



Estd. 1962  
"A++" Accredited by  
NAAC (2021)  
With CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR - 416004,  
MAHARASHTRA

PHONE:EPABX-2609000, www.unishivaji.ac.in, bos@unishivaji.ac.in

शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र

दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दूरध्वनी ०२३१-२६०९०९४



Ref./SU/BOS/Com & Mgt./167

Date : 25/05/2026

1. The Principal  
All Concerned Affiliated Colleges/ Institutions  
Shivaji University, Kolhapur
2. The Director,  
MBA Unit, Department of  
Commerce and Management.  
Shivaji University, Kolhapur

**Subject :Regarding syllabi of MBA Part-II (Sem.III & IV) degree programme  
under the Faculty of Commerce & Management.**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi of **MBA Part-II (Sem. III & IV)** under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic year **2026-2027** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Online Syllabus).

The question paper on the pre-revised syllabi of above mentioned programme will be set for the examinations to be held in October/November 2026 & March/ April, 2027. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

Encl: As above

for Information and necessary action

Copy to:

1	The I/c Dean, Faculty of Commerce & Management	6	Appointment Section A & B
2	The Director, Board of Examinations and Evaluation	7	I.T.Cell /Computer Centre
3	The Chairman, Respective Board of Studies	8	Eligibility Section
4	OE 1. Section	9	Affiliation Section (T.1) (T.2)
5	Internal Quality Assurance Cell (IQAC Cell)	10	P.G. Seminar Section

**SHIVAJI UNIVERSITY, KOLHAPUR**



**Estd. 1962**

**NAAC “A++” Grade with CGPA 3.52**

**FACULTY OF COMMERCE AND MANAGEMENT**

**Syllabus for**

**MASTER OF BUSINESS ADMINISTRATION**

**(MBA)**

**PART-II (SEMESTER-III and IV)**

**In accordance with National Education Policy**

**with effect from Academic Year 2026-27**

# SHIVAJI UNIVERSITY, KOLHAPUR

## Master of Business Administration (MBA)

### Under the Faculty of Commerce and Management

#### SYLLABUS OF MBA PART II SEMSTER III AND SEMESTER IV

to be implemented from 2026-27

#### Introduction:

MBA syllabus is designed to promote active learning through inclusion of practical, case studies, group projects, and presentation. Students can select **any two electives** in the second year of MBA. Both the electives carry **equal credits / marks** weightage.

After the successful completion of MBA Programme students will get a passing certificate mentioning both the electives selected.

#### PROVISIONAL PASSING CERTIFICATE

This is to certify that Mr./Ms. \_\_\_\_\_, PRN \_\_\_\_\_  
Mother's Name \_\_\_\_\_ has appeared for the Master of Business Administration (MBA) (CBCS: NEP) examination held in the month of October/November/March/April----- and declared to have passed the examination with \_\_\_\_\_ class.

This is further to certify that the candidate has passed the Master of Business Administration (MBA) examination with following electives carrying equal credits:

- **Elective 1** - \_\_\_\_\_
- **Elective 2** - \_\_\_\_\_

This passing certificate issued by Shivaji University, Kolhapur shall be treated as provisional degree certificate till the candidate gets degree certificate in the ensuing convocation ceremony.

Seat No:

College Name:

College Code:

### MBA Part-II Semester-III

Paper No.	Course Code	Subjects	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total
17	CC301	Strategic Management	4	4	40	60	100
18	CC302	Business Analytics	4	4	40	60	100
19	OJT301	On the Job Training/Field Project/Research Project	4	4	50	50	100
20	DSE301	Elective I-Paper-I	4	4	40	60	100
21	DSE302	Elective-I-Paper-II	4	4	40	60	100
22	DSE303	Elective-II-Paper-I	4	4	40	60	100
23	DSE304	Elective-II-Paper-II	4	4	40	60	100
24A	SEC301	Optional–C* (Internal)	2	2	50	--	50
<b>OR</b>							
24B	SEC301	SWAYAM Course	2	2	20	30	50
		<b>Total (17 – 24 A)</b>	<b>30</b>	<b>30</b>	<b>340</b>	<b>410</b>	<b>750</b>
		<b>Total (17 – 23, 24 B)</b>	<b>30</b>	<b>30</b>	<b>310</b>	<b>440</b>	<b>750</b>

### MBA Part-II Semester-IV

Paper No.	Course Code	Subjects	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
25	CC401	Entrepreneurship and Startups	4	4	40	60	100
26	CC402	International Business	4	4	40	60	100
27	CC403	Quality Management System	4	4	40	60	100
28	DSE401	Elective I-Paper-III	4	4	40	60	100
29	DSE402	Elective- I-Paper-IV	4	4	40	60	100
30	DSE403	Elective II-Paper-III	4	4	40	60	100
31	DSE404	Elective- II -Paper-IV	4	4	40	60	100
32A	SEC401	Optional–D* (Internal)	2	2	50	--	50
<b>OR</b>							
32B	SEC401	SWAYAM Course	2	-	20	30	50
		<b>Total (25 – 32A)</b>	<b>30</b>	<b>30</b>	<b>330</b>	<b>420</b>	<b>750</b>
		<b>Total (25 – 31, 32B)</b>	<b>30</b>	<b>30</b>	<b>300</b>	<b>450</b>	<b>750</b>

#### List of Elective Courses:

Courses	Elective –1 Marketing Management	Elective – 2 Financial Management	Elective – 3 Human Resource Management	Elective – 4 Production Management	Elective – 5 IT and System Management	Elective – 6 Agricultural Business management	Elective- 7 Business Analytics
<b>Semester – III Paper-I</b>	Advertising and Sales Management	Indian Financial System	Strategic Talent Management	Operations Management Strategy	IT Governance for Business Value	Agribusiness Management	Fundamentals of Data Analytics and Data Management
<b>Semester – III Paper-II</b>	Service and Retail Marketing	Financial Decision Analysis	Managing Human Capital	Materials and Inventory Management	IT Security and System Audit	Agribusiness Finance	Tools and Techniques for Business Functions Data Analytics
<b>Semester – IV Paper-III</b>	Digital Marketing	Security analysis and Portfolio Management	Compensation and Reward Management	Global Operations and Logistics Management	ERP and Business Process Reengineering	International Trade in Agriculture	Advanced Data Analytics and Visualization
<b>Semester –IV Paper-IV</b>	Rural and International Marketing	International Finance	Employee Relations and Digital HR	World Class Manufacturing	Emerging Technologies for Business	Agricultural Marketing Management	Predictive and Prescriptive Business Data Analytics

**MBA PART - II SEMESTER - III  
COMPULSORY SUBJECTS**

CC301	Strategic Management
CC302	Business Analytics
AECC303	On the Job Training / Field Project / Research Project

Course Title	<b>STRATEGIC MANAGEMENT</b>		
Class and semester	MBA-II, Semester III		
Course Code	CC 301		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ul style="list-style-type: none"> <li>• To develop understanding of strategic management concepts and processes.</li> <li>• To analyse internal and external business environment for strategic decision-making.</li> <li>• To understand corporate and business-level strategies.</li> <li>• To evaluate strategy implementation and control mechanisms.</li> <li>• To understand AI-driven strategy and consulting practices in modern business.</li> </ul>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand fundamental concepts of strategic management		L 2
2.	Apply strategic tools and frameworks for decision-making		L 3
3.	Analyse corporate and business strategies in dynamic markets		L 4
4	Evaluate strategy implementation and control		L 5
5	Create solutions using AI-driven and consulting approaches		L6
Unit	Contents		Hours Course outcomes

1 Theory	<b>Introduction to strategy:</b> <ul style="list-style-type: none"> <li>• Strategic Management – Meaning, characteristics, overview of strategic management process, Levels of Strategy; Approaches to Strategic Decision Making</li> <li>• Strategic Vocabulary – Vision, Mission, Goals, Objectives, Strategists, Business Models</li> <li>• SWOT Analysis – External and internal business environment appraisal, SWOT Matrix, McKinsey’s 7S Framework</li> </ul>	10	C1,C2
Practical	a. Select a well-known Indian or global company and analyze its vision, mission, goals, and objectives. b. Select any organisation and perform SWOT analysis.	5	
2 Theory	<b>Strategy Formulation and Choice of strategy:</b> <ul style="list-style-type: none"> <li>• Corporate-Level Strategy – Expansion, Stability, Retrenchment and Combination</li> <li>• Business-Level Strategy – Generic strategies, Survival and Growth strategies</li> <li>• Strategic Choice Models – Gap Analysis, BCG Matrix, GE- Nine Cell Matrix, Porter’s Five Forces Model,</li> </ul>	10	C2,C3
Practical	Select a MNC/Unicorn and study strategies adopted by the company. Arrange guest lecture of CEO/MD/Owner to discuss business strategies.	5	
3 Theory	<b>Strategy Implementation:</b> <ul style="list-style-type: none"> <li>• Strategy Implementation – Inter-relationship of formulation and implementation, Project implementation, Procedural implementation, Resource Allocation, Behavioural implementation, Structural and Functional implementation</li> <li>• Strategy Evaluation and Control – Importance, overview, strategic control, operational control and techniques</li> </ul>	10	C3.C4
Practical	Visit any large or medium scale organization and study their functional plans and policies.	5	
4 Theory	<b>AI-Driven Strategy and Management Consulting</b> <ul style="list-style-type: none"> <li>• Artificial Intelligence in Strategy – Concept, importance and role of AI in strategic decision-making</li> <li>• Strategies for AI-Driven and Emerging Markets – Strategies for competing in dynamic, technology-driven environments; innovation, agility and AI adoption strategies</li> <li>• Consulting Firms and Strategic Approaches – Business models and strategic approaches of leading consulting firms such as McKinsey &amp; Company, Boston Consulting Group, Bain &amp; Company and Dun &amp; Bradstreet</li> </ul>	8	C4,C5
Practical	Case Study Analysis: Study how a company (e.g., Amazon, Reliance Retail or Tata Group) uses AI in strategic decision-	5	

