering high-impact user experiences.

### **Syllabus:**

**Unit 1:** Introduction to UX Design - Concepts Covered:Fundamentals of User Experience (UX), Evolution of UX in digital products, Importance of UX in product management, Principles of good UX design, Key roles in UX: Designers, Researchers, and Engineers, Learning Activities:

Group discussions on real-world examples of successful UX design, Case studies: Breakdown of famous digital product experiences (e.g., Apple, Google)Task-based Assignments:Identify poor UX designs and present improvement strategies.

**Unit 2:** User Research Techniques - Concepts Covered:Qualitative and Quantitative Research MethodsUser personas and journey mapping, Ethnography and field studies

User interviews and surveys, Data analytics for understanding user behavior, Learning Activities:Workshop: Conducting interviews and building user personas.Case Study: Analyze user journey maps for popular apps.Task-based Assignments:Create user personas and a journey map based on real or hypothetical research data.

**Unit 3:** Design Thinking and Prototyping - Concepts Covered:Design thinking framework, Sketching, Wireframing, and Prototyping tools (Figma, Sketch), Low-fidelity vs high-fidelity prototypes, Storyboarding and Scenario-based design, Learning Activities:Hands-on sessions: Developing wireframes and mockups using design tools.Peer review: Critique each other's prototypes.Task-based Assignments:Develop a low-fidelity prototype based on a given product concept.

**Unit 4:** Usability Testing & Feedback - Concepts Covered:Usability Testing Methods (Remote, In-person, A/B testing), Gathering and analyzing user feedback, Heuristic evaluation and expert review, Metrics for measuring UX success (NPS, SUS, task completion rates), Learning Activities:Conduct a live usability test on a prototype.Analyze user feedback and suggest design changes.Task-based Assignments:Conduct a usability test on a classmate's prototype and report the findings.

**Unit 5:** UX Strategy and Implementation - Concepts Covered:Aligning UX with business goals Creating a UX strategy roadmap, Integrating UX into the product development lifecycle, Design Systems and UX governance, Future trends in UX: AI, VR, and AR in user experience, Learning Activities:Group project: Develop a UX strategy for a hypothetical or real product.Discussion: The role of emerging technologies in shaping the future of UX.Task-based Assignments:Present a strategic UX plan and roadmap for a new digital product.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

<b>Course Outcome</b>	<b>Program Outcome</b>
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L		H		
CO2		M			H	L	
CO3	H	L	H	H			
CO4		H			L		L
CO5	L	H		M		M	

H = Highly Related; M = Medium L = Low

Suggested Books:

1. "Lean UX: Applying Lean Principles to Improve User Experience" by Jeff Gothelf and Josh Seiden  
A practical guide to applying lean principles to the UX design process.

**References:**

1. Hassenzahl, M. (2003). "The Thing and I: Understanding the Relationship Between User and Product."  
International Journal of Human-Computer Studies.  
This paper discusses the emotional and psychological aspects of user experience.
2. Nielsen, J. (1995). "10 Usability Heuristics for User Interface Design."  
Nielsen Norman Group.  
A seminal paper detailing principles for improving the usability of digital products.
3. Garrett, J. J. (2011). "The Elements of User Experience."  
User Experience Professionals Association Journal.  
A comprehensive framework for understanding the different layers of UX design.

**MBA I SEMESTER**

**Ethical and Legal Consideration in Product Management**

**SUBJECT CODE: MBA942A**

**CREDITS: 3 (3,0,0)**

**Course Objective:**

- Understand the different types of intellectual property (IP), including patents, trademarks, copyrights, and trade secrets, and their role in product management.
- Learn how to incorporate data protection and security measures (encryption, access controls) into product development.
- Understand consumer protection laws, including legal obligations related to guarantees, warranties, and refunds.

## Course outcomes (CO):

**CO1** Understand the various types of intellectual property (IP) and their significance in product management.

**CO2** Gain an understanding of data privacy laws, including GDPR and CCPA, and their impact on product development.

**CO3** Understand the legal framework of product liability and its implications for product managers.

**CO4** Learn how to assess and audit suppliers for adherence to labor laws, environmental standards, and ethical practices.

**CO5** Understand the legal and ethical implications of social media marketing, particularly privacy concerns.

### Unit 1: Intellectual Property (IP) and Product Management

#### Overview of Intellectual Property

Types of IP: Patents, trademarks, copyrights, and trade secrets, Importance of IP protection for products and innovation, Patents and Product Development, Importance of trademarks in product differentiation, Copyrights and Software Products, Trade Secrets and Confidentiality, Defining and protecting trade secrets in product management, Managing internal and external security measures for sensitive information.

### Unit 2: Data Privacy and Security in Product Management

Data Privacy Regulations, General Data Protection Regulation (GDPR) and its impact on product development, Importance of data privacy in the digital age, Data Collection and User Consent, Ethical implications of data collection practices, Implementing transparent user consent processes (opt-in/opt-out), Managing user data responsibly (including sensitive personal data), Data Protection and Security Measures, Techniques for securing user data (encryption, access controls), Balancing user experience with data security requirements, Handling data breaches and compliance with breach notification laws, Integrating privacy protection into the product lifecycle, User Trust and Ethical Data Usage, Building trust through transparency and ethical data usage, Consumer rights to control their data and data portability.

### Unit 3: Product Liability and Consumer Protection

Overview of Product Liability, Legal framework surrounding product defects and consumer safety, Types of product defects: design defects, manufacturing defects, and marketing defects, Consumer Rights and Protections, Consumer protection laws and their relevance to product managers, Guarantees, warranties, and refunds: Legal obligations for product managers, Safety Standards and Regulatory Compliance, Industry-specific safety regulations, Compliance with international safety standards, Risk assessments and product testing before launch, Product Recalls, Legal and ethical responsibilities during a product recall, Managing communication and logistics in recall situations, Consequences of failing to comply with recall laws, False Advertising and Deceptive Practices, Avoiding misleading product claims, Ethical considerations in advertising (e.g., environmental claims, health claims)

### Unit 4: Ethical Sourcing and Supply Chain Management

Sustainable and Ethical Sourcing, The importance of sourcing materials and components responsibly, Ethical issues related to labor practices and human rights, Sustainability in product supply chains (e.g., eco-friendly sourcing, fair trade practices), Due Diligence in Supply Chain, Assessing suppliers for ethical business practices, Supplier audits and ensuring adherence to labor laws, environmental standards, The role of transparency in global supply chains, Conflict Minerals and Supply Chain Ethics, Impact of unethical sourcing on product reputation, Environmental Impact of Product Manufacturing, Managing environmental footprint in the manufacturing process, Compliance with environmental regulations (e.g., waste disposal, carbon emissions), Greenwashing and the ethical implications of environmental claims,

Ethical Dilemmas in Outsourcing, Risk of exploitation in offshore outsourcing (e.g., low wages, poor working conditions), Ethical considerations when outsourcing manufacturing or software development.

**Unit 5: Legal Compliance in Marketing and Advertising**

Advertising and Marketing Laws, Truth in advertising: Legal guidelines on deceptive and misleading claims, Compliance with consumer protection laws and regulations (e.g., FTC regulations in the U.S.), Influencer Marketing and Endorsements, Legal requirements for influencer marketing (e.g., disclosure of paid promotions), Ethical concerns surrounding paid endorsements and fake reviews, Social Media and Consumer Protection, Privacy issues related to advertising on social media platforms, Ethical considerations when targeting vulnerable groups (e.g., children, elderly), Email Marketing and Data Regulations, Compliance with email marketing laws (e.g., CAN-SPAM Act), Managing consumer opt-ins and opt-outs in digital campaigns, Regulation of Product Claims and Certifications, Ethical implications of using third-party certifications or seals (e.g., organic, vegan, cruelty-free), Legal risks associated with unsubstantiated health or performance claims in product marketing

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H				M		
CO2	M		L				M
CO3					M		M
CO4	H	L		M			
CO5						L	

H = Highly Related; M = Medium L = Low

**Text Books:**

"Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch

"Ethical Supply Chain Management" by David P. Baron

"Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy" by A. David and R. Williams

"Product Safety and Liability: A Legal Handbook for Manufacturers" by John W. Fisher III

Investment Banking  
MBA Elective- (Investment Banking)  
**Principles of Investment Banking**  
**SUBJECT CODE:** MBA913A  
**CREDITS:** 3(3,0,0)

### **Course Objectives:**

- The objective of this course is to provide students with a comprehensive understanding of the principles and practices of investment banking, focusing on the Indian and global contexts. Students will gain insights into the roles, functions, and operations of investment banks, including mergers and acquisitions, underwriting, and capital raising.
- The course will also cover regulatory frameworks, ethical considerations, and the impact of technological advancements on investment banking.

### **Course Outcomes**

**CO1:** Understand the fundamental concepts and functions of investment banking, including the roles of different stakeholders.

**CO2:** Analyze the processes involved in mergers and acquisitions, underwriting, and capital raising, with a focus on the Indian market.

**CO3:** Evaluate the regulatory frameworks and ethical issues surrounding investment banking activities in India and globally.

**CO4:** Apply quantitative methods and financial modeling techniques to solve real-world problems in investment banking.

**CO5:** Create strategic recommendations for investment banking operations, considering industry trends and technological advancements.

### **Syllabus:**

**Unit 1:** Introduction to Investment Banking - History and Evolution of Investment Banking, Functions and Roles of Investment Banks, Structure of Investment Banks: Front Office, Middle Office, and Back Office, Major Global and Indian Investment Banks, Regulatory Environment: SEBI, RBI, and International Regulations

**Unit 2:** Mergers and Acquisitions (M&A) – Introduction to M&A: Types and Motives, M&A Process: Identification, Valuation, Due Diligence, and Integration, Financial Modeling in M&A, Case Studies: Notable M&A Deals in India, Legal and Ethical Considerations in M&A

**Unit 3:** Underwriting and Capital Raising - Role of Underwriting in Investment Banking, Types of Securities: Equity, Debt, and Hybrid Instruments, Initial Public Offerings (IPOs): Process and Pricing Strategies, Debt Offerings: Bonds, Loans, and Securitization, Case Studies: Recent IPOs and Bond Offerings in India

**Unit 4:** Investment Banking Regulations and Ethics - Overview of Financial Regulations in India: SEBI, RBI, and IRDA, Global Regulatory Bodies: SEC, FCA, and Basel Committee,

Ethical Issues in Investment Banking: Conflicts of Interest, Insider Trading, Corporate Governance and Compliance, Impact of Regulatory Changes on Investment Banking Operations

**Unit 5:** Technological Advancements in Investment Banking -

Role of Technology in Investment Banking: AI, Big Data, and Block chain, Fintech and its Impact on Investment Banking, Digital Platforms for Trading and Asset Management, Cyber security and Risk Management, Future Trends in Investment Banking

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			H				M
CO2	M		M	M	M		L
CO3	M	H		M		L	H
CO4		M		L	M		
CO5	M					M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions" by Joshua Rosenbaum and Joshua Pearl.
2. "The Business of Investment Banking: A Comprehensive Overview" by K. Thomas Liaw.
3. "Mergers, Acquisitions, and Other Restructuring Activities" by Donald DePamphilis.