	making. Consulting Project Simulation: Students act as consultants to solve real or hypothetical business problems using strategic frameworks.		
<b>Reference books:</b>			
<ul style="list-style-type: none"> <li>• David, F. R. (2017). <i>Strategic management: Concepts and cases</i> (16th ed.). Pearson Education.</li> <li>• Porter, M. E. (2008). <i>Competitive strategy: Techniques for analyzing industries and competitors</i> (Revised ed.). Free Press.</li> <li>• Kazmi, A. (2008). <i>Strategic management and business policy</i> (3rd ed.). Tata McGraw-Hill.</li> <li>• Hill, C. W. L., &amp; Jones, G. R. (2019). <i>Strategic management theory: An integrated approach</i> (13th ed.). Cengage Learning.</li> <li>• Marr, B. (2019). <i>Artificial intelligence in practice: How 50 successful companies used AI and machine learning to solve problems</i> (1st ed.). Wiley.</li> </ul>			
Useful links			
<ul style="list-style-type: none"> <li>• Harvard Business Review – <a href="https://hbr.org">https://hbr.org</a></li> <li>• McKinsey Insights – <a href="https://www.mckinsey.com">https://www.mckinsey.com</a></li> <li>• Boston Consulting Group – <a href="https://www.bcg.com">https://www.bcg.com</a></li> <li>• Dun &amp; Bradstreet – <a href="https://www.dnb.com">https://www.dnb.com</a></li> <li>• India Brand Equity Foundation – <a href="https://www.ibef.org">https://www.ibef.org</a></li> </ul>			
Additional reading			
<ul style="list-style-type: none"> <li>• Rumelt, R. (2011). <i>Good strategy bad strategy: The difference and why it matters</i>. Crown Business.</li> <li>• Lafley, A. G., &amp; Martin, R. L. (2013). <i>Playing to win: How strategy really works</i>. Harvard Business Review Press.</li> <li>• Iansiti, M., &amp; Lakhani, K. R. (2020). <i>Competing in the age of AI: Strategy and leadership when algorithms and networks run the world</i>. Harvard Business Review Press.</li> </ul>			

### COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	1	0	1	1	0	1	2	2	1	1
<b>CO 2</b>	2	3	2	2	2	0	2	2	3	2	2
<b>CO 3</b>	2	3	3	2	2	0	2	2	3	3	3
<b>CO 4</b>	2	3	2	3	2	0	2	2	3	2	3
<b>CO 5</b>	3	3	3	3	3	1	3	3	3	3	3
<b>Total</b>	12	13	10	11	10	1	10	11	14	11	12
<b>Average</b>	2.4	2.6	2	2.2	2	0.2	2	2.2	2.8	2.2	2.4

Course Title	<b>BUSINESS ANALYTICS</b>		
Class and semester	MBA-Part II, Semester III		
Course Code	CC302		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ul style="list-style-type: none"> <li>• To develop understanding of Business Intelligence concepts and architecture.</li> <li>• To enable students to analyse data for managerial decision-making.</li> <li>• To understand data management, warehousing, and visualization techniques.</li> <li>• To provide hands-on exposure to BI tools like Power BI/Tableau.</li> <li>• To understand AI-driven analytics and its application in modern business.</li> </ul>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand fundamental concepts of Business Intelligence		L 2
2.	Apply data analysis and visualization tools for business decisions		L 3
3.	Analyse business data using BI techniques		L 4
4.	Evaluate insights for strategic decision-making		L 5
5.	Create AI-driven analytics solutions for business problems		L 6
Unit	Contents	Hours	Course outcomes
1 Theory	<b>Introduction to Business Intelligence:</b> Business Intelligence – Meaning, evolution and importance, BI vs Business Analytics vs Data Science, BI Architecture – Data Sources, ETL, Data Warehouse, Reporting, Types of Analytics – Descriptive, Diagnostic, Predictive, Prescriptive	13	C1,C2
Practical	<ul style="list-style-type: none"> <li>• Study of BI applications in companies like Amazon / Flipkart</li> <li>• Identify types of analytics used in real business scenarios</li> </ul>	5	
2 Theory	<b>Data Management &amp; Data Warehousing:</b> Types of Data – Structured, Semi-structured, Unstructured, Data Collection Methods and Sources, Data Cleaning and Pre-processing, ETL Process (Extract, Transform, Load)Data warehouse vs Database vs Data Lake, OLAP vs OLTP, Data Marts	10	C2,C3
Practical	Data cleaning using Excel Creation of simple data models.	5	
3 Theory	<b>Data Analysis &amp; Statistical Techniques:</b> Introduction to Predictive Analytics Advanced Regression Concepts (conceptual, not mathematical depth) Classification Techniques (basic idea – Decision Trees, Logistic Regression) Time Series Analysis (trend, seasonality – concept level)	10	C3,C4,C5

	Prescriptive Analytics – Decision-making using data Scenario Analysis & What-if Analysis <b>(Focus on interpretation and business application, not complex calculations.)</b>		
Practical	<ul style="list-style-type: none"> <li>• Excel-based analysis (Pivot Tables, Charts, forecasting tools)</li> <li>• Basic regression using Excel / Power BI</li> <li>• What-if analysis using Excel</li> <li>• Case: Sales forecasting / demand prediction</li> </ul>	5	
4 Theory	<b>Business Intelligence Tools &amp; Dash boarding:</b> Introduction to BI Tools – Power BI, Tableau Data Visualization Techniques Dashboard Design Principles KPI Design and Performance Tracking Data Storytelling for decision-making	8	C4,C5
Practical	Dashboard creation using Power BI/Tableau	5	
<b>Reference books:</b>			
<ol style="list-style-type: none"> <li>1. Acharya, S., &amp; Chellappan, S. (2015). <i>Big data and analytics</i>. Wiley India.</li> <li>2. Kumar, U. D. (2017). <i>Business analytics: The science of data-driven decision making</i>. Wiley India.</li> <li>3. Purba, S. (2018). <i>Learning predictive analytics with Python</i>. Packt Publishing India.</li> <li>4. Sherman, R. (2014). <i>Business Intelligence Guidebook</i>. Elsevier.</li> <li>5. Provost, F., &amp; Fawcett, T. (2013). <i>Data Science for Business</i>. O'Reilly.</li> </ol>			
Useful links			
<ol style="list-style-type: none"> <li>1. Kaggle – <a href="https://www.kaggle.com/learn">https://www.kaggle.com/learn</a></li> <li>2. Microsoft Excel Tutorials – <a href="https://support.microsoft.com/excel">https://support.microsoft.com/excel</a></li> <li>3. Microsoft Power BI (Free Desktop) – <a href="https://powerbi.microsoft.com/desktop/">https://powerbi.microsoft.com/desktop/</a></li> <li>4. Tableau Public – <a href="https://public.tableau.com">https://public.tableau.com</a></li> <li>5. IBM SkillsBuild – <a href="https://skillsbuild.org">https://skillsbuild.org</a></li> </ol>			
Additional reading			
<ol style="list-style-type: none"> <li>1. Iansiti, M., &amp; Lakhani, K. R. (2020). <i>Competing in the Age of AI</i>. Harvard Business Review Press.</li> <li>2. Siegel, E. (2016). <i>Predictive Analytics</i>. Wiley</li> </ol>			

### COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

Course Outcomes COs	Program Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	2	1	-	-	-	1	1
<b>CO 2</b>	3	3	2	2	1	-	2	1
<b>CO 3</b>	3	2	3	1	1	-	2	1
<b>CO 4</b>	3	3	3	2	2	-	2	2
<b>CO5</b>	2	2	3	1	3	1	3	2
<b>Total</b>	14	12	12	6	7	1	10	7
<b>Average</b>	2.80	2.40	2.40	1.20	1.40	0.20	2.00	1.40

<b>Course Title</b>	<b>ON THE JOB TRAINING / FIELD PROJECT / RESEARCH PROJECT</b>	
<b>Class and semester</b>	MBA-Part II, Semester III	
<b>Course Code</b>	AECC303	
<b>Course Credit</b>	4	
<b>Total Marks:100</b>	Internal Evaluation	University Evaluation
	50	50
<b>Course Objectives</b>		
<ol style="list-style-type: none"> <li>1. To provide business exposure to students</li> <li>2. To understand work dynamics</li> <li>3. To acquaint students with real business problems</li> </ol>		
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to		Bloom's Taxonomy level
CO1	1. Application of theoretical knowledge to real-world scenarios.	L3
CO2	2. Development of professional skills and networking opportunities.	L3
CO3	3. Analyse management practices adopted by the business organization.	L4
CO4	4. Propose practical solutions to business problems.	L6

Student has to complete On the Job Training / Field Project / Research Project of minimum SIXTY days. MBA being a professional course, it is essential for each student to practically apply or understand the theoretical concepts that he/she learns during the course. During the On the Job Training / Field Project / Research Project, the student is expected to collect vital information through internal and external sources so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of an internal guide appointed by the concerned unit.

Since the practical has been introduced in the curriculum, every institution affiliated to Shivaji University, Kolhapur is expected to sign a Memorandum of Understanding (MoU) with industrial units and business houses nearby. The summer in-plant training projects are also expected to be offered with the help of preferably these units, which would facilitate better control over project work undertaken by the student.

Students has three choices to undergo summer training as,

1. On the Job Training: Student is undertaking internship or placed by institute to undertake summer in-plant training in the business unit for sixty days.
2. Field Project: A business organization or consulting firm or service organization depute student for a field survey for sixty days.
3. Research Project: Management institute or Industry is sponsoring research project to student with a periodic scope of 60 days. The research project must be having financial assistant either by institute or by industrial unit for not less than Rs. 10,000/- The research

cell of Institute should process the research proposal and certify in case project is financially sectioned by institute adhering to research policy of institute.

A viva-voce examination will be conducted before the university examination for Semester III. A viva-voce committee will be appointed by the university. A committee will consist of 3 members.

**Constituent of the committee for viva voce:**

1. Chairman of the committee – Doctorate in the concerned faculty
2. Member of the committee – Doctorate in the concerned faculty
3. Member of the committee – Representative from Industry (Every institute has to suggest the name of industrial expert to be on the panel as a member. The suggested industrial expert is expected to be from the organization with which the institute has signed an MoU and within a vicinity of 10 to 15 kilometers from the institute. The honorarium and reimbursement of travelling is as per the rules of Shivaji University, Kolhapur.)

Examiners are expected to undertake viva-voce examination with the help of the following points:

1. Appropriateness of the title of study with respect to management or research problem under study.
2. Appropriateness of research methodology adopted for study.
3. Appropriateness of sample design i.e. sample size and sampling method compared to population for the study.
4. In case of sample study, appropriateness of analysis and tools used for analysis.
5. In case of study based on secondary data, scope and depth of analysis.
6. Findings drawn on the basis of analysis.
7. Suggestions with its plan of implementation in the organization in given business environment/situation.
8. Referencing and relevancy of annexure.
9. Required certifications, company certificate, joining report, progress reports etc.

In case of unsatisfactory project work and performance in the viva-voce, the said candidate's project is to be rejected with written justification in the following format.

<b>SHIVAJI UNIVERSITY, KOLHAPUR</b>		
<b>Master of Business Administration (MBA) Part – II (Sem- III)</b>		
Examination Center:		
Name of the Candidate:		
Title of Project:		
Name of the Guide:		
The committee under signed unanimously reject the project due to following reasons.		
1. The performance of candidate is unsatisfactory hence rejected:		
2. The project is found to be copied hence rejected*:		
Sr.	Particulars	Description
1	Title:	
2	Research problem	
3	Research Methodology Research Method: Sampling: Instrument Analysis Tools	
4	Data Analysis	
5	Inferences	
6	Suggestions and implementation plan	
7	References	
8	Additional Comments	
Member1	Member2	Chairman

In case of copied project, the formal process of reporting copy to the university is to be followed with the said proforma duly filled and signed by members of committee.

Candidate, in consultation with internal project guide, has to work on the comments given in the report and resubmit the project in the fourth semester for the university examination viva voce. University reserves the right to decide on the examination center for project viva voce of students appearing in the fourth semester. The nature of examination panel would be same as discussed above and the same evaluation methodology is to be followed for viva voce examination.

## **UNIVERSITY GUIDELINES FOR PROJECT WORK:**

A student has to take project work at the end of first year (second semester) of MBA.

1. On the Job Training / Field Project / Research Project is done individually.
2. Student should take guidance from allotted guide.
3. Three copies of “Project Work” should be submitted to the Director of the Institute in stipulated time (One copy each for student, company where project is done, and institute library).
4. The nature of On the Job Training / Field Project / Research Project should be such that it could be useful for concerned organization, industry and students as well.
5. The internal committee of minimum three approved faculty of MBA would conduct internal viva voce in the form of PPT presentation for the allotment of marks out of 50. Candidate has to prepare PPT of On the Job Training / Field Project / Research Project done and present it before the committee and audience consisting of at least MBA-II year students of institute. The invitees are welcome to attend the presentation by students. After presentation, participant audience are free to ask questions followed by the questions by the committee members. The committee should be chaired by senior faculty preferably having doctorate as an educational qualification. The record of said internal viva-voce should be shown to the chairman of university viva-voce committee.
6. The project report of On the Job Training / Field Project / Research Project shall be duly assessed by the internal guide and marks shall be communicated by the Director of institute to the University after receiving the seat numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
7. The On the Job Training / Field Project / Research Project will carry 50 internal marks and 50 marks for external viva. The external viva shall be conducted by a minimum of three external examiners.
8. Student should not use any logos on the project report.
9. Header and footer shall consist of university name and institute name respectively. No other information should be included in the header and footer.
10. Layout of the project is – Paper A4 size, Font – Times New Roman, font size for regular text is 12, for headings 14 font size is allowed, for title of chapters up to 28 font size. Printing is to be done on both sides of pages. Margin 1.5 inches at the left, mirror margin and 1 inch at rest sides. Chapter pages should not carry borders.

### **Dates of Project Report Submission:**

1. For regular students, the last date of project report hard bound copies with synopsis submission to the institute is 15th October of every year. In case 15th October is holiday, then the next working day is the last date of project report submission. No project submission is to be accepted after 15th October every academic year.
2. For repeater students, the last date of submission of project report to the institute is 31st March. In case 31st March is holiday, then the next working day is the last date

of project report submission. No project submission is to be accepted after 31st March of every academic year.

### **DETAILS OF PROJECT REPORT TITLE**

Title of research should be specific in nature, it should be short, and should reflect management problem.

### **CONTENTS**

The contents should be given in the following manner in tabular form.

Sr. No. | Chapter | Page No.

- a. Serial number of the chapter
- b. Heading of the chapter
- c. Page numbers

### **IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN BELOW**

Preface

Mandatory Documents: Declaration of Students, Certificate by Guide, Recommendation by Head of the Institution.

Certificate by Company: This certificate must be on the company letter head, signed by designated authority of company, and must have seal of company (round stamp). Certificate must have date of issue and outward number of document. The certificate should clearly mention name of candidate, brief title of project carried, and duration be specifically mentioned. The said certificate only has to be considered as valid certificate.

Acknowledgements

Contents/Index – Heading of the chapter, page numbers, subheadings of the chapter.

### **Chapter I – Introduction to the Study & Methodology**

1. Introduction
2. Management Problem
3. Statement of research problem
4. Hypothesis of the study (Optional)
5. Objectives of the study
6. Scope of the study
7. Importance of the study
8. Research Methodology (includes data required, data sources, sampling design, instrument design, analytical design etc.)
9. Presentation of project
10. Related points on methodology

## **Chapter II – Theoretical Background**

## **Chapter III – Company Profile**

- a. Name of the unit
- b. Location or address of the unit
- c. Brief history of the unit and present position
- d. Strategic intent of company
- e. Milestones achieved by company, awards, certifications etc.
- f. Marketing scenario
- g. Human resource scenario of company
- h. Operations management of company
- i. Financial position of company with its analysis
- j. Future plans of company
- k. Organization chart

## **Chapter IV – Analysis and Interpretation of Data**

## **Chapter V – Findings and Suggestions**

Appendices

Bibliography

## **APPENDICES**

The document charts, questionnaires, tables, schedules etc. which are actually referred to in the body of the project report (this consists of chapters I to V) are to be included under appendix or appendices. So, the appendices may include:

- Questionnaires used for collecting information
- Schedules used for collecting information
- Tables formed for presenting the data
- Documents/forms etc. referred to in the body of the project report
- Diagram, graphs etc. referred to in the body of the project report
- Guide-student meeting record form
- Joining letter of industry
- Progress reports duly signed

- Performance appraisal report duly signed by industry authority

## BIBLIOGRAPHY

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner.

## JOINING REPORT

Date:

To,

The Director,

.....

.....

.....

..... Sub: Joining Report

Respected Sir/Madam,

I, Shri/Ms. .... have joined

.....for the

On the Job Training / Field Project / Research Project from .....

I would be carrying out On the Job Training / Field Project / Research Project work under the guidance and supervision of Mr./Ms.

..... (designation)

in..... area. The title of my On the Job Training / Field Project / Research Project work is .....