**References:**

1. ["The Role of Investment Banking in Economic Development: A Case Study of India" – Journal of Financial Services Research.](#)
2. ["Regulatory Challenges and Opportunities for Investment Banks in Emerging Markets" – International Journal of Banking, Accounting, and Finance.](#)
3. ["The Impact of Technology on Investment Banking: Fintech Innovations" – Journal of Financial Innovation](#)

MBA Elective- (Investment Banking)

**Financial Markets and Institutions**

**SUBJECT CODE: MBA914A**

**CREDITS:3(3,0,0)**

**Course Objectives:**

- The objective of this course is to provide students with a comprehensive understanding of financial markets and institutions, focusing on their roles, functions, and operations within the Indian and global contexts.
- Students will explore various financial instruments, market dynamics, regulatory frameworks, and the impact of macroeconomic factors on financial institutions.
- The course aims to equip students with the analytical skills necessary to navigate and succeed in the complex world of finance.

**Course Outcomes**

**CO1:** Understand the structure, functions, and types of financial markets and institutions in India and globally.

**CO2:** Analyze the roles of various financial instruments in different markets and their impact on the economy.

**CO3:** Evaluate the regulatory environment governing financial markets and institutions, with a focus on SEBI, RBI, and global regulations.

**CO4:** Apply financial theories and models to assess the performance and risk of financial institutions.

**CO5:** Create strategic recommendations for managing financial institutions and optimizing their operations in a dynamic market environment.

**Syllabus:**

**Unit 1:** Overview of Financial Markets and Institutions - Definition and Functions of Financial Markets, Types of Financial Markets: Money Market, Capital Market, Forex Market, and Derivatives Market, Structure of Financial Institutions: Banks, Non-Banking Financial Companies (NBFCs), Insurance Companies, Mutual Funds, Interrelationship between Financial Markets and Institutions, Role of Financial Markets in Economic Development

**Unit 2:** Financial Instruments and Market Operations - Overview of Financial Instruments: Equities, Bonds, Derivatives, and Commodities, Trading Mechanisms in Financial Markets: Stock Exchanges, OTC Market, Price Discovery and Market Efficiency, Primary and Secondary Markets: IPOs, Rights Issues, and Stock Trading, Case Studies on Indian Financial Instruments and Market Operations

**Unit 3:** Regulatory Environment and Financial Stability - Role of Regulatory Bodies: SEBI, RBI, IRDAI, and PFRDA, Global Regulatory Frameworks: Basel III, Dodd-Frank Act, MiFID II, Financial Stability and Systemic Risk, Corporate Governance and Compliance in Financial Institutions, Impact of Regulatory Changes on Financial Markets and Institutions

**Unit 4:** Financial Institutions and Risk Management - Types of Financial Institutions: Commercial Banks, Investment Banks, Insurance Companies, Mutual Funds, Risk Management in Financial Institutions: Credit Risk, Market Risk, Operational Risk,



**Unit 5: Emerging Trends in Financial Markets and Institutions -**

Impact of Technology on Financial Markets: Blockchain, AI, and Big Data, Financial Inclusion and Digital Finance in India, Green Finance and Sustainable Investing, Globalization and its Impact on Indian Financial Markets, Future Trends: Decentralized Finance (DeFi) and Cryptocurrencies

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M	H				M
CO2		M	L		M		
CO3	L	H					H
CO4	M		H	L	H		
CO5	M	M	L			M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Financial Markets and Institutions" by Frederic S. Mishkin and Stanley Eakins.
2. "Indian Financial System" by M. Y. Khan.
3. "Financial Institutions and Markets: Structure, Growth and Innovations" by L.M. Bhole and Jitendra Mahakud.

**References:**

1. ["The Impact of Financial Market Regulations on the Stability of Indian Financial Institutions" – Journal of Financial Regulation and Compliance.](#)
2. ["Technological Innovations and Their Impact on Indian Financial Markets" – Journal of Financial Markets and Institutions.](#)
3. ["Risk Management Practices in Indian Financial Institutions: A Case Study Approach" – International Journal of Financial Studies.](#)

## Course Objectives:

- The course aims to provide students with an in-depth understanding of fixed income securities and equity management, emphasizing both theoretical concepts and practical applications.
- It will cover valuation, risk management, portfolio strategies, and the impact of economic and market conditions on fixed income and equity securities, with a special focus on the Indian financial markets.

## Course Outcomes

- CO1:** Understand the key concepts, types, and characteristics of fixed income securities and equity instruments in the context of Indian and global markets.
- CO2:** Analyze the valuation methods and risk management techniques applicable to fixed income securities and equity portfolios.
- CO3:** Evaluate the performance of fixed income and equity portfolios using various financial models and market indicators.
- CO4:** Apply portfolio management strategies for fixed income and equity investments, considering market conditions and investor objectives.
- CO5:** Create optimized portfolios and investment strategies tailored to specific risk-return profiles and market scenarios.

## Syllabus:

- Unit 1:** Introduction to Fixed Income Securities and Equity Instruments -  
Overview of Fixed Income Securities: Bonds, Debentures, Treasury Bills -  
Types of Equity Instruments: Common Stocks, Preferred Stocks, Convertible Securities, Characteristics and Features of Fixed Income and Equity Securities, The Role of Fixed Income and Equity Markets in Economic Development, Indian Fixed Income and Equity Markets: Overview and Key Players
- Unit 2:** Valuation of Fixed Income Securities and Equity Instruments - Time Value of Money and Bond Pricing, Yield Measures: Yield to Maturity, Yield to Call, Current Yield, Duration and Convexity: Measuring Interest Rate Risk, Equity Valuation Methods: Dividend Discount Model, P/E Ratio, Free Cash Flow Valuation, Case Studies on Valuation of Indian Bonds and Stocks
- Unit 3:** Risk Management in Fixed Income and Equity Investments,  
Types of Risks: Credit Risk, Interest Rate Risk, Market Risk, Liquidity Risk, Credit Rating Agencies and Credit Risk Assessment, Hedging Techniques: Use of Derivatives in Managing Risk, Portfolio Diversification: Theory and Practice, Case Studies on Risk Management in Indian Fixed Income and Equity Markets
- Unit 4:** Portfolio Management Strategies - Passive vs. Active Portfolio Management, Fixed Income Portfolio Strategies: Immunization, Laddering, Barbell Strategy,  
Equity Portfolio Strategies: Value Investing, Growth Investing, Indexing,  
Performance Evaluation: Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Case Studies on Portfolio Management Strategies in India
- Unit 5:** Advanced Topics in Fixed Income and Equity Management - Impact of Macroeconomic Factors: Inflation, Interest Rates, GDP Growth on Fixed Income and Equity Markets,

Emerging Trends: ESG (Environmental, Social, and Governance) Investing, Impact of Fintech on Investment Management, Fixed Income and Equity Markets in the Post-COVID Era, Regulatory Environment: SEBI, Guidelines, Basel Norms for Indian Banks, Future of Fixed Income and Equity Markets in India

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M	H				M
CO2		M	M	M	M	M	
CO3	L	H					H
CO4	M			L	L		L
CO5	M	M	M			M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. Fixed Income Securities: Tools for Today's Markets" by Bruce Tuckman and Angel Serrat.
2. "Equity Asset Valuation" by Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, and John D. Stowe.

**References:**

1. ["The Impact of Interest Rate Changes on Indian Fixed Income Securities" –Journal of Financial Markets and Institutions.](#)
2. ["Equity Market Performance and Economic Growth in India" – Indian Journal of Finance and Economics.](#)
3. ["Credit Risk and its Implications for Indian Fixed Income Investors" –International Journal of Financial Studies.](#)

MBA Elective- (Investment Banking)  
**Investment Banking Operations**  
**SUBJECT CODE: MBA916A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The objective of this course is to provide students with a comprehensive understanding of the operational aspects of investment banking. It covers the functions, processes, and best practices in investment banking operations.

ns, including securities processing, trade settlement, risk management, compliance, and the impact of technology on operations.

- The course aims to equip students with the practical knowledge and skills necessary to efficiently manage and execute operational activities within an investment banking environment, with a focus on the Indian context.

### **Course Outcomes**

**CO1:** Understand the fundamental processes and functions involved in investment banking operations.

**CO2:** Analyze the operational challenges and risks associated with securities processing and trade settlements in investment banking.

**CO3:** Evaluate the role of technology in enhancing the efficiency and effectiveness of investment banking operations.

**CO4:** Apply best practices in compliance, risk management, and operational efficiency within the investment banking sector.

**CO5:** Create solutions for operational issues by leveraging technological advancements and industry best practices.

### **Syllabus:**

**Unit 1:** Introduction to Investment Banking Operations - Overview of Investment Banking: Functions, Structure, and Key Players,

Key Operational Activities: Securities Processing, Trade Execution, Trade Settlement, Roles and Responsibilities in Investment Banking Operations, Importance of Operational Efficiency and Accuracy, the Indian Investment Banking Landscape: Regulatory Environment and Market Structure

**Unit 2:** Securities Processing and Trade Settlement - Securities Lifecycle: From Issuance to Maturity, Trade Execution Process: Pre-Trade, Trade, and Post-Trade Activities, Clearing and Settlement Mechanisms: NSDL, CDSL, Clearing Corporations, Risk Management in Trade Settlement: Counterparty Risk, Market Risk, Case Studies on Trade Settlement Processes in Indian Investment Banks

**Unit 3:** Risk Management and Compliance in Investment Banking Operations - Key Risks in Investment Banking Operations: Operational Risk, Credit Risk, Market Risk, Regulatory Frameworks: SEBI Guidelines, Basel Norms, Anti-Money Laundering (AML) Regulations,

Compliance Procedures: KYC, AML, FATCA, and Global Regulatory Compliance Role of Compliance Officers in Investment Banking Operations, Case Studies on Risk Management and Compliance Failures in Investment Banking

**Unit 4:** Technology in Investment Banking Operations -

Impact of Technology on Investment Banking Operations: Automation, Blockchain, AI, Electronic Trading Systems and High-Frequency Trading (HFT), Cybersecurity in Investment Banking Operations: Threats and Mitigation Strategies,

The Role of Fintech in Transforming Investment Banking Operations, Case Studies on the Implementation of Technology in Indian Investment Banks

**Unit 5:** Operational Challenges and Future Trends - Operational Challenges: Reconciliation, Settlement Failures, Operational Risk Events,

Strategies for Enhancing Operational Efficiency: Lean Management, Six Sigma,  
The Future of Investment Banking Operations: Digital Transformation, Outsourcing, Globalization, Sustainable  
Operations in Investment Banking: ESG Considerations, Green Finance, Case Studies on Overcoming  
Operational Challenges in the Indian Context

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES  
AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M	H				M
CO2				M	M	M	
CO3		H					H
CO4	M			L			
CO5	M	M	M			M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Investment Banking Explained: An Insider's Guide to the Industry" by Michel Fleuriot.
2. "The Operations of Investment Banks: A Guide to Trade Execution, Risk Management, and Post-Trade Processing" by David Loader.
3. "Investment Banking: Institutions, Politics, and Law" by Alan D. Morrison and William J. Wilhelm Jr.
4. "Principles of Banking and Finance" by Prof. A.R. Hirish.