I shall join the college immediately after completion of my training on ..... (date) without fail.

(Name and signature of the Student)

(Name and Signature of the Industry Guide)

Seal of Organization

WEEKLYPROGRESSREPORT

Progress Report No.-----

Name of Student	
Title of the Study	
Name of Guide	
Organisation	
Date of Joining Organisation	
Date of Progress Report	
Period Of Progress Report	
Progress:	

Signature  
**Student**

Signature  
**Industry Guide**

### GUIDE STUDENT MEETING RECORD

Name of Student:  
Name of Guide:

Contact No.

Title:

Organization Contact Person:  
Designation:

Contact No.

Sr. No.	Date	Description of Discussion	Signature of Guide	Signature of Student
1				
2				
3				
4				
5				
6				
7				
8				

Sr. No.	Date	Description	Signature of Guide	Signature of Student
1		Presentation of in plant training Project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Power Point Presentation of Project work before committee and students		
6		Submission of Final Draft of project report.		

Director

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8
<b>CO 1</b>	3	2	2	2	1	1	0	1
<b>CO 2</b>	3	1	2	3	1	1	0	1
<b>CO 3</b>	3	2	3	2	1	1	0	1
<b>CO 4</b>	3	3	3	2	1	1	0	1
<b>Total</b>	12	8	10	9	4	4	0	4
<b>Average</b>	3	2	2.5	2.25	2	1	0	1

**MBA PART II SEMESTER III AND SEMESTER IV  
ELECTIVES**

Sr	NAME OF THE ELECTIVES	PAPERS			
		SEMESTER III	Course Codes	SEMESTER IV	Course Codes
1	MARKETING MANAGEMENT	Paper 1 – Advertising and Sales Management	DSE 3011	Paper III Digital Marketing	DSE4011
		Paper II- Service and Retail Marketing	DSE 3012	Paper IV– Rural and International Marketing	DSE 4012
2	HUMAN RESOURCE MANAGEMENT	Paper – I Strategic Talent Management	DSE 3021	Paper -III Compensation and Reward Management	DSE 4021
		Paper - II Managing Human Capital	DSE 3022	Paper -IV Employee Relations and Digital HR	DSE 4022
3	FINANCIAL MANAGEMENT	Paper- I Indian Financial System	DSE 3031	Paper-III Security analysis and Portfolio Management	DSE 4031
		Paper- II Financial Decision Analysis	DSE 3032	Paper-IV International Finance	DSE 4032

4	PRODUCTION MANAGEMENT	Paper-I Operations Management Strategies	DSE 3041	Paper-III Global Operations and Logistics Management	DSE 4041
		Paper-II Materials and Inventory Management	DSE3042	Paper- IV World Class Manufacturing	DSE 4042
5	IT & SYSTEM MANAGEMENT	Paper – I IT Governance for Business Value	DSE3051	Paper III ERP and Business Process Reengineering	DSE 4051
		Paper – II IT Security and System Audit	DSE3052	Paper IV Emerging Technologies for Business	DSE 4052
6	AGRICULTURAL BUSINESS MANAGEMENT	Paper –I Agribusiness Management	DSE3061	Paper –III Agricultural Marketing Management	DSE 4061
		Paper –II Agribusiness Finance	DSE3062	Paper –IV International Trade in Agriculture	DSE 4062
7	BUSINESS ANALYTICS	Paper- I Fundamentals of Data Analytics and Data Management	DSE3071	Paper III Advanced Data Analytics and Visualization	DSE 4071
		Paper- II Tools and Techniques for Business Functions Data Analytics	DSE3072	Paper- IV Predictive and Prescriptive Business Data Analytics	DSE 4072

## 2 CREDIT COURSES

SEMESTER III		SEMESTER IV	
SWAYAM Course		SWAYAM Course	
OR		OR	
	<b>Optional C* (Internal)</b>		<b>Optional D* (Internal)</b>
X	Decision Science	XV	Labour Laws
XI	Creativity and Innovation	XVI	Behavioural Finance
XII	Organizational Development	XVII	Econometrics
XIII	Sports Management	XVIII	ERP/ SAP

**ELECTIVE 1**  
**MARKETING MANAGEMENT**

Course Title	<b>ELECTIVE-1 MARKETING MANAGEMENT</b>		
	<b>PAPER I ADVERTISING AND SALES MANAGEMENT</b>		
Class and semester	MBA Part – II Semester - III		
Course Code	DSE 3011		
Course Credit	4		
Teaching Scheme		Examination Scheme	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
1. To understand basics of advertising and develop media plan 2. To understand sales management and sales forecasting. 3. To understand logistic and supply chain management.			
<b>Course Outcomes:</b>			Bloom's Taxonomy Level
On successful completion of the course the learner will be able to			
<b>CO1</b>	Understand ethics in advertising and able to formulate advertising budget and develop a media plan by understanding global perspectives		L6
<b>CO2</b>	Illustrate sales management and sales forecasting		L2
<b>CO3</b>	Understand ethics in selling and able to explain basics of personal selling and analyse the sales		L2, L4
<b>CO4</b>	Illustrate Logistics and Supply Chain Management		L2
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course Outcome</b>
<b>1 Theory</b>	A. Advertising Management- Role and importance of advertising, Ethics in advertising, 5 M's of advertising, Types of advertising, setting advertising objectives, Advertising Budget - methods, factors influencing on budget. B. Media planning strategy- Types of media, Advantages and disadvantages of different Medias, Media planning process, Factors in media selection. Designing media plan. Message design and development- Types of message appeals, Creative Process in visualization. C. Advertising Effectiveness –Types of Advertising evaluation, Pre testing and post testing techniques of ads. D. Advertising Business – Organisation structure of advertising department, Functions of advertising department, Advertising Agency – Functions of Advertising Agency Global perspectives in advertising business	10	CO1

<b>Practical</b>	Select any product of your choice, set budget for its advertisement, prepare a media plan and present in the class.	5	
<b>2 Theory</b>	A. Sales Management – Meaning, Objectives of Sales Management, Importance of Sales Management B. Sales forecasting – Meaning, Importance, Types of sales forecast, Sales forecasting methods - Importance, Advantages and disadvantages of various methods. C. Determining sales related marketing policies.	10	CO2
<b>Practical</b>	Select an authorized dealer/distributor dealing in consumer products and study sales organization and their sales related policies	5	
<b>3 Theory</b>	A. Personal Selling –Importance of Personal Selling, Ethics in personal Selling, Formulation of Personal Selling Strategy, Personal Selling Objectives, Personal Selling Process, Characteristics of good Sales Person, Selling Skills, Negotiation Skills, Different phases of negotiation. B. Sales Force Management –Determining size of sales force, Staffing the salesforce, Different functions of Sales Manager. C. Sales Meetings and Sales Contests, Sales Territories and Sales Quotas. D. Sales Control and Cost Analysis – The Sales Audit, Sales Analysis, Marketing Cost Analysis.	10	CO3
<b>Practical</b>	A) In the same organization study sales force management, sales meetings, sales contest B) Collect the sales information of any company or dealer and analyse their sales.	5	
<b>4 Theory</b>	A. Logistics and Supply Chain Management - Definition & scope of logistics, key logistics activities, Types of logistics activities, market logistics decision, emerging concepts in logistics. B. Concept of supply chain management, need for SCM, advances in SCM. Global perspective in Supply chain management	10	CO4
<b>Practical</b>	Study the logistic and supply chain management of the company/dealer. Prepare a report and present in the class.	5	

**Reference Books:**

1. Advertising Management, Rajeev Batra, Davis Aaker, John Myers, Freda Swaminathan, Pearson India Education Services Pvt. Ltd.
2. Foundations of advertising: Theory & Practice - S.A. Chunawala&K.C.Sethia, Himalaya Publishing House
3. Sales Management: Decision, Strategies and Cases-R.R.Still , E.W.Cundiff , N.A.P.Govani, S. Puri, Pearson India Education Services Pvt. Ltd.
4. Sales and Distribution Management: Leveraging Emerging Technologies - K.K. Havaldar, V.M. Cavale, S. K. Nandi, McGraw Hill India

5. Selling and Sales Management – D. Jobber, G Lancaster, K. Meunier, Pearson Sales and Distribution Management - AvinashMulky, Cengage Learning India Pvt. Ltd.
<b>Suggested Additional Readings: (Web source URL)</b> 1. <a href="https://iaaindiachapter.org/">https://iaaindiachapter.org/</a> 2. <a href="http://www.aaaindia.org/">http://www.aaaindia.org/</a>
<b>Suggested Research Journal:</b> 1. Journal of Advertising 2. Journal of Advertising Education 3. International Journal of Advertising 4. The Journal of Personal Selling and Sales Management 5. Indian Journal of Marketing

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	2	2	1	1	1	3	2	3
<b>CO 2</b>	3	2	2	2	2	1	1	1	3	2	1
<b>CO 3</b>	3	3	2	3	2	1	3	1	3	2	1
<b>CO 4</b>	3	2	2	1	2	1	3	1	3	2	1
<b>Total</b>	12	10	8	8	8	4	8	4	12	8	6
<b>Average</b>	3	2.5	2	2	2	1	2	1	3	2	1.5

<b>Course Title</b>	<b>ELECTIVE-1 MARKETING MANAGEMENT PAPER II - SERVICE AND RETAIL MARKETING</b>		
<b>Class and semester</b>	MBA Part– II Semester-III		
<b>Course Code</b>	DSE 3012		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To acquire knowledge and skills of service marketing</li> <li>2. To apply retail global business practices in indigenous retail business</li> <li>3. To Understand complex management issues in retail business</li> <li>4. To examine the changing structure of retail markets due to globalization, digitalization, and e-commerce.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to			Bloom's Taxonomy Level
1. Understand ethics in service marketing and able to analyze and develop the service marketing strategies by considering climate of domestic and global market			L5
2. Design service blueprint and service scape			L5
3. Understand consumer store behaviour in domestic and global market and able to design retail strategies			L5
4. Understand ethical and legal issues in retailing and able to develop model of retail store layout			L6
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course Outcome</b>
<b>1 Theory</b>	A. Theory Service Marketing- Introduction, Concept of Service, Characteristics of Service, Five Levels of services, Compare and Contrast goods marketing and service marketing, Ethics in service marketing B. 7P's of service marketing Mix - Product, Price Place, Promotion, People- Introduction, Concept of People, Service Climate in domestic and global market, Role of Front line service employees, Service encounter and service experience, internal marketing, customer complaint handing, Failure of service and service recovery	10	CO1
<b>Practical</b>	a) Students visit any two similar category service organization. Compare and contrast their 7P's of marketing mix. Present report in a class. b) Conduct group activity of two online services close competitors and study their service recovery system and also comment on their recovery strategy	5	

<b>2 Theory</b>	A. Process- Concept of Service blueprint and service operations, Physical Evidence- concept of physical Evidence, types of physical evidence, Concept of service environment /servicescap, types, Design of service scape- key dimensions of service scapes B. Gap model of service quality, SERVQUAL Model, Service innovation and co-creation, Design of self-service technology, Artificial Intelligence and automation in services, Personalization and digital customer engagement, Service supply chain management, ethical issues in service delivery	10	CO2
<b>Practical</b>	a) Select any service and design the blueprint and service scape for it. b) Prepare a documentary on service environment and service climate needed to Management institution in India	5	
<b>3 Theory</b>	<b>A. Theory Retail Marketing:</b> Concept of Retail, Classification of Retailers-Store based and Non-store based retailers, Organized and Unorganized, Retail institutions and formats, Retail marketing mix decision, Omni channel retailstrategy <b>B. Retail Customer Strategy and Relationship Management-</b> Retail STP, Consumer store choice behavior in domestic and global market, Retail customer relationship management	10	CO3
<b>Practical</b>	a) Student visit the retail store like D'Mart, Reliance Smart, Shoppers' Stop and prepare a retail store analysis report b) Student visit online retail website like Zomato, Amazon Payto understand customer experience and analyses their digital services. Discuss your report in the class highlighting touchpoints, mapping of customer emotions, pain points with your valuable suggestions for improvements.	5	
<b>4 Theory</b>	<b>A. Retail Store Establishment:</b> Location and layout of retail, location planning and site selection, Store design and store layout- merchandise management-planning, category management, assortment planning, inventory management, vendor management and Store brands and private labels <b>B. Store Management-</b> Role of Store managers, Visual merchandise, Ethical and Legal issues in retailing, Careers in Retailing. Concept of RF based billing., retail pricing strategies, retail promotion and loyalty programs.	10	CO4
<b>Practical</b>	a) Student design model of retail store layout of apparel/electronics/ grocery. Present this model in the class with highlighting shelf arrangement, product placement and promotion display	5	

	b) Present seminar on Emerging trends in Retail Marketing		
<b>Reference Books:</b>			
<ol style="list-style-type: none"> <li>1. Services Marketing - Zha S.M., Himalaya Publishing House</li> <li>2. Services Marketing: Integrating Customer Focus Across the Firm – Valarie Zeithaml, Mary Jo Bitner</li> <li>3. Services Marketing: People, Technology, Strategy – Christopher Lovelock, publication of world scientific, 8<sup>th</sup> edition</li> <li>4. Services Marketing – K. Douglas Hoffman &amp; John Bateson</li> <li>5. Retailing Management: Swapna Pradhan, ‘Tata McGraw-Hill Publishing Company</li> <li>6. Retail Marketing Management- David Gilbert, Pearson Education.</li> <li>7. Retailing Management – Levy &amp; Weitz</li> <li>8. Retail Management – Barry Berman &amp; Joel Evans</li> </ol>			
<b>Additional Reading:</b>			
<b>Case Studies:</b>			
<ol style="list-style-type: none"> <li>1. Digital transformation in banking like HDFC</li> <li>2. Zomato’s growth and service innovation</li> <li>3. Ola’s ride and hailing service model/</li> <li>4. Appolo Hospital Service management</li> <li>5. Growth strategy of Paytm</li> <li>6. Rapid growth of Blinkit</li> </ol>			
<b>Journals:</b>			
<ol style="list-style-type: none"> <li>1. Indian Journal of Marketing</li> <li>2. The IUP Journal of Marketing Management</li> <li>3. International Journal of Retail &amp; Distribution Management (<b>IJRDM</b>):</li> <li>4. Journal of Retailing and Consumer services</li> </ol>			

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	2	2	3	2	1	2	1	3	3	2
<b>CO 2</b>	3	2	2	3	2	1	2	1	3	3	1
<b>CO 3</b>	3	2	2	2	2	1	2	1	3	3	2
<b>CO 4</b>	3	2	2	2	2	1	2	1	3	3	1
<b>Total</b>	12	8	8	10	8	4	8	4	12	12	6
<b>Average</b>	3	2	2	2.5	2	1	2	1	3	3	1.5

**ELECTIVE 2**  
**HUMAN RESOURCE MANAGEMENT**

<b>Course Title</b>	<b>ELECTIVE-2 HUMAN RESOURCE MANAGEMENT PAPER I STRATEGIC AND TALENT MANAGEMENT</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSE 3021		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To understand talent management basics and workforce forecasting.</li> <li>2. To master talent acquisition systems and succession planning.</li> <li>3. To learn and analyze talent engagement and retention strategies.</li> <li>4. To learn competency mapping and performance measurement.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Explain the strategic importance of the talent value chain, workforce forecasting, and the fundamental processes of talent management in diverse industries.		L 2
2.	CO2: Apply modern talent acquisition, assessment, and onboarding techniques, including AI tools, to build skilled and high-performing workforces.		L 3
3.	CO3: Analyze competency models and talent engagement strategies to diagnose workforce performance issues and enhance employee retention.		L 5
4	CO4: Evaluate performance management systems, including balanced scorecards and competency-based assessments, to ensure strategic organizational alignment.		L 6
5	CO5: Develop integrated succession planning and strategic talent development frameworks that foster long-term organizational success and competitive advantage.		L5
Unit	Contents	Hours	Course outcomes
1	<b>Introduction to Talent Management:</b> A. Introduction, Scope of Talent Management, Need of Talent Management, B. Key Processes of Talent Management, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process. C. Linking corporate strategy to workforce strategy; demand forecasting (trend analysis, ratios), supply analysis (skills inventory, Markov models); gap analysis; role criticality (value × uniqueness).	10	C1,C2

Practical	<ol style="list-style-type: none"> <li><b>Case Study Analysis:</b> Case study: Analyze IT/manufacturing firm for talent/HRP practices.</li> <li><b>Talent Value Chain Mapping:</b> Prepare a diagram explaining the stages of the talent value chain in an organization.</li> <li><b>Industry Interaction / Assignment:</b> Interview an HR professional and prepare a short report on talent management strategies used in their organization.</li> </ol>	5	
2	<p><b>Talent Management System and Talent Acquisition.</b></p> <p><b>A.</b> Components and benefits &amp; challenges of TMS, Building blocks of talents management: competencies - performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.</p> <p><b>B.</b> Talent Acquisition &amp; planning - sourcing strategies (AI tools, referrals, campuses); screening/resume parsing; skills-based JDs (outputs over qualifications); competency vs. skills taxonomies; structured interviews, assessments (psychometrics, simulations) for validity/fairness; offer management, onboarding to productivity. Internal mobility rules, eligibility rubrics, quality-of-hire metrics.</p> <p><b>C. Talent Planning:</b> succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent.</p>	10	C2,C4
Practical	<ol style="list-style-type: none"> <li>Recruitment toolkit: Redesigned JD + assessment for one role + sourcing plan.</li> <li><b>Succession Planning Exercise:</b> Prepare a succession planning chart for key positions in a company.</li> <li><b>Balanced Scorecard Preparation:</b> Design a balanced scorecard for evaluating employee performance in an organization</li> </ol>	5	
3	<p><b>Development and Retention of Talent:</b></p> <p><b>A.</b> Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention</p> <p><b>B.</b> Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention. motivation and engagement, Return on talent.</p>	10	C3
Practical	<ol style="list-style-type: none"> <li><b>Employee Engagement Survey:</b> Design a questionnaire to measure employee engagement in an organization.</li> <li><b>Retention Strategy Report:</b> Prepare a report suggesting strategies to improve employee retention in a selected industry.</li> <li><b>Case Study:</b> Analyze a company known for high employee retention and identify the key factors responsible for it.</li> </ol>	5	
4	<p><b>A. Competency mapping and measuring Performance:</b></p>	10	C4