**References:**

1. ["The Evolution of Investment Banking Operations in India: Challenges and Opportunities" – Journal of Financial Services.](#)
2. ["Technology and Innovation in Investment Banking Operations" – International Journal of Financial Studies.](#)
3. ["Risk Management in Indian Investment Banking: A Case Study Approach" – Indian Journal of Finance and Economics.](#)

MBA Elective- (Investment Banking)  
**Valuation & Quantitative Methods for Finance**  
**SUBJECT CODE: MBA917A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The course aims to provide students with a robust understanding of valuation techniques and quantitative methods used in finance, particularly in the context of investment banking.
- The course covers key concepts such as asset valuation, financial modeling, statistical methods, and

risk management, with an emphasis on applying these techniques within the Indian financial market. The course prepares students to make informed decisions based on quantitative analysis and valuation models.

### **Course Outcomes**

- CO1:** Understand the fundamental principles of valuation and quantitative methods in finance.  
**CO2:** Apply various valuation techniques to assess the value of assets, including equities, bonds, and derivatives.  
**CO3:** Analyze financial data using quantitative methods to identify trends and inform investment decisions.  
**CO4:** Evaluate the effectiveness of different valuation models and their applications in real-world scenarios.  
**CO5:** Create comprehensive financial models that integrate quantitative methods for valuation and risk management.

### **Syllabus:**

#### **Unit 1: Introduction to Valuation and Quantitative Methods -**

Overview of Valuation: Concept, Importance, and Applications in Finance, Quantitative Methods in Finance: An Introduction to Statistical and Mathematical Tools, Time Value of Money: Present Value, Future Value, Annuities, and Perpetuities, Basics of Financial Statements Analysis: Ratio Analysis, Cash Flow Analysis, Industry Context: The Role of Valuation in Indian Investment Banking

#### **Unit 2: Equity Valuation Methods -**

Discounted Cash Flow (DCF) Analysis: Free Cash Flow, Terminal Value, WACC, Relative Valuation: Price Multiples (P/E, P/B, EV/EBITDA), Dividend Discount Model (DDM) and its Variants, Earnings Forecasting and Sensitivity Analysis, Case Studies on Equity, Valuation in Indian Public Companies

#### **Unit 3: Fixed Income Valuation and Risk Analysis -**

Valuation of Bonds: Yield, Duration, Convexity, Credit Analysis and Credit Ratings in India, Interest Rate Risk and Management: Immunization, Duration Matching, Valuation of Convertible Bonds and Fixed-Income Derivatives, Case Studies on Bond Valuation and Risk in the Indian Market

#### **Unit 4: Quantitative Methods for Finance -**

Statistical Analysis in Finance: Descriptive Statistics, Probability Distributions, Regression Analysis and Forecasting Models in Finance, Portfolio Theory: Markowitz Model, CAPM, and Efficient Frontier, Risk Management Techniques: VaR, Stress Testing, Scenario Analysis, Application of Quantitative Methods in Financial Modeling

#### **Unit 5: Advanced Valuation Techniques and Real-World Applications -**

Valuation of Derivatives: Options, Futures, and Swaps, Real Options Valuation in Corporate Finance, Mergers and Acquisitions (M&A), Valuation: Synergies, LBO Analysis, Valuation Challenges in Emerging Markets: Focus on India, Capstone Project: Developing a Comprehensive Valuation Model for an Indian Firm

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		H				M
CO2		M	M	M	M	M	
CO3	L	H			H		
CO4			M	H	L		L
CO5	M	M				M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Valuation: Measuring and Managing the Value of Companies" by McKinsey & Company, Inc., Tim Koller, Marc Goedhart, David Wessels.
2. "Investment Valuation: Tools and Techniques for Determining the Value of Any Asset" by Aswath Damodaran.
3. "Quantitative Methods for Finance and Investments" by John Teal and Iftekhar Hasan.
4. "Corporate Valuation: Theory, Evidence, and Practice" by Robert W. Holthausen and Mark E. Zmijewski.
5. "Fixed Income Securities: Tools for Today's Markets" by Bruce Tuckman.

**References:**

1. ["Valuation Practices in Emerging Markets: The Case of India" – Journal of Financial Economics.](#)
2. ["The Application of Quantitative Methods in Investment Banking" – Financial Analysts Journal.](#)
3. ["Risk Management in Indian Investment Banking: Quantitative Approaches" – Indian Journal of Finance.](#)

MBA Elective- (Investment Banking)  
**Advanced Financial Modeling**  
**SUBJECT CODE: MBA918A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- This course aims to equip students with advanced skills in financial modeling, focusing on building complex financial models that are essential for decision-making in investment banking and corporate finance.
- The course will emphasize real-world applications, particularly within the Indian financial market, and will prepare students to

construct, analyze, and interpret financial models for valuations, mergers and acquisitions, and risk management.

### Course Outcomes

**CO1:** Understand the principles and best practices of advanced financial modeling.

**CO2:** Apply advanced modeling techniques to create robust financial models for various financial scenarios.

**CO3:** Analyze and interpret financial models to assess investment opportunities, risk, and financial health of firms.

**CO4:** Evaluate the accuracy and reliability of financial models in real-world decision-making contexts.

**CO5:** Design and develop comprehensive financial models for use in investment banking activities such as M&A, LBOs, and IPOs.

### Syllabus:

#### Unit 1: Introduction to Advanced Financial Modeling -

Overview of Financial Modeling: Key Concepts, Types, and Applications, Industry Context: The Role of Financial Models in Indian Investment Banking, Best Practices in Financial Modeling: Model Structure, Integrity, and Documentation, Excel Proficiency: Advanced Functions, Data Analysis Tools, and Macros, Building Basic Financial Models: Income Statement, Balance Sheet, Cash Flow Statement

**Unit 2:** Valuation Models and Techniques - Discounted Cash Flow (DCF) Modeling: Assumptions, Sensitivity Analysis, Scenario Planning, Comparable Company Analysis (CCA): Selecting Peers, Valuation Multiples, and Adjustments, Precedent Transactions Analysis: Deal Structures, Premiums, and Synergies, LBO Modeling: Structure, Debt Schedules, Exit Strategies, and IRR Calculations, Case Studies on Valuation Modeling in Indian Corporations

**Unit 3:** Mergers & Acquisitions (M&A) Financial Modeling - Overview of M&A Process: Deal Structuring, Due Diligence, and Integration, Accretion/Dilution Analysis: Understanding EPS Impact, Synergy Realization, Pro Forma Merger Modeling: Combined Financial Statements, Adjustments, and Valuation, Sensitivity and Scenario Analysis in M&A Models, Practical Application: Building a Complete M&A Model for an Indian Company

#### Unit 4: Risk Modeling and Quantitative Methods -

Overview of Risk Modeling in Finance: Market Risk, Credit Risk, and Liquidity Risk, Value at Risk (VaR) and Stress Testing Models: Applications and Limitations, Monte Carlo Simulation: Probability Distributions, Random Variables, and Model Integration, Real Options Valuation: Concept, Application, and Modeling Techniques, Industry Case Studies on Risk Modeling and its Application in the Indian Market

#### Unit 5: Advanced Topics in Financial Modeling and Applications -

Initial Public Offerings (IPO) Modeling: Valuation, Pricing, and Allocation, Real Estate Financial Modeling: Cash Flow Projections, Cap Rates, and Valuation Metrics, Corporate Debt Modeling: Bond Valuation, Credit Analysis, and Debt Structuring, Advanced Excel Tools for Financial Modeling: VBA, Data Tables, and Solver, Capstone Project: Development of a Comprehensive Financial Model for a Real-World Scenario in the Indian Financial Market



**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	M	H	L		L	M
CO2	L	M			M	M	
CO3	L						H
CO4		L	L	L	L		
CO5	M	M	M			M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Financial Modeling" by Simon Benninga.
2. "Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions" by Joshua Rosenbaum and Joshua Pearl.
3. "Applied Corporate Finance" by Aswath Damodaran.

**References:**

1. ["Advanced Financial Modeling Techniques in Emerging Markets: The Case of India" – Journal of Financial Modeling.](#)
2. ["The Role of Quantitative Methods in Modern Financial Modeling" – Financial Analysts Journal.](#)
3. ["Risk Management Practices in Indian Investment Banking: A Quantitative Approach" – Indian Journal of Finance.](#)

MBA Elective- (Investment Banking)  
**Portfolio Management & Private Equity**  
**SUBJECT CODE: MBA919A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

1. This course is designed to provide students with a comprehensive understanding of portfolio management strategies and private equity investments, focus

singonpracticalapplicationswithinthe Indian financial market.

2. Students will learn how to construct, manage, and evaluate investment portfolios, as well as understand the role and impact of private equity in the capital markets.

### **Course Outcomes**

**CO1:** Understand the foundational principles of portfolio management and private equity investment.

**CO2:** Apply portfolio management techniques to create diversified investment portfolios

**CO3:** Analyze the performance of portfolios and private equity investments using quantitative and qualitative methods.

**CO4:** Evaluate different portfolio strategies and private equity deals within the context of the Indian financial market.

**CO5:** Design and implement a portfolio management strategy or a private equity investment plan tailored to specific financial goals and market conditions.

### **Syllabus:**

**Unit 1:** Introduction to Portfolio Management - Overview of Portfolio Management: Objectives, Constraints, and Approaches, Investment Policy Statement (IPS): Importance and Structure, Asset Allocation: Strategic vs. Tactical Asset Allocation, Risk and Return Analysis: Measuring Risk, Understanding Beta, and Alpha, Portfolio Diversification: Theory and Practical Applications.

**Unit 2:** Portfolio Construction and Management Techniques - Modern Portfolio Theory (MPT): Efficient Frontier, Capital Market Line (CML), and Security Market Line (SML), Portfolio Optimization: Mean-Variance Optimization, Utility Theory, and Active vs. Passive Portfolio Management: Strategies, Techniques, and Performance, Factor Models and Arbitrage Pricing Theory (APT), Behavioral Finance: Impacts on Portfolio Management.

**Unit 3:** Performance Measurement and Evaluation - Performance Metrics: Sharpe Ratio, Treynor Ratio, Jensen's Alpha, and Information Ratio, Benchmarking: Selecting Appropriate Benchmarks and Comparative Analysis, Portfolio Rebalancing: Strategies and Techniques, Risk-Adjusted Return Measures: Understanding and Application, Case Studies: Portfolio Performance Analysis in the Indian Market.