	<p>Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational.</p> <p><b>B. Measuring Performance:</b> background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement.</p>		
Practical	<p><b>1.Competency Mapping Exercise:</b> Identify and prepare a competency map for a specific job role (e.g., Marketing Manager / HR Manager).</p> <p><b>2.Performance Measurement Tool:</b> Develop a competency-based performance evaluation format.</p> <p><b>3.Case Study:</b> Identify common errors in performance appraisal and suggest corrective measures.</p>	5	
<p><b>Reference books:</b></p> <ol style="list-style-type: none"> <li>1. The Talent Management Handbook – Lance A. Berger &amp; Dorothy R. Berger</li> <li>2. Talent Management – Dr. S. K. Bhatia</li> <li>3. Human Resource Management – Gary Dessler</li> <li>4. Strategic Human Resource Management – Jeffrey A. Mello</li> <li>5. Competency Mapping – SeemaSanghi</li> </ol>			
<p><b>Additional Readings:</b></p> <ol style="list-style-type: none"> <li>1. The War for Talent – Ed Michaels, Helen Handfield-Jones &amp; Beth Axelrod</li> <li>2. Good to Great – Jim Collins</li> <li>3. Drive: The Surprising Truth About What Motivates Us – Daniel H. Pink</li> <li>4. Society for Human Resource Management (SHRM) – HR research reports and articles</li> <li>5. Chartered Institute of Personnel and Development (CIPD) – Talent management resources and case studies</li> </ol>			

### COs, POs & PSOs Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	2	2	2	2	2	2	3	2	1	2	1	2
CO2	2	2	3	2	2	2	2	2	3	3	2	2	2	2
CO3	3	3	2	3	2	2	3	2	2	2	3	2	2	2
CO4	2	3	3	2	2	3	2	3	2	3	3	3	3	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Avg	2.6	2.6	2.6	2.4	2.2	2.4	2.4	2.4	2.6	2.6	2.4	2.4	2.2	2.2

<b>ELECTIVE-2 HUMAN RESOURCE MANAGEMENT</b>			
Course Title		<b>PAPER II MANAGING HUMAN CAPITAL</b>	
Class and semester		MBA Part – II Semester - III	
Course Code		DSE 3022	
Course Credit		4	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To develop an understanding of human capital as a strategic asset and its role in enhancing organizational performance and competitive advantage.</li> <li>2. To equip students with knowledge of human capital measurement tools, including HR accounting, audits, and scorecards, for effective evaluation and decision-making.</li> <li>3. To enable students to design and implement performance management, training, and employee development systems aligned with organizational goals.</li> <li>4. To prepare students to address emerging workforce challenges, including gig workforce management, reskilling, employee engagement, and human–AI collaboration.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom’s Taxonomy level
1.	Understand: Explain the strategic foundations of human capital, including HR accounting and audit frameworks, and their impact on organizational performance.		L 2
2.	Apply: Apply human capital measurement tools (scorecards, ROI analysis) to design performance management and training systems that support organizational goals.		L 3
3.	Analyze: Analyze data-driven HR trends, including gig workforce dynamics and human-AI collaboration, to optimize talent and organizational strategy.		L4
4	Evaluate: Evaluate emerging workforce strategies, such as reskilling and neurodiversity programs, against organizational standards for diversity, equity, and inclusion.		L 5

5.	Develop: Develop integrated human capital management solutions, leveraging digital tools and analytics, to address complex global business challenges.		L 6
Unit	Contents	Hours	Course outcomes
1	<p>Human Capital: Concept &amp; Strategic Foundations - Meaning, objectives, and constituents of Human Capital (KSAs, experience, capabilities Dimensions of HCM: Strategic, operational, behavioral, and analytical; HCM as an Integrated System – Alignment of HR practices with business strategy</p> <p>HR Accounting - Meaning Methods: Historical Cost Method, Replacement Cost Method, Economic Value Method, Stochastic Models, Application in managerial decision-making</p> <p>HR Audit &amp; Human Capital Development - Meaning, objectives, and benefits of HR audit</p> <p>Human Capital Scorecard - Kaplan &amp; Norton framework applied to HR: Financial (ROI, cost per hire), Customer (employer branding, talent attraction), Internal Process (training efficiency, productivity), Learning &amp; Growth (innovation, capability building)</p>	10	C1,C2
Practical	Human Capital ROI Calculation (Excel-based), HR Audit Checklist Design for an Organization, HCM Scorecard Preparation (10 KPIs with interpretation)	5	
2	<p><b>PERFORMANCE MANAGEMENT &amp; TRAINING SYSTEMS:</b></p> <p>Performance Management - Meaning and objectives, Continuous vs annual appraisal systems, Performance management cycle, Digital tools: Web-based and AI-enabled appraisal systems.</p> <p>Training &amp; Development: Need of T&amp;D in dynamic environments, Training &amp; Development techniques, Modern Trends in T&amp;D - AI-based personalized learning, Learning in the flow of work, Digital learning platforms (LMS), Upskilling &amp; reskilling,</p>	10	C2,C4

Practical	Design a Performance Appraisal Form (Digital format), Training Needs Analysis (TNA) for a job role, Create a Mini Training Program (objectives, content, evaluation)	5	
3	<p><b>CAREER MANAGEMENT &amp; EMPLOYEE ENGAGEMENT:</b>  Career Management - Meaning and importance, Roles: Employee (self-development), Employer (career support systems), Employee lifecycle management.</p> <p>Employee Engagement: Meaning and significance, Key drivers: Leadership, Work environment, Recognition;  Modern Engagement Tools &amp; Trends - Psychological Safety – Safe environment for ideas and expression, DEI Metrics (Diversity, Equity &amp; Inclusion), Hybrid Work Frameworks - Employee experience (EX) and personalization, Digital engagement platforms,</p>	10	C3
Practical	Employee Engagement Survey Design, Career Path Mapping for a Role (e.g., HR Executive → HR Manager), Engagement Strategy Proposal for Hybrid Workforce	5	
4	<p><b>FUTURE WORKFORCE STRATEGIES: Gig Workforce Management</b> - Meaning and types of gig workers, Classification issues (employee vs contractor), Benefits and challenges.</p> <p><b>Neurodiversity at Workplace</b> – Meaning and Benefits; <b>Human-AI Collaboration</b> - Concept of workforce augmentation, AI as a support tool (not replacement), New roles emerging due to AI</p> <p><b>Reskilling, Upskilling &amp; Internal Mobility</b> -Continuous learning culture, Skill-based workforce planning, Internal mobility and talent marketplaces; <b>Emerging Trends (Added for Industry Relevance)</b> - Skills-based hiring, Workforce analytics, ESG &amp; sustainable HR, Employee well-being &amp; mental health.</p>	10	C4
Practical	Gig Workforce Policy Design, Reskilling Plan for Digital Transformation Scenario, Future Workforce Strategy Presentation (AI + Skills + Hybrid model)	5	

**Reference books:**

1. Armstrong, M. – *Armstrong’s Handbook of Human Resource Management Practice*
2. Becker, B. & Huselid, M. – *The HR Scorecard*
3. Cascio, W. – *Managing Human Resources*

4. Dessler, G. – *Human Resource Management*
5. Fitz-enz, J. – *The ROI of Human Capital*

**Useful links**

1. <https://hbr.org>
2. <https://www.mckinsey.com/capabilities/people-and-organizational-performance>
3. <https://www2.deloitte.com/global/en/insights/focus/human-capital-trends.html>
4. <https://www.aihr.com>
5. <https://www.peopleanalyticsworld.com>
6. <https://www.shrm.org>
7. <https://www.weforum.org>
8. <https://www.cipd.co.uk>

**Additional Readings (Latest & Industry-Oriented)**

1. Deloitte – *Global Human Capital Trends Reports*
2. McKinsey – *People & Organizational Performance Insights*
3. Harvard Business Review – Articles on HR analytics, AI in HR
4. World Economic Forum – *Future of Jobs Report*
5. ISO 30414 (Human Capital Reporting Guidelines)

**COs, POs & PSOs Mapping:**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	2	1	1	2	2	2	3	1	1	2	2	1
CO2	2	3	3	2	2	2	2	2	3	3	2	2	2	2
CO3	3	3	3	2	2	2	3	2	2	2	3	2	3	2
CO4	2	2	2	3	3	3	2	3	1	2	3	3	2	3
CO5	3	3	3	3	3	2	3	3	2	3	3	2	3	3
Avg	2.6	2.6	2.6	2.4	2.2	2.2	2.4	2.4	2.2	2.2	2.4	2.2	2.4	2.2

**ELECTIVE 3**  
**FINANCIAL MANAGEMENT**

<b>Course Title</b>	<b>ELECTIVE-3 FINANCIAL MANAGEMENT</b>		
	<b>PAPER- I INDIAN FINANCIAL SYSTEM</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSE 3031		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To develop a comprehensive understanding of the structure, evolution, and role of the Indian financial system, including regulatory institutions such as RBI, SEBI, IRDA.</li> <li>2. To familiarize students with various financial markets—capital market, money market, derivatives, and foreign exchange market—and the instruments traded within them.</li> <li>3. To provide practical exposure to stock exchanges such as NSE, BSE, trading mechanisms, depositories, and portfolio creation through real-world applications.</li> <li>4. To enhance knowledge of financial services including banking, insurance, NBFCs, and credit rating, and develop analytical and practical skills through field visits, case studies, and project work.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
CO1	1. <b>Understanding</b> Indian Financial System & regulatory framework		L2
CO2	2. <b>Analysis</b> of financial markets and instruments		L4
CO3	3. <b>Understanding</b> stock exchanges, trading & portfolio creation		L2
CO4	4. <b>Analysis</b> of financial services & practical exposure		L4
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Introduction to Indian Financial System:-</b> Development of Financial System in India, Structure of Indian Financial System, Role of Financial Sector in the economy, Institutional framework of Indian Financial System-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India(RBI), Securities Exchange Board of India(SEBI) And Insurance Regulatory and Development Authority	10	CO1

	(IRDA)-their Objectives and Functions		
Practical	i) Classroom discussion on framework of Indian Financial System.	5	
2	<p><b>Financial Markets:</b></p> <p>a) Capital Market: concept, types of markets-primary and secondary, Instruments in Capital Market-Shares, stocks, Debentures, bonds</p> <p>b) Money Market: concept, Instruments in Money market, Recent Developments, Composition of Money market</p> <p>c) Commodities &amp; Derivatives Market: concept, Transactions-Swaps, Options and Futures</p> <p>d) Foreign Exchange Market: concept and characteristics</p>	10	CO2
Practical	<p>i) Visit a bank and prepare a scrapbook detailing all the instruments used in bank.</p> <p>ii) Visit brokers office to study Swaps, Options and Futures.</p>	5	
3	<p><b>Stock Exchanges:</b></p> <p>a) Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over The Counter Exchange of India(OTCE)and other exchanges, SENSEX and NIFTY</p> <p>b) Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading(BOLT), Screen based trading</p> <p>c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL), Eligibility and functions of Depository Participants (DPs).</p>	10	CO3
Practical	<p>i) Opening demats account and study the online trading procedures.</p> <p>ii) Prepare your own stock portfolio and project its growth.</p>	5	
4	<p><b>Financial Services:</b></p> <p>a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating.</p> <p>b) Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India.</p> <p>C) NBFCs: Classification of NBFCs, Prudential Norms for NBFCs, Role of NBFCs in asset financing, Asset Reconstruction Companies,</p>	10	CO4

	Implications of SARFAESI Act.		
Practical	i) Visit any insurance company to learn about insurance business. ii) Group discussion on various credit rating agencies and their evaluation patters.	5	

**Reference Books:**

1. Bhole, L.M. and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi.
2. Khan, M.Y. (2013), Indian Financial System, Tata McGraw- Hill Education Private Limited, New Delhi.
3. Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. Licensees of Pearson Education in South Asia, New Delhi.
4. Bhalla, V. K. (2004), Management of Financial Services, Anmol Publishing House
5. Ramesh Babu (2009), Indian Financial System, Himalaya Publishing House, Mumbai.
6. Gordon, E. and Natrajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai.
7. Desai, Vasant (2010), Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.

**Suggested Additional Reading:**

1. [www.finmin.nic.in](http://www.finmin.nic.in)
2. [www.sebi.gov.in](http://www.sebi.gov.in)
3. [www.rbi.org.in](http://www.rbi.org.in)

**Suggested Research Journals:**

1. Indian Journal of Finance
2. RBI Bulletin
3. Finance India
4. Journal of Banking and Finance
5. Banking and Finance Review

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	–	2	2	1	2	2	2
CO2	3	3	2	1	1	1	2	1	1	1	1
CO3	3	3	3	2	1	1	2	2	2	2	2
CO4	2	3	3	3	2	3	3	2	3	3	3
Total	11	11	9	7	4	7	9	6	8	8	8
Average	2.8	2.8	2.3	1.8	1.3	1.8	2.3	1.5	2	2	2

Course Title	<b>ELECTIVE-3 FINANCIAL MANAGEMENT PAPER- II FINANCIAL DECISION ANALYSIS</b>			
Class and semester	MBA Part – II Semester - III			
Course Code	DSE 3032			
Course Credit	<b>4</b>			
<b>Teaching Scheme</b>			<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>	
40 Hrs	20 Hrs	40 marks	60 Marks	
Course Objectives				
<ol style="list-style-type: none"> <li>1. To understand the concept of time value of money</li> <li>2. To understand and apply different tools of financial decision making viz. capital budgeting, cost of capital and capital structure</li> <li>3. To understand the use of Excel in financial decision analysis</li> </ol>				
Course Outcomes: On successful completion of the course the learner will be able to				Bloom's Taxonomy level
1.	Understand financial decision frameworks and Time Value of Money concepts including PV, FV, annuities, and compounding techniques			L 2
2.	Apply capital budgeting techniques (NPV, IRR, Payback, PI) and Excel financial functions for investment decision-making			L 3
3.	Analyze financing decisions, cost of capital, and capital structure theories in corporate finance			L4
4	Evaluate risk in financial decisions using sensitivity, scenario, and decision tree analysis			L 5
5	Develop financial models, forecasts, and dashboards using advanced tools such as simulation and Excel-based techniques			L6
Unit	Contents		Hours	Course outcomes
1	<b>Financial Decision Framework:</b> <ol style="list-style-type: none"> <li>a. Nature and scope of financial decision analysis</li> <li>b. Types of financial decisions: Investment, Financing, Dividend decisions</li> <li>c. Short-term financing decisions</li> <li>d. Financial planning and forecasting</li> <li>e. Mergers and acquisitions basics</li> <li>f. Risk management tools</li> </ol>		(10 Hours)	C1,C2

Practical	<ol style="list-style-type: none"> <li>1. Select any listed company and study their financial decisions related to investment, financing and dividend</li> <li>2. Prepare monthly cash budget of any local organization</li> <li>3. Forecast sales of any listed company using past data applying simple regression or trend analysis</li> </ol>	(5 Hours)	
2	<p><b>Investment Decisions &amp; Capital Budgeting:</b></p> <ol style="list-style-type: none"> <li>a. Capital budgeting techniques: Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period &amp; Discounted Payback, Profitability Index</li> <li>b. Cash flow estimation</li> <li>c. Risk analysis in capital budgeting</li> <li>d. Capital rationing</li> </ol>	(10 Hours)	C2,C4
Practical	<p>Excel Practical on</p> <ol style="list-style-type: none"> <li>1. Project evaluation using: NPV(), IRR(), XIRR()</li> <li>2. Cash flow modeling (project-wise)</li> <li>3. Sensitivity analysis: Impact of cost, revenue changes</li> <li>4. Scenario analysis using: Data Tables Goal Seek</li> </ol>	(5 Hours)	
3	<p><b>Financing Decisions &amp; Cost of Capital</b></p> <ol style="list-style-type: none"> <li>a. Cost of capital: Cost of equity (Dividend model, CAPM), Cost of debt and preference shares</li> <li>b. Weighted Average Cost of Capital (WACC)</li> <li>c. Capital structure theories: Net Income approach Modigliani–Miller theory</li> </ol>	(10 Hours)	C1,C4
Practical	WACC calculation model, Cost of capital estimation using excel	(5 Hours)	
4	<p><b>Risk Analysis, Financial Modeling &amp; Advanced Decision Tools:</b></p> <ol style="list-style-type: none"> <li>a. Risk analysis techniques: Sensitivity analysis, Scenario analysis, Decision tree analysis</li> <li>b. Probability &amp; expected value</li> <li>c. Simulation techniques in finance</li> <li>d. Financial planning &amp; forecasting</li> <li>e. Introduction to financial modelling</li> </ol>	(10 Hours)	C1,C2, C3
Practical	<ol style="list-style-type: none"> <li>1. Decision tree modeling (using probability-weighted outcomes)</li> <li>2. Monte Carlo simulation using: RAND() / RANDBETWEEN()</li> <li>3. Financial forecasting: Trend analysis &amp; regression (FORECAST())</li> </ol>	(5 Hours)	