**Unit 4:** Private Equity: Overview and Investment Strategies - Introduction to Private Equity: Types, Structure, and Roles in Capital Markets, Private Equity Fund Lifecycle: Fundraising, Investment, Management, and Exit, Deal Sourcing and Due Diligence: Techniques and Best Practices, Valuation of Private Equity Investments: Methods and Challenges, Case Studies: Successful Private Equity Deals in India

**Unit 5:** Advanced Topics in Portfolio Management and Private Equity - Alternative Investments: Hedge Funds, Real Estate, Commodities, and Private Equity, Impact of Macroeconomic Factors on Portfolio and Private Equity Investments, Private Equity in India: Regulatory Environment, Challenges, and Opportunities, Ethical Considerations in Portfolio Management and Private Equity, Capstone Project: Development of a Comprehensive Portfolio Management Strategy or Private Equity Investment Plan.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>		M	H				M
<b>CO2</b>	M	M		M	M	M	
<b>CO3</b>		H				L	
<b>CO4</b>				L	L		
<b>CO5</b>	M		M	L		M	

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Modern Portfolio Theory and Investment Analysis" by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann.
2. "Private Equity: History, Governance, and Operations" by Harry Cendrowski, James P. Martin, Louis W. Petro, and Adam A. Wadecki.

**References:**

1. ["Private Equity Investments and their Impact on Indian Corporations" – Indian Journal of Finance.](#)
2. ["Modern Portfolio Theory: A Re-Evaluation in the Indian Context" – Journal of Investment Management.](#)
3. ["Risk and Return Analysis in Portfolio Management: Case Studies from Indian Mutual Funds" – Financial Analysts Journal.](#)

MBA Elective- (Investment Banking)  
**Mergers, Acquisitions & Risk Management**  
**SUBJECT CODE: MBA920A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- This course aims to equip students with a comprehensive understanding of the strategic, financial, and operational aspects of mergers and acquisitions (M&A) and the associated risk management techniques.
  - Emphasis will be placed on the Indian context, including regulatory considerations, valuation methodologies, and post-merger integration challenges.

**Course Outcomes**

1. Understand the fundamental concepts and processes involved in mergers, acquisitions, and risk management.
2. Apply valuation techniques and strategies to assess potential M&A opportunities.
3. Analyze the risks associated with M&A transactions and develop appropriate mitigation strategies.

4. Evaluate the success of M&A transactions by examining both pre- and post-merger performance indicators.
5. Design comprehensive M&A strategies, incorporating risk management frameworks tailored to the Indian market context.

### **Syllabus:**

#### **Unit 1: Introduction to Mergers and Acquisitions -**

Overview of Mergers and Acquisitions: Definitions, Types, and Motives, Historical Development of M&A in India and Globally, Regulatory Environment in India: SEBI, Competition Commission of India (CCI), and FDI Regulations, Strategic Rationale for Mergers and Acquisitions: Growth, Synergies, and Diversification, Case Studies: Successful and Failed M&A Transactions in India.

#### **Unit 2: Valuation Techniques for M&A -**

Fundamentals of Valuation: Discounted Cash Flow (DCF), Comparable Company Analysis (CCA), Precedent Transactions, Synergy Valuation: Types of Synergies and Methods of Estimation, Valuation in the Indian Context: Special Considerations and Challenges, Leveraged Buyouts (LBOs): Structure, Financing, and Valuation, Hands-on Exercise: Valuing a Potential Target in the Indian Market.

**Unit 3: M&A Process and Due Diligence -** The M&A Process: Identification, Negotiation, and Deal Structuring, Due Diligence: Financial, Legal, Operational, and Cultural Due Diligence, Deal Structuring: Payment Methods (Cash, Stock, Hybrid) and Consideration, Negotiation Tactics in M&A: Strategies and Best Practices, Role of Investment Banks in M&A: Advisory, Underwriting, and Financing.

**Unit 4: Risk Management in Mergers and Acquisitions -** Identifying Risks in M&A: Strategic, Financial, Legal, and Operational Risks, Risk Mitigation Strategies: Hedging, Contractual Protections, and Insurance, Post-Merger Integration Risks: Cultural, Structural, and Operational Challenges, Regulatory Risks in India: Navigating the Legal and Compliance Landscape, Case Studies: Risk Management in Indian M&A Transactions

**Unit 5: Post-Merger Integration and Performance Evaluation -** Post-Merger Integration (PMI): Strategies, Challenges, and Success Factors, Measuring M&A Success: Financial and Non-Financial Metrics, Cultural Integration: Managing Human Capital and Organizational Culture, Divestitures and Spin-offs: Strategies and Implementation, Capstone Project: Developing an M&A Strategy and Risk Management Plan for an Indian Company.

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	M	M			
CO2					H		L

CO3		L	L		L		L
CO4	M						
CO5	M	M	M			M	

H=HighlyRelated;M=MediumL=Low

#### Suggested Books:

1. "Mergers, Acquisitions, and Corporate Restructurings" by Patrick A. Gaughan.
2. "InvestmentValuation:ToolsandTechniquesforDeterminingtheValueofAnyAsset" by Aswath Damodaran.
3. "Valuation:MeasuringandManagingtheValueofCompanies"byMcKinsey&CompanyInc.,TimKoller, MarcGoedhart,andDavid Wessels.

#### References:

1. ["MergersandAcquisitionsinIndia:RegulatoryChallengesandOpportunities"–IndianJournal of Corporate Law.](#)
2. ["ValuationTechniquesinIndianM&A:AComparativeAnalysis"–JournalofFinancial Studies.](#)
3. ["Risk Management in M&A: A Case Study of Indian Companies" – Journal of RiskManagement.](#)
4. ["Post-MergerIntegration:BestPracticesintheIndianContext"–JournalofBusinessStrategy.](#)

MBA Elective- (Investment Banking)

**Forex Operations & Analysis**

**SUBJECT CODE: MBA921A**

**CREDITS:3(3,0,0)**

#### Course Objectives:

- This course is designed to provide students with a deep understanding of foreign exchange (Forex) markets, including the operational and analytical aspects of Forex trading.
- The course will focus on the Indian context while covering global best practices, enabling students to develop the skills needed to manage Forex risks and optimize currency operations in an investment banking environment.

#### Course Outcomes

- CO1:** Understand the fundamental concepts, instruments, and operations in Forex markets, with a particular focus on the Indian context.
- CO2:** Apply Forex trading strategies and hedging techniques to manage currency risks in real-world scenarios.
- CO3:** Analyze the factors influencing exchange rates and predict currency movements using technical and fundamental analysis.
- CO4:** Evaluate the effectiveness of Forex risk management strategies in mitigating financial exposure for firms.
- CO5:** Design comprehensive Forex risk management plans tailored to the needs of Indian businesses and financial institutions.

## Syllabus:

**Unit 1:** Introduction to Forex Markets - Overview of Foreign Exchange Markets: Structure, Participants, and Instruments, Historical Development of Forex Markets and its Evolution in India, Exchange Rate Systems: Fixed vs. Floating Exchange Rates, Forex Market Operations: Spot, Forward, Futures, and Options Markets, Regulatory Framework Governing Forex Markets in India: RBI Guidelines and FEMA

**Unit 2:** Forex Trading and Risk Management - Forex Trading Mechanisms: Platforms, Pricing, and Execution, Key Forex Instruments: Currency Pairs, Swaps, Forwards, and Options, Managing Forex Risk: Hedging Strategies using Derivatives, Speculative Trading vs. Hedging: Strategies and Implications, Case Study: Forex Risk Management in Indian Corporations

**Unit 3:** Technical and Fundamental Analysis in Forex - Fundamental Analysis: Macroeconomic Indicators, Interest Rates, Inflation, and their Impact on Exchange Rates, Technical Analysis: Chart Patterns, Indicators, and Oscillators, Predictive Models for Exchange Rate Movements: Quantitative Methods and Econometrics, Sentiment Analysis: Market Psychology and its Role in Forex Trading, Practical Exercise: Developing and Backtesting a Forex Trading Strategy

**Unit 4:** Forex Market Regulations and Compliance - Regulatory Bodies in Forex Markets: Role of RBI, SEBI, and International Organizations, Compliance Requirements under FEMA and Other Indian Regulations, Anti-Money Laundering (AML) and Know Your Customer (KYC) in Forex Operations, Taxation of Forex Transactions in India: GST and Income Tax Implications, Case Study: Regulatory Challenges in Forex Operations in India

**Unit 5:** Advanced Forex Strategies and Applications - Cross-Currency Transactions and Arbitrage Opportunities, Forex in International Trade: Letter of Credit (LC), Export-Import Financing, Impact of Global Events on Forex Markets: Geopolitical Risks and Crisis Management, Forex Exposure in Multinational Corporations: Strategies for Managing Global Currency Risk, Capstone Project: Developing a Comprehensive Forex Risk Management Plan for an Indian Business

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			M		M	M
CO2		L					
CO3		L				L	L
CO4	M			M	H		
CO5	M	M	M			M	

H=Highly Related; M=Medium L=Low

### Suggested Books:

1. "ForeignExchangeandMoneyMarkets"byBobSteiner.
2. "CurrencyTradingforDummies"byBrianDolan.
3. "InternationalFinancialManagement"byJeffMadura.
4. "ForexTrading:TheBasicsExplainedinSimpleTerms"byJimBrown.
5. "IndianFinancialSystem"byM.Y.Khan.

### **References:**

1. ["Foreign Exchange Market Operations in India: An Analysis" – Indian Journal of Finance.](#)
2. ["The Impact of Macroeconomic Factors on Exchange Rates in India" – Journal of Financial and Quantitative Analysis.](#)
3. ["Risk Management in Forex Markets: A Comparative Study of Indian Corporations" – Journal of Risk Management.](#)

### **MBA Elective- (Investment Banking) Financial Derivatives and Risk Management**

**SUBJECT CODE:**

**CREDITS: 3 (3,0,0)**

**Course Objectives:**

- This course aims to provide a comprehensive understanding of financial derivatives and risk management techniques used in modern financial markets. It will explore derivative instruments such as options, futures, forwards, and swaps, and their application in hedging, speculation, and risk management.
- Students will also learn to analyze and implement strategies for managing financial risks through a problem-solving approach.

### **Course Outcomes**

**CO1:** Understand the core concepts of financial derivatives, their structures, and their role in financial markets.

**CO2:** Analyze the pricing mechanisms of derivatives and their application in managing financial risk.

**CO3:** Evaluate the use of derivative instruments in real-world scenarios to hedge risk or enhance investment returns.

**CO4:** Apply various risk management techniques using derivatives and create risk mitigation strategies.

**CO5:** Assess the effectiveness of financial derivative strategies in relation to changing market dynamics.

## Syllabus:

### Unit 1:

Introduction to Financial Derivatives - Overview of derivatives markets: types and participants Derivative instruments: Forwards, Futures, Options, and Swaps, Derivatives in risk management and speculation, Regulatory environment for derivative markets, Case study on derivative market failures and how they could have been managed.

### Unit 2:

Pricing of Forwards and Futures - Forward and futures pricing models (cost of carry model, arbitrage pricing), Hedging with forwards and futures, Interest rate futures, stock index futures, commodity futures, Problem-Solving: Developing hedge strategies using futures and forwards.

### Unit 3:

Options and Option Pricing Models - Introduction to options: Call and Put options, The Black-Scholes Model and binomial option pricing, Option Greeks and their role in managing risk, Option strategies: Straddles, Strangles, Spreads, Designing and evaluating option trading strategies for various market conditions.

Unit 4: Swaps and Credit Derivatives - Types of swaps: Interest rate swaps, currency swaps, equity swaps, Valuation of swaps, Credit derivatives: Credit default swaps (CDS), collateralized debt obligations (CDOs), Risk management using swaps and credit derivatives, Problem-Solving: Constructing swap contracts and evaluating their performance in mitigating risks.

### Unit 5:

Risk Management with Derivatives - Value-at-Risk (VaR) and other risk measurement techniques, Stress testing and scenario analysis, Derivatives and financial risk management in corporate and financial institutions, Ethical issues and best practices in derivatives trading and risk management, Task: Analyzing risk management strategies employed by real-world financial institutions using derivatives.

## MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H		L
CO2		H				H	
CO3			M	M	H		
CO4	M				H	H	L
CO5		M		H			

## PROGRAM SPECIFIC OUTCOMES:



H = Highly Related; M = Medium L = Low

**Suggested Books:**

1. Hull, J. C. (2017). *Options, Futures, and Other Derivatives* (10th ed.). Pearson.
2. Chance, D. M., & Brooks, R. (2015). *An Introduction to Derivatives and Risk Management* (9th ed.). Cengage Learning.
3. Sundaram, R. K., & Das, S. R. (2016). *Derivatives: Principles and Practice*. McGraw-Hill Education.

**References:**

1. Black, F., & Scholes, M. (1973). "The Pricing of Options and Corporate Liabilities," *Journal of Political Economy*.
2. Cox, J. C., Ross, S. A., & Rubinstein, M. (1979). "Option Pricing: A Simplified Approach," *Journal of Financial Economics*.
3. Hull, J., & White, A. (1990). "Pricing Interest Rate Derivative Securities," *The Review of Financial Studies*.

**MBA Elective- (Investment Banking)  
Ethics & corporate governance  
SUBJECT CODE: MBA922A  
CREDITS: 3 (3,0,0)**

**Objective:** This course provides an introduction to basic concepts and theoretical developments of business environment, with the aim of imparting critical perspectives, and encouraging students to engage with their own. It provides a foundational introduction to some of the, Corporate Governance Models and Committees, Environmental Ethics , & India in 21st Century and theories that have influenced ethics and corporate governance, and attempts to especially interrogate these debates from our own contexts .

**Course Outcomes (CO's)**

Upon successful completion of the course, students would be able to:

- CO1. Understand the meaning of ethics. And moral & ethical dilemmas in the business environment.
- CO2. Analyze the Ethical Issues in Functional Areas of Business and the adverse impact in the workplace.
- CO3. Examine the good governance and Role played by the Government as a regulator to improve corporate governance with reference to provisions.
- CO4. Understand the Models of corporate governance; Committees on Corporate Governance from India & global perspective.
- CO5. Discuss the challenges and opportunities of Environmental Ethics , Environmental Issues , Greening , Green Initiatives in 21<sup>st</sup> century

**Unit 1: Business Ethics**

Introduction, meaning of ethics, moral and ethics, types of business ethical issues, why ethical problems occur in business, ethical dilemmas in business; Normative theories – Egoism, Utilitarianism, Ethics of duty, Ethics of rights and justice, Virtue ethics and ethics of care; Gandhian Ethics and its relationship with normative theories.

**Unit 2: Ethical Issues in Functional Areas of Business**

Finance: ethical issues in accounting, finance, banking, takeovers; Whistle blowing: kinds of whistle blowing, whistle blowing is morally prohibited, permitted and required, corporate disclosure; Insider trading. HRM: Discrimination, affirmative action and reverse discrimination; Inclusion and preferential hiring; Sexual harassment. Marketing: Green marketing; Product recalls; Ethics and

Advertising. DISCIPLINE SPECIFIC CORE COURSE -13 (DSC-13) – : BUSINESS ETHICS AND GOVERNANCE 42 Production: Safety and acceptable risk;, Product safety and corporate liability; Green production. Information technology : Cyber-crime; Privacy and internet ethics

Unit 3: Corporate Governance

Concept, need to improve corporate governance standards, pillars of good governance; Role played by the Government as a regulator to improve corporate governance with reference to provisions introduced in the Companies Act. 2013; Board of Directors and their role in governance; Duties and responsibilities of auditors; Rights and privileges of shareholders, investor’s problem and protection; Corporate governance rating process and parameters.

Unit 4: Corporate Governance Models and Committees

Models of corporate governance; Committees on Corporate Governance: UK scenario (Cadbury Committee), US scenario (Sarbanes Oxley Act), OECD principles; Indian experience: An overview of recommendations of corporate governance committees in India - CII Code of Best Practices, Kumar Mangalam Birla Committee, Naresh Chandra Committee, Narayan Murthy Committee, Kotak Committee, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 with reference to composition and role of Board of Directors, and Role of independent directors.

Unit 5-Business Ethics and Environment

.1 Introduction, Objectives, Environmental Ethics , Environmental Issues , Greening , Green Initiatives & India in 21st Century.

Essential/recommended Readings (latest edition of readings to be used)

1. Fernando, A.C. (2010). Business Ethics and Corporate Governance (1st ed.).
2. Pearson Education India. (Chapter 1, 2) 2. Velasquez, M. G. (2020). Business Ethics- Concepts and Case (8th ed.). Prentice Hall India. (Chapter 1, 2)
3. 3. Fernando, A. C., &Muralidheeran, K. P. (2019). Business Ethics: An Indian Perspective (3rd ed.). Pearson Education India. (Chapter 1 to, 4; 9 to 12, 14,15,18))
4. 4. Crane, A. &Matten, D. (2019) Business Ethics (5th ed.). Oxford. (Chapter 1, 7, 8) 5. Ghosh, B. N. (2017). Business Ethics and Corporate Governance (1st ed.). McGraw Hill

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

<i>Course Outcome</i>	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H			L		M
CO2		M				L	
CO3	M		L		M		
CO4		M				L	L
CO5	H		L	M		M	

H = Highly Related; M = Medium; L = Low

Brand Management  
MBA Elective- (Brand Management)  
Brand Management Fundamentals  
SUBJECT CODE: MBA923A  
CREDITS: 3(3,0,0)

**Course Objectives:**

- The objective of this course is to equip students with a comprehensive understanding of brand management principles, including the creation, development, and sustenance of strong brands in the marketplace.
- The course focuses on both the strategic and tactical aspects of brand management, emphasizing the Indian context and global best practices.

**Course Outcomes**

**CO1:** Understand the foundational concepts and significance of brand management within the Indian and global markets.

**CO2:** Analyze brand equity and the factors influencing consumer perception of brands.

**CO3:** Apply brand positioning and differentiation strategies to build strong brands.

**CO4:** Evaluate the effectiveness of brand communication and brand extension strategies.

**CO5:** Develop a comprehensive brand management plan that includes brand strategy, brand equity measurement, and communication tactics.

**Syllabus:**

**Unit 1:** Introduction to Brand Management - Definition and Importance of Brand Management, Evolution of Brands: Historical Perspective and Current Trends, Components of a Brand: Identity, Image, and Equity, Branding in the Indian Context: Challenges and Opportunities, Role of Brands in Consumer Decision-Making

**Unit 2:** Brand Equity and Consumer Perception - Understanding Brand Equity: Concepts and Models, Measuring Brand Equity: Quantitative and Qualitative Approaches, Consumer Perception of Brands: Influences and Impacts, Building and Sustaining Brand Equity in Competitive Markets, Case Study: Brand Equity Analysis of Indian Brands

**Unit 3:** Brand Positioning and Differentiation - Brand Positioning: Concepts, Strategies, and Techniques, Differentiation and Competitive Advantage, Positioning in a Multicultural Society: Strategies for Indian Markets, Brand Repositioning: When and How to Do It, Practical Exercise: Developing a Positioning Strategy for a New Product

**Unit 4:** Brand Communication and Extension - Integrated Brand Communication: Tools and Channels, Digital Branding: Social Media and Online Strategies, Brand Extension and Line Extension: Strategies and Risks, Managing Global Brands vs. Local Brands, Case Study: Successful and Unsuccessful Brand Extensions

### Unit 5: Strategic Brand Management -

Developing a Brand Management Plan: Objectives, Strategies, and Tactics, Brand Portfolio Management: Handling Multiple Brands, Crisis Management and Brand Revitalization, Ethical Considerations in Brand Management, Capstone Project: Designing a Brand Strategy for an Indian Company

#### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L			M		M	M
CO2		L	M		M		
CO3	L						L
CO4	M			M	H		
CO5	M	M	M	M		M	

H=Highly Related; M=Medium; L=Low

#### Suggested Books:

1. "Strategic Brand Management" by Kevin Lane Keller.
2. "Building Strong Brands" by David A. Aaker.
3. "Brand Management: Principles and Practices" by Kirti Dutta.
4. "The New Strategic Brand Management" by Jean-Noël Kapferer.
5. "Brand Equity & Advertising: Advertising's Role in Building Strong Brands" by David A. Aaker and Alexander L. Biel.

#### References:

1. ["Brand Management in Emerging Markets: An Indian Perspective" – Journal of Marketing Management.](#)
2. ["Consumer-Based Brand Equity: A Literature Review" – International Journal of Market Research.](#)
3. ["Digital Branding in India: Trends and Challenges" – Indian Journal of Marketing.](#)
4. ["Brand Repositioning Strategies: A Comparative Study of Indian FMCG Brands" – Journal of Brand Management.](#)

MBA Elective- (Brand Management)

**Digital Marketing**

**SUBJECT CODE: MBA924A**

**CREDITS: 3(3,0,0)**

#### Course Objectives:

- The objective of this course is to provide students with a deep understanding of digital marketing concepts, strategies, and tools.

- The course will emphasize the role of digital marketing in brand management, focusing on the Indian industry context and the global digital landscape. Students will learn to design and implement effective digital marketing campaigns, leveraging various online platforms and technologies.

### **Course Outcomes**

- CO1: Understand the fundamental concepts of digital marketing and their relevance to brand management.
- CO2: Analyze digital marketing strategies used by businesses in various industries, particularly within the Indian context.
- CO3: Apply digital marketing tools and techniques to create and execute successful online marketing campaigns.
- CO4: Evaluate the effectiveness of digital marketing campaigns using key performance indicators and analytics tools.
- CO5: Design a comprehensive digital marketing strategy that aligns with brand management goals and addresses current market trends.

### **Syllabus:**

**Unit 1:** Introduction to Digital Marketing - Overview of Digital Marketing: Evolution and Current Trends, Digital Marketing vs. Traditional Marketing, The Digital Marketing Ecosystem: Search Engines, Social Media, Email, and Content Marketing, Consumer Behavior in the Digital Age, Digital Marketing in the Indian Context: Opportunities and Challenges

#### **Unit 2:** Digital Marketing Strategy and Planning -

Developing a Digital Marketing Strategy: Goals, Target Audience, and Budgeting, Brand Positioning in the Digital Space, Content Strategy and Management: Creating and Distributing Engaging Content, Integration of Digital Marketing with Brand Management, Case Study: Successful Digital Marketing Strategies in India

**Unit 3:** Digital Marketing Channels and Tools - Search Engine Optimization (SEO) and Search Engine Marketing (SEM), Social Media Marketing: Strategies, Platforms, and Tools, Email Marketing: Best Practices and Tools, Influencer Marketing and Affiliate Marketing, Practical Exercise: Designing a Multi-Channel Digital Marketing Campaign

**Unit 4:** Data Analytics and Performance Measurement - Introduction to Web Analytics and Key Performance Indicators (KPIs), Tools for Measuring Digital Marketing Success: Google Analytics, Social Media Analytics, Analyzing User Behavior and Traffic Sources, Conversion Rate Optimization (CRO) Techniques, Case Study: Analyzing the ROI of Digital Marketing Campaigns in Indian Companies

**Unit 5:** Emerging Trends and Future Directions in Digital Marketing - Mobile Marketing: Strategies for Reaching the On-the-Go Consumer, Artificial Intelligence (AI) and Machine Learning in Digital Marketing, The Role of Big Data and Personalization in Digital Marketing, Ethical and Legal Considerations in Digital Marketing, Capstone Project: Developing a Forward-Looking Digital Marketing Plan for a Brand

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M		M	M	M	M
CO2	M		M				
CO3					L		L
CO4		M	H				
CO5	M	M		M		M	

H=HighlyRelated;M=MediumL=Low

### Suggested Books:

1. "DigitalMarketing:Strategy,ImplementationandPractice"byDaveChaffeyand Fiona Ellis-Chadwick.
2. "Digital Marketing Excellence: Planning, Optimizing and Integrating OnlineMarketing"by Dave Chaffey and PR Smith.
3. "Contagious:HowtoBuildWordofMouthintheDigitalAge"byJonahBerger.

### References:

1. ["Digital Marketing: A Framework, Review and Research Agenda" – Journal of InteractiveMarketing.](#)
2. ["The Impact of Digital and Social Media Marketing on Consumer Behavior" – InternationalJournal of Research in Marketing.](#)

MBA Elective- (Brand Management)  
**Strategic Brand Management & Analytics**  
**SUBJECT CODE: MBA925A**  
**CREDITS: 3(3,0,0)**

### Course Objectives:

- The objective of this course is to provide students with an in-depth understanding of strategic brand management and the role of analytics in enhancing brand performance. Students will explore how to develop, manage, and evaluate brand strategies, with a particular focus on leveraging data-driven insights to inform decision-making.
- The course will also address the unique challenges and opportunities within the Indian market context.

### Course Outcomes

- CO1: Understand the principles and frameworks of strategic brand management.  
CO2: Analyze brand equity and positioning strategies using qualitative and quantitative methods.  
CO3: Apply analytics tools to monitor and measure brand performance across various channels.  
CO4: Evaluate the effectiveness of brand strategies through case studies and data analysis.  
CO5: Design a comprehensive brand management strategy incorporating

analytics for sustained competitive advantage.

### Syllabus:

**Unit 1:** Foundations of Strategic Brand Management - Understanding Brands and Brand Management Brand Identity, Positioning, and Equity, Brand Architecture and Portfolio Management, The Role of Culture and Consumer Behavior in Branding, Strategic Brand Management in the Indian Context: Case Studies

**Unit 2:** Building and Sustaining Brand Equity - Models of Brand Equity: Aaker, Keller, and Others, Developing Brand Equity Through Marketing Programs, Brand Loyalty and Customer Relationship Management (CRM), Managing Brands Over Time: Revitalization and Repositioning, Practical Exercise: Analyzing Brand Equity of Leading Indian Brands

**Unit 3:** Brand Analytics and Performance Measurement - Introduction to Brand Analytics: Tools and Techniques, Measuring Brand Equity: Quantitative and Qualitative Approaches, Digital Analytics for Brand Monitoring: Social Media, Web, and Mobile Analytics, Analyzing Consumer Sentiments and Market Trends, Case Study: Brand Performance Analytics of a Global Brand in the Indian Market

**Unit 4:** Strategic Brand Management in the Digital Era - Digital Branding: Strategies for Online Brand Building, The Impact of Digital Transformation on Brand Management, Social Media Strategy for Brand Engagement, Data-Driven Personalization and Customer Experience, Capstone Project: Developing a Digital Branding Strategy for an Emerging Indian Brand

**Unit 5:** Brand Strategy Development and Implementation - Strategic Planning for Brands: Vision, Mission, and Objectives, Integrated Marketing Communication (IMC) and Brand Messaging, Brand Extension and Co-Branding Strategies, Evaluating Brand Strategy: ROI and KPIs, Final Project: Designing a Comprehensive Strategic Brand Management Plan

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M		M	M	M	M
CO2			M				
CO3	M						L
CO4			H				
CO5	M	M		M	L	M	

H=Highly Related; M=Medium L=Low

### Suggested Books:

1. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller.
2. "Brand Management: Research, Theory, and Practice" by Tilde Hedning, Charlotte F. Knudtzen, and Mogens Bjerre.

3. "Building Strong Brands" by David A. Aaker.

### References:

1. ["Measuring Brand Equity in the Indian Market: A Comparative Analysis" – Journal of Brand Management.](#)
2. ["The Impact of Digital Analytics on Brand Management Strategies" – International Journal of Marketing Studies.](#)

MBA Elective- (Brand Management)  
**Product and Service Innovation**  
**SUBJECT CODE: MBA926A**  
**CREDITS: 3(3,0,0)**

### Course Objectives:

- The objective of this course is to provide students with a comprehensive understanding of the principles and practices of product and service innovation.
  - The course will explore the processes, tools, and strategies that drive innovation in the marketplace, with a focus on integrating industry context, particularly in the Indian market. Students will develop the skills necessary to manage innovation initiatives and create value through innovative products and services.

### Course Outcomes:

- CO1:** Understand the foundational theories and models of product and service innovation.
- CO2:** Analyze the key drivers and barriers to innovation in various industries, with a focus on the Indian context.
- CO3:** Apply creative thinking techniques and tools to develop innovative product and service concepts.
- CO4:** Evaluate the commercial potential and feasibility of new product and service ideas.
- CO5:** Design a comprehensive innovation strategy that aligns with organizational goals and market needs.

### Syllabus:

**Unit 1:** Introduction to Product and Service Innovation - Definition and Importance of Innovation in Business, Types of Innovation: Incremental, Disruptive, and Radical, Innovation Models and Frameworks: Open Innovation, Design Thinking, etc., The Role of Culture, Leadership, and Organizational Structure in Innovation, Case Study: Analyzing Innovation Strategies in Indian Companies

**Unit 2:** Innovation Process and Management - The Innovation Process: From Idea Generation to Commercialization, Tools for Managing Innovation: Stage-Gate, Lean Startup, etc., Innovation in Product Development vs. Service Development, Managing Innovation in Cross-Functional Teams, Practical Exercise: Developing an Innovation Pipeline for a Consumer Product



**Unit 3:** Market Research and Consumer Insights for Innovation - Understanding Consumer Needs and Preferences, Techniques for Market Research: Surveys, Focus Groups, Ethnography, etc., Identifying Market Gaps and Opportunities, Role of Big Data and Analytics in Innovation, Case Study: Using Consumer Insights to Drive Innovation in the Indian Market

**Unit 4:** Designing and Prototyping Innovative Products and Services - Principles of Design Thinking in Innovation, Prototyping and Testing New Product and Service Ideas, Tools for Product Design: CAD, 3D Printing, etc., Service Design and Customer Experience Innovation, Capstone Project: Designing and Prototyping an Innovative Service Offering

**Unit 5:** Innovation Strategy and Commercialization - Developing an Innovation Strategy Aligned with Business Objectives, Intellectual Property Rights and Patents in Innovation, Go-to-Market Strategies for Innovative Products and Services, Measuring and Managing Innovation Performance, Final Project: Creating a Go-to-Market Strategy for a New Product/Service in the Indian Market

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M		M	M	M	M
CO2	H		M				
CO3	M		L	L			M
CO4		H	H				
CO5	M	M		M	L	M	L

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School" by Idris Mootee.
2. "Managing Innovation: Integrating Technological, Market and Organizational Change" by Joe Tidd and John Bessant.
3. "Innovation and Entrepreneurship" by Peter F. Drucker.

**References:**

1. ["Innovation Management in Emerging Markets: A Case Study of Indian SMEs" – International Journal of Innovation Management.](#)
2. ["The Role of Consumer Insights in Product Innovation: Lessons from India" – Journal of Product Innovation Management.](#)
3. ["Design Thinking in the Indian Context: Challenges and Opportunities" – Design Management Journal](#)

MBA Elective- (Brand Management)  
**Brand Equity Management**  
**SUBJECT CODE: MBA927A**  
**CREDITS:3(3,0,0)**

**Course Objectives:**

- The objective of this course is to equip students with a comprehensive understanding of brand equity management, focusing on both theoretical frameworks and practical applications.
- Students will explore strategies to build, measure, and sustain brand equity in diverse markets, with a particular emphasis on the Indian context. The course will develop skills for leveraging brand equity to drive business growth and enhance competitive advantage.

**Course Outcomes**

- CO1:** Understand the core concepts and models of brand equity management.
- CO2:** Analyze the components and drivers of brand equity in different market contexts, including India.
- CO3:** Apply various tools and techniques to measure and manage brand equity effectively.
- CO4:** Evaluate brand equity strategies and their impact on business performance.
- CO5:** Design strategic brand equity initiatives that align with organizational goals and market dynamics.

**Syllabus:**

**Unit 1:** Introduction to Brand Equity - Definition and Importance of Brand Equity, Key Models of Brand Equity: Aaker, Keller, and others, The Role of Brand Equity in Competitive Strategy, Building Blocks of Brand Equity: Brand Awareness, Brand Associations, Brand Loyalty, etc., Case Study: Evolution and Impact of Brand Equity in Leading Indian Brands

**Unit 2:** Building and Enhancing Brand Equity - Strategies for Building Strong Brand Equity Brand Positioning and Differentiation, Leveraging Brand Associations and Brand Personality Managing Brand Loyalty and Customer Relationships, Practical Exercise: Developing a Brand Building Strategy for a New Indian Product

**Unit 3:** Measuring Brand Equity - Tools and Techniques for Brand Equity Measurement, Quantitative and Qualitative Metrics: Brand Valuation, Brand Strength, and Customer Equity, Role of Market Research in Brand Equity Measurement, Data Analysis for Brand Equity Insights, Case Study: Measuring Brand Equity of a Global Brand in the Indian Market

**Unit 4:** Managing Brand Equity in a Changing Market - Adapting Brand Equity Strategies to Market Changes and Trends, Brand Equity in Digital and Social Media Contexts, Crisis Management and Brand Equity Protection, Brand Revitalization and Repositioning, Capstone Project: Analyzing and Managing Brand Equity During a Market Shift

**Unit 5:** Strategic Brand Equity Management - Integrating Brand Equity into Business Strategy

Brand Equity and Financial Performance, Long-term Brand Management and Sustainability, International and Cross-Cultural Considerations in Brand Equity, Final Project: Designing a Strategic Brand Equity Plan for a Major Indian Brand

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M	M	M		M
CO2		M					
CO3			H				
CO4		H					
CO5	M		M	L	M		

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Building Strong Brands" by David A. Aaker.
2. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller.

**References:**

1. ["Measuring Brand Equity in Emerging Markets: Insights from India" – Journal of Brand Management.](#)
2. ["The Impact of Brand Equity on Business Performance: Evidence from Indian Companies" – International Journal of Marketing Studies.](#)

MBA Elective- (Brand Management)  
**Integrated Marketing Communications**  
**SUBJECT CODE: MBA928A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The objective of this course is to provide students with a comprehensive understanding of Integrated Marketing Communications (IMC), focusing on the strategic alignment of various communication channels and tools to deliver a cohesive brand message.
- The course will cover the development and implementation of IMC strategies, with a particular emphasis on the Indian market context. Students will gain practical skills in planning, executing, and evaluating IMC campaigns.

**Course Outcomes**

- CO1: Understand the principles and components of Integrated Marketing Communications.
- CO2: Analyze the role of different communication channels and tools in creating a unified brand message.
- CO3: Apply IMC strategies to develop and implement effective marketing campaigns.
- CO4: Evaluate the effectiveness of IMC campaigns and adjust strategies based on performance metrics.
- CO5: Design comprehensive IMC plans that align with organizational goals and market demands.

### Syllabus:

**Unit 1:** Introduction to Integrated Marketing Communications - Definition and Scope of IMC, Evolution and Importance of IMC in Modern Marketing, Key Elements of IMC: Advertising, Sales, Promotion, Public Relations, Personal Selling, and Direct Marketing, IMC in the Indian Context: Market Trends and Consumer Behavior, Case Study: Successful IMC Campaigns in India

**Unit 2:** Developing IMC Strategies - Setting IMC Objectives and Goals, Understanding Target Audiences and Market Segmentation, Crafting a Unified Brand Message, Channel Selection and Integration: Offline and Online Media, Practical Exercise: Developing an IMC Strategy for a New Product Launch in India

**Unit 3:** Implementing IMC Campaigns - Budgeting and Resource Allocation for IMC, Creative Development and Media Planning, Coordination across Different Communication Channels, Digital and Social Media Integration in IMC, Case Study: Analyzing an Integrated Marketing Campaign in an Indian Company

**Unit 4:** Measuring and Evaluating IMC Effectiveness - Metrics and KPIs for IMC Campaigns, Tools for Tracking and Analyzing Campaign Performance, Evaluating ROI and Impact on Brand Equity, Adapting Strategies Based on Performance Data, Capstone Project: Designing an Evaluation Plan for an IMC Campaign

**Unit 5:** Advanced IMC Concepts and Trends - Emerging Trends in IMC: Influencer Marketing, Content Marketing, and AI, Cross-Cultural and Global Considerations in IMC, Ethical Issues and Legal Regulations in IMC, Future Directions and Innovations in IMC, Final Project: Designing a Comprehensive IMC Plan Addressing Future Trends and Innovations

### MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M	M	M		
CO2	M	M					H
CO3	H				L		L

CO4		H					
CO5	M	L	M	L	M		

H=HighlyRelated;M=MediumL=Low

### Suggested Books:

1. "Integrated Marketing Communications: A Strategic Approach" by Philip J. Kitchen and Don E. Schultz.
2. "Strategic Integrated Marketing Communications" by Alan R. Andreasen and Philip Kotler.
3. "The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly" by David Meerman Scott.

### References:

1. ["The Impact of Integrated Marketing Communications on Brand Equity" – Journal of Marketing Research.](#)
2. ["Effectiveness of Integrated Marketing Communication Strategies in Indian Markets" – Indian Journal of Marketing.](#)
3. ["Evaluating IMC Campaigns: Metrics and Best Practices" – Journal of Advertising](#)

MBA Elective- (Brand Management)  
**Consumer Insights and Branding**  
**SUBJECT CODE: MBA929A**  
**CREDITS: 3(3,0,0)**

### Course Objectives:

- This course aims to equip students with the knowledge and skills to gather and analyze consumer insights to inform branding strategies.
- It focuses on understanding consumer behavior, leveraging insights for brand development, and creating effective branding strategies. The course will contextualize these concepts within the Indian market, providing practical tools for brand managers to enhance brand equity and customer loyalty.

### Course Outcomes

- CO1:** Understand the principles of consumer behavior and its impact on branding strategies.
- CO2:** Analyze consumer insights and apply them to brand positioning and strategy development.
- CO3:** Apply research methods to gather and interpret consumer data for branding decisions.
- CO4:** Evaluate branding strategies based on consumer insights and market trends.
- CO5:** Design and propose branding strategies that effectively leverage consumer insights for competitive advantage

### Syllabus:

**Unit 1:** Introduction to Consumer Insights and Branding - Definition and Importance of Consumer Insights, Overview of Branding and Its Role in Marketing, The Relationship Between Consumer Behavior and Brand

Perception, Consumer Insight Collection Methods: Surveys, Focus Groups, Interviews, Case Study: Impact of Consumer Insights on Successful Branding in India

**Unit 2:** Consumer Behavior and Insight Generation - Understanding Consumer Behavior: Needs, Preferences, and Decision-Making, Psychological and Social Influences on Consumer Behavior, Data Collection Techniques: Quantitative vs. Qualitative Methods, Tools and Techniques for Analyzing Consumer Insights, Practical Exercise: Conducting a Consumer Behavior Study for a Brand in India

**Unit 3:** Applying Insights to Brand Strategy - Using Consumer Insights for Brand Positioning and Differentiation, Developing Brand Personas Based on Consumer Insights, Crafting Brand Messages that Resonate with Target Audiences, Aligning Brand Strategy with Consumer Expectations, Case Study: Brand Revitalization Based on Consumer Insights

**Unit 4:** Evaluating Branding Strategies - Metrics and KPIs for Evaluating Brand Performance Analyzing Brand Equity and Consumer Loyalty, Adjusting Branding Strategies Based on Consumer Feedback and Market Trends, Tools for Brand Performance Measurement: Surveys, Brand Audits, and Analytics, Capstone Project: Evaluating a Brand's Performance and Proposing Strategic Adjustments

**Unit 5:** Advanced Topics in Consumer Insights and Branding - Emerging Trends in Consumer Behavior: Digital Transformation and New Media, Integrating Consumer Insights with Digital Marketing and Social Media, Ethical Considerations and Data Privacy in Consumer Research, Future Directions in Branding and Consumer Insight Strategies, Final Project: Designing an Innovative Branding Strategy Using Advanced Consumer Insights

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M	M	M		M
CO2	H	M					
CO3			H			M	
CO4	H					M	
CO5	M		M		M		

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon.
2. "Building Strong Brands" by David A. Aaker.
3. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller.

**References:**

1. ["The Role of Consumer Insights in Brand Management" – Journal of Brand Management.](#)
2. ["Leveraging Consumer Insights for Effective Brand Positioning" – Journal of Marketing Research.](#)

MBA Elective- (Brand Management)

**Social Media Marketing**

**SUBJECT CODE: MBA930A**

**CREDITS: 3(3,0,0)**

### **Course Objectives:**

- The course aims to equip students with the knowledge and skills to design, implement, and evaluate social media marketing strategies that align with brand goals.
  - The course covers the strategic role of social media in marketing, how to create content that engages audiences, and how to measure the effectiveness of social media campaigns, with a focus on the Indian market context.

### **Course Outcomes**

- CO1:** Understand the fundamental principles and concepts of social media marketing.
- CO2:** Analyze the impact of social media platforms on consumer behaviour and brand engagement.
- CO3:** Apply social media tools and techniques to develop and execute marketing strategies.
- CO4:** Evaluate the effectiveness of social media campaigns using appropriate metrics and analytics.
- CO5:** Create a comprehensive social media marketing plan that integrates best practices and innovative approaches.

### **Syllabus:**

**Unit 1:** Introduction to Social Media Marketing - Overview of Social Media Marketing: Concepts and Importance, Evolution and Growth of Social Media Platforms, Social Media Marketing in the Indian Context, Differences Between Traditional and Social Media Marketing, Case Study: Successful Social Media Campaigns in India

**Unit 2:** Social Media Platforms and Consumer Behavior – Understanding Major Social Media Platforms: Facebook, Instagram, Twitter, LinkedIn, YouTube, User Demographics and Behavior Across Platforms, The Role of Social Media in Influencing Consumer Decisions, Content Creation and Curation Strategies for Engagement, Practical Exercise: Analyzing Consumer Behavior on Different Platforms

**Unit 3:** Developing Social Media Marketing Strategies - Setting Objectives for Social Media Campaigns  
Integrating Social Media with Overall Marketing Strategy  
Content Marketing: Planning, Creation, and Distribution  
Social Media Advertising: Targeting, Budgeting, and Execution  
Case Study: Creating a Social Media Strategy for an Indian Brand

**Unit 4:** Measuring and Evaluating Social Media Effectiveness - Social Media Metrics and KPIs: Reach, Engagement, Conversion, Tools for Social Media Analytics: Google Analytics, Hootsuite, Sprout Social,

Analyzing Campaign Performance and ROI, Adjusting Strategies Based on Data-Driven Insights, Capstone Project: Evaluating a Social Media Campaign and Proposing Improvements

**Unit5: Advanced Topics in Social Media Marketing -**

Emerging Trends: Influencer Marketing, Video Content, and Social Commerce, Managing Social Media Crises and Brand Reputation, Legal and Ethical Considerations in Social Media Marketing, The Future of Social Media Marketing in India, Final Project: Developing an Innovative Social Media Campaign for a Brand

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M		L		M
CO2	H	M			L		
CO3	L						
CO4		H	L				
CO5	M		M	L	M		

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Social Media Marketing: A Strategic Approach" by Melissa Barker, Donald Barker, Nicholas Bormann, and Krista Neher.
2. "The Art of Social Media: Power Tips for Power Users" by Guy Kawasaki and Peg Fitzpatrick.

**References:**

1. ["The Impact of Social Media Marketing on Consumer Behavior" – Journal of Marketing Research.](#)
2. ["Social Media Advertising Effectiveness: A Case Study of Indian Brands" – Indian Journal of Marketing.](#)

MBA Elective- (Brand Management)  
**Brand Audit & Quality Management**  
**SUBJECT CODE: MBA931A**  
**CREDITS: 3(3,0,0)**

**Course Objectives:**

- The course aims to provide students with an in-depth understanding of brand audit processes and quality management principles.
- Students will learn how to evaluate brand performance,



assess brand equity, and implement quality management practices to ensure brand consistency and excellence.

- The course emphasizes the application of these concepts within the Indian market context.

### **Course Outcomes**

**CO1:** Understand the fundamental concepts of brand audit and quality management.

**CO2:** Analyze brand equity and performance using various brand audit tools and techniques.

**CO3:** Apply quality management practices to maintain and enhance brand value.

**CO4:** Evaluate the effectiveness of brand strategies and quality initiatives in achieving brand objectives.

**CO5:** Develop a comprehensive brand audit report and propose strategies for brand improvement.

### **Syllabus:**

**Unit 1:** Introduction to Brand Audit and Quality Management - Overview of Brand Audit: Concepts and Importance, Introduction to Quality Management: Principles and Standard, The Role of Brand Audit in Strategic Brand Management, Indian Context: Brand Audit Practices in Indian Companies  
Case Study: Successful Brand Audits in India

**Unit 2:** Tools and Techniques for Brand Auditing,  
Brand Equity Measurement Models: Aaker, Keller, and Young & Rubicam,  
Brand Performance Indicators: Brand Awareness, Loyalty, Perceived Quality,  
Techniques for Brand Auditing: Surveys, Focus Groups, and Interviews, SWOT Analysis and Competitive Benchmarking in Brand Audits, Practical Exercise: Conducting a Mini Brand Audit for a Local Brand

**Unit 3:** Quality Management in Brand Development -  
Quality Management Systems: ISO Standards and TQM (Total Quality Management), Six Sigma and Lean Management for Brand Quality, Quality Assurance vs. Quality Control in Brand Management, Role of Customer Feedback in Quality Management, Case Study: Quality Management Practices in Indian FMCG Brands

**Unit 4:** Brand Audit Implementation and Reporting - Steps in Conducting a Brand Audit: Planning, Data Collection, Analysis, Preparing a Comprehensive Brand Audit Report, Identifying Gaps and Opportunities for Brand Improvement, Recommendations for Brand Strategy Enhancement, Capstone Project: Developing a Brand Audit Report for a Real Brand

**Unit 5:** Strategic Brand Quality Management and Continuous Improvement - Integrating Brand Audit Findings into Strategic Brand Management, Continuous Improvement Practices for Maintaining Brand Quality, Managing Brand Crises and Ensuring Quality Consistency, The Future of Brand Audit and Quality Management in the Indian Market, Final Project: Proposing a Quality Improvement Plan for an Established Brand

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M		L		
CO2	H	M	H				L
CO3	H					M	
CO4		H		M	M		
CO5	M		M	L	M		

H=Highly Related; M=Medium L=Low

**Suggested Books:**

1. "Strategic Brand Management" by Kevin Lane Keller.
2. "Brand Management: Principles and Practices" by Kirti Dutta.

**References:**

1. ["The Impact of Social Media Marketing on Consumer Behavior" – Journal of Marketing Research.](#)
2. ["Social Media Advertising Effectiveness: A Case Study of Indian Brands" – Indian Journal of Marketing.](#)

**MBA Elective- (Brand Management)**

**Luxury Brand Management**

**SUBJECT CODE:**

**CREDITS: 3 (3,0,0)**

**Course Objectives:**

- The objective of this course is to provide students with an in-depth understanding of luxury brand management, emphasizing the unique challenges, strategies, and market dynamics in the luxury sector.
- Students will learn how to develop, manage, and sustain luxury brands in a competitive global environment, while mastering the art of exclusivity, storytelling, and customer experience that defines luxury branding.

**Course Outcomes**

**CO1:** Understand the core concepts of luxury brand management and the characteristics that differentiate luxury brands from mass-market brands.

**CO2:** Analyze the consumer behavior and psychological motivations behind luxury brand consumption.

**CO3:** Evaluate marketing and communication strategies used by luxury brands to maintain exclusivity and desirability.

**CO4:** Apply luxury brand management strategies to develop and enhance brand equity.

**CO5:** Create and implement effective branding strategies for luxury products and services in various markets.

### **Syllabus:**

#### Unit 1:

Introduction to Luxury Brand Management - Concepts Discussed: Definition and Evolution of Luxury, Characteristics of Luxury Brands vs. Mass-Market Brands, The Role of Heritage, Craftsmanship, and Authenticity in Luxury, The Global Luxury Market: Key Players and Trends, The Concept of Exclusivity and Perceived Value in Luxury, Explore the origin stories of iconic luxury brands and analyze how heritage contributes to brand equity. What factors make a brand "luxury"? How does a brand maintain exclusivity?

#### Unit 2:

Consumer Behavior in the Luxury Market - Concepts Discussed: Consumer Psychology and Motivations, Behind Luxury Purchases, Segmentation of Luxury Consumers: Aspirational vs. True Luxury Consumers, The Role of Social Status, Self-Expression, and Emotional Appeal in Luxury, Influences of Culture and Trends on Luxury Consumption, Analyze case studies of luxury brands adapting to different cultural markets and consumer behavior, What psychological factors drive the purchase of luxury goods? How does consumer behavior differ across global markets?

#### Unit 3:

Luxury Brand Marketing and Communication - Concepts Discussed: Luxury Brand Positioning and Value Proposition, Communication Strategies for Luxury Brands: Storytelling, Symbolism, and Visual Identity, Role of Celebrities, Influencers, and Ambassadors in Promoting Luxury Brands, Digital Marketing and E-commerce in the Luxury Space, Creating Desire Through Events, Flagship Stores, and Limited Editions Design a marketing campaign for a luxury product, focusing on brand storytelling and exclusivity. Examine how digital and social media can enhance luxury brand communication while maintaining exclusivity.

#### Unit 4:

Managing and Sustaining Luxury Brand Equity - Concepts Discussed: Building and Protecting Brand Equity in Luxury Markets, Pricing Strategies for Luxury: Premium Pricing, Price Elasticity, and Perceived Value, Counterfeiting and Brand Dilution: Challenges and Strategies, Product Development and Line Extensions in the Luxury Market, Mergers, Acquisitions, and Partnerships in the Luxury Sector, Develop a strategy for protecting a luxury brand from counterfeit products and maintaining its exclusivity. How does a luxury brand balance expansion with maintaining exclusivity?

#### Unit 5:

Luxury Retail, Customer Experience, and Future Trends - Concepts Discussed: The Role of Customer Experience in Luxury: In-Store and Online, Luxury Retail Formats: Flagship Stores, Pop-Ups, and

Personalization, The Future of Luxury: Sustainability, New Markets, and Digital Disruption, Trends in High-Net-Worth Individuals (HNWIs) and Their Impact on the Luxury Industry, Ethical and Sustainable Luxury: Balancing Profit and Responsibility, Create a customer experience journey map for a luxury retail store, highlighting touchpoints that enhance brand prestige. How do luxury brands maintain an exceptional customer experience in the digital age?

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND**

Course Outcome	Program Outcome						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			H		M	
CO2		L	H		M		L
CO3	M			L			
CO4		L			L	M	M
CO5	M		H	L			

**PROGRAM SPECIFIC OUTCOMES:**

H = Highly Related; M = Medium L = Low

**Suggested Books:**

1. "Luxury Brand Management: A World of Privilege" by Michel Chevalier and Gerald Mazzalovo.
2. "The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands" by Jean-Noël Kapferer and Vincent Bastien.
3. "Deluxe: How Luxury Lost Its Luster" by Dana Thomas.

**References:**

- "The New Luxury Consumer: Key Insights for Luxury Brand Management" – Journal of Business Research.
- "Consumer Motivation for Luxury Goods Consumption in Emerging Markets" – Journal of Marketing Research.
- "Digital Transformation and Its Impact on Luxury Brand Management" – International Journal of Retail & Distribution Management.

## **MBA Elective- (Brand Management)**

### **Global Brand Management**

**SUBJECT CODE: MBA932A**

**CREDITS: 3 (3,0,0)**

#### **Course Objective:**

This course aims to equip students with the knowledge and skills to manage brands effectively in a global marketplace, addressing cultural, economic, and strategic challenges.

#### **Course outcomes (CO):**

**CO1** Students will be able to understand (Remember, Understand) the key concepts and importance of global branding in modern business contexts.

**CO2** Students will analyze (Analyze) the impact of cultural differences on global branding strategies.

**CO3** Students will develop (Apply, Create) strategies for effectively positioning brands in global markets.

**CO4** Students will evaluate (Evaluate) the factors that contribute to building and sustaining global brand equity.

**CO5** Students will synthesize (Create) innovative strategies to address emerging global branding trends and challenges.

#### Chapter 1: Foundations of Global Branding

Introduction to Global Branding, Differences Between Local, Regional, and Global Brands, Drivers of Global Brand Success, Role of Technology and Globalization in Branding

#### Chapter 2: Cultural Dimensions in Global Branding

Hofstede's Cultural Dimensions and Branding, Adapting Brand Strategies to Cultural Contexts, Cross-Cultural Communication in Branding, Case Studies: Global Brands in Local Markets

#### Chapter 3: Strategies for Global Brand Positioning:

Brand Identity and Positioning Across Borders, Global Brand Architecture: House of Brands vs. Branded House, Managing Brand Consistency and Flexibility, Challenges in Global Brand Positioning

#### Chapter 4: Managing Global Brand Equity

Measuring Brand Equity in Global Markets, Strategies to Build Global Brand Equity, Managing Brand Crises Across Countries, Case Studies: Brand Equity Success and Failures

#### Chapter 5: Trends and Innovations in Global Branding:

Digital Transformation in Global Branding, Sustainability and Ethical Branding in Global Markets, Leveraging AI and Data Analytics for Branding, Future Trends in Global Brand Management

### **MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H				M		
CO2	M		L				M
CO3	H				M		M
CO4		L		M			
CO5	H		M			L	

H = Highly Related; M = Medium L = Low

**Text Books:**

"Branding: The Indian Perspective" by S. Ramesh Kumar

"The 7 Habits of Highly Effective Brands" by Dr. V. Kumar

3. "Brand Love: Building Brand Loyalty in the Age of Disruption" by Harish Bhat

**MBA IV SEMESTER  
DISSERTATION AND INTERNSHIP  
SUBJECT CODE: MBA999D  
CREDITS: 16 (0,0,32)**

**Course Objective:**

- The primary goal of this internship program is to provide participants with a comprehensive and hands-on experience in [specific field or industry].
- The program aims to equip interns with the practical skills, knowledge, and professional insights necessary to excel in their future careers. Throughout the internship, participants will engage in real-world projects, collaborate with industry professionals, and gain exposure to various aspects of specialization.

**Key Learning Objectives:**

**1. Hands-on Experience:**

Gain practical, hands-on experience by working on real projects relevant to specialization.  
Apply theoretical knowledge learned in academic settings to actual work scenarios.

**2. Professional Skill Development:**

Develop and enhance key professional skills, including communication, teamwork, problem-solving, and time management.

Acquire proficiency in industry-specific tools, technologies, and practices.

### **3. Industry Exposure:**

Explore the dynamics of the specialization through exposure to different roles, responsibilities, and workflows.

Interact with professionals and mentors to understand industry best practices and trends.

Networking Opportunities:

Build a professional network by connecting with colleagues, mentors, and industry experts.

Attend industry events, workshops, and seminars to broaden your network and gain insights into career paths.

### **4. Career Readiness:**

Develop a professional portfolio showcasing the skills and projects undertaken during the internship.

Receive constructive feedback to identify areas for improvement and further development.

Reflective Learning:

Engage in regular reflections on personal and professional growth throughout the internship.

Assess the relevance of academic knowledge in real-world applications and identify areas for continuous learning.

### **5. Project Management Skills:**

Learn to plan, execute, and deliver projects within specified timelines and budget constraints.

Understand the importance of project management in achieving organizational goals.

By the end of the internship, participants should have a well-rounded understanding of the Specialization, be better prepared for entry-level positions, and possess the skills and confidence necessary for a successful career in their chosen field.