	4. Dashboard creation:KPIs, charts, slicers		
Reference books:			
<ol style="list-style-type: none"> <li>1. I. M. Pandey: Financial Management, Vikas Publishing house</li> <li>2. Prasanna Chandra-‘Financial Management’, McGraw Hill Education</li> <li>3. M. Y. Khan, P. K. Jain; Financial Management; McGraw Hill</li> <li>4. S. N. Maheshwari; Financial Management; Sultan Chand and Co.</li> </ol>			
Useful links:			
<ol style="list-style-type: none"> <li>1. <a href="https://www.screener.in">https://www.screener.in</a></li> <li>2. <a href="https://www.bseindia.com">https://www.bseindia.com</a></li> <li>3. <a href="https://www.nseindia.com">https://www.nseindia.com</a></li> <li>4. <a href="https://365financialanalyst.com/resources-center/">https://365financialanalyst.com/resources-center/</a></li> <li>5. <a href="https://opentuition.com/">https://opentuition.com/</a></li> <li>6. <a href="https://excelatfinance.com/">https://excelatfinance.com/</a></li> <li>7. <a href="https://www.classcentral.com/course/swayam-excel-for-finance-from-basics-to-advanced-456180">https://www.classcentral.com/course/swayam-excel-for-finance-from-basics-to-advanced-456180</a></li> </ol>			
Additional reading			
<ol style="list-style-type: none"> <li>1. Journal of Finance</li> <li>2. Applied Finance</li> <li>3. Indian Journal of Finance</li> <li>4. Viklap</li> </ol>			

<b>CO-PO Mapping</b>											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	–	1	1	1	2	2	2
CO2	2	3	3	2	2	1	1	1	1	1	1
CO3	2	3	3	2	1	2	1	1	2	2	2
CO4	2	3	3	2	2	2	1	1	3	3	3
CO5	2	3	3	3	3	1	1	2	2	2	2
Total	11	14	13	10	10	7	5	6	10	10	10
Average	2.2	2.8	2.6	2	2	1.4	1	1.2	2	2	2

**ELECTIVE 4**  
**PRODUCTION MANAGEMENT**

<b>Course Title</b>	<b>ELECTIVE 4</b> <b>PRODUCTION MANAGEMENT</b> <b>PAPER I OPERATIONS MANAGEMENT STRATEGIES</b>		
<b>Class and Semester</b>	MBA Part – II Semester – III		
<b>Course Code</b>	DSE 3041		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To develop understanding of strategic role of operations management in business competitiveness.</li> <li>2. To familiarize students with modern operations strategies and decision frameworks.</li> <li>3. To develop ability to design efficient operations systems aligned with organizational strategy.</li> <li>4. To understand global operations practices including lean systems and agile manufacturing.</li> <li>5. To develop analytical skills for solving complex operational problems.</li> <li>6. To develop awareness of behavioral skills, ethical practices, and entrepreneurial opportunities in operations management strategies.</li> </ol>			
<b>Course Outcomes:</b> After successful completion of the course students will be able to:			<b>Bloom's Taxonomy Level</b>
<b>CO1</b>	Understand strategic role of operations management in business competitiveness	L2	
<b>CO2</b>	Apply operations strategies for productivity and efficiency improvement	L3	
<b>CO3</b>	Analyse operational problems using strategic frameworks and analytical tools	L4	
<b>CO4</b>	Evaluate operational strategies for global competitiveness	L5	
<b>CO5</b>	Demonstrate communication, teamwork, ethical decision making, and entrepreneurial thinking in operations strategy contexts.	L3	
<b>Syllabus</b>			
<b>Unit</b>	<b>Content</b>	<b>Hours</b>	<b>Course Outcomes</b>
<b>1</b>	<b>Strategic Operations &amp; Competitive Advantage</b>	<b>10</b>	<b>C1</b>

	Evolution of operations as a strategic function, Competitive priorities: Cost, Quality, Delivery, Flexibility, Innovation, Operations strategy formulation and hierarchy, Corporate Strategy vs Business Strategy vs operations strategy, Strategic fit and trade-offs in operations, Order winners, qualifiers and customer value proposition, Resource-based view (RBV) in operations strategy, Operations strategy in service vs manufacturing sectors.		
<b>Practical</b>	1.1 Case study analysis on operations strategy of global firms (focus on competitive priorities & strategic fit) 1.2 Comparative analysis of operations strategy of two organizations (Indian vs Global) (Group submission)	<b>5</b>	
<b>2</b>	<b>Process Strategy, Capacity &amp; Technology Decisions</b> Process selection decisions (job, batch, mass, continuous), Product–process matrix (Hayes & Wheelwright model), Process flow analysis and bottleneck identification, Capacity planning under uncertainty, Decision tree analysis for capacity decisions, Break-even and learning curve analysis, Technology selection and investment decisions, Facility location and layout (strategic perspective only).	<b>10</b>	<b>C2</b>
<b>Practical</b>	2.1 Preparation of process analysis report identifying bottlenecks using diagrams 2.2 Capacity decision problem using break-even / decision tree analysis	<b>5</b>	
<b>3</b>	<b>Strategic Supply Chain Design &amp; Network Decisions</b> Supply chain as a strategic asset, Supply chain network design (centralized vs decentralized), Make-or-buy and outsourcing strategy, Global sourcing and offshoring decisions, Risk pooling and supply chain risk management, Bullwhip effect and strategic mitigation, Supply chain coordination contracts (basic introduction), Role of information in supply chain strategy (conceptual only)	<b>10</b>	<b>C3</b>
<b>Practical</b>	3.1 Case analysis on make-or-buy / outsourcing decisions (with ethical considerations) 3.2 Design of a conceptual supply chain network for a product (no operational mapping)	<b>5</b>	
<b>4</b>	<b>Operations Improvement &amp; Innovation Strategy</b> Continuous improvement philosophy (conceptual – NOT tools), Business process reengineering (BPR), Operations innovation and new product development linkage, Mass customization strategy, Service operations strategy and design, Performance measurement systems (Balanced Scorecard in operations), Future trends in	<b>10</b>	<b>C4</b>

	operations strategy. Leadership, change management and entrepreneurial opportunities in operations strategy.		
<b>Practical</b>	4.1 Case study on business process reengineering (BPR) 4.2 Development of operations performance measurement framework (Balanced Scorecard)	<b>5</b>	
<b>Reference Books</b>			
<ol style="list-style-type: none"> <li>1. Slack, Brandon &amp; Johnston – <b>Operations Management</b>, Pearson.</li> <li>2. S. N. Chary – <b>Production and Operations Management</b>, McGraw Hill</li> <li>3. Heizer, Render &amp; Munson – <b>Operations Management</b>, Pearson.</li> <li>4. Chase, Jacobs &amp; Aquilano – <b>Operations and Supply Chain Management</b>, McGraw Hill.</li> <li>5. Krajewski, Ritzman &amp; Malhotra – <b>Operations Management: Processes and Supply Chains</b>, Pearson.</li> <li>6. Stevenson – <b>Operations Management</b>, McGraw Hill.</li> <li>7. Schonberger – <b>World Class Manufacturing</b>, Free Press.</li> <li>8. Nigel Slack – <b>Operations Strategy</b>, Pearson.</li> </ol>			
<b>Useful Link</b>			
<ol style="list-style-type: none"> <li>1. <a href="https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/pages/lecture-notes/">https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/pages/lecture-notes/</a></li> <li>2. <a href="https://ocw.iti.hr/courses/sloan-school-of-management/15-760a-operations-management-spring-2002/lecture-notes/">https://ocw.iti.hr/courses/sloan-school-of-management/15-760a-operations-management-spring-2002/lecture-notes/</a></li> <li>3. <a href="https://ocw.mit.edu/courses/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/pages/lecture-notes/">https://ocw.mit.edu/courses/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/pages/lecture-notes/</a></li> <li>4. <a href="https://www.coursera.org/specializations/supply-chain-management">https://www.coursera.org/specializations/supply-chain-management</a></li> </ol>			
<b>Additional Reading</b>			
<ol style="list-style-type: none"> <li>1. Harvard Business Review – Operations Strategy Articles</li> <li>2. International Journal of Operations &amp; Production Management</li> <li>3. Production and Operations Management Journal</li> </ol>			

### CO-PO-PSO Mapping

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	1	1	2	1	3	1	1
CO2	3	3	2	2	2	1	2	1	3	3	2
CO3	3	3	3	2	1	1	2	1	3	3	2
CO4	3	3	3	2	2	2	3	2	3	2	3
CO5	2	2	2	3	3	3	2	3	2	2	2
Average	2.8	2.8	2.4	2.4	2.2	2.2	2.2	1.6	2.8	2.2	2.0

<b>Course Title</b>	<b>ELECTIVE 4- PRODUCTION MANAGEMENT PAPER II- MATERIALS&amp;INVENTORY MANAGEMENT</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSE 3042		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To develop understanding of the strategic role of materials, purchase and inventory management in business competitiveness.</li> <li>2. To familiarize students with inventory planning, control techniques and purchase decision frameworks.</li> <li>3. To develop ability to design efficient materials, purchase and inventory systems aligned with organizational strategy.</li> <li>4. To understand global materials and purchase management practices including vendor development, MRP, JIT and lean systems.</li> <li>5. To develop analytical skills for solving complex materials, purchase and inventory problems.</li> <li>6. To develop awareness of behavioural skills, ethical practices, and entrepreneurial opportunities in materials and inventory management.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1:Understand concepts, functions and strategic role of materials, purchase and inventory management in business competitiveness.		L 2
2.	CO2:Apply inventory planning, control and purchase techniques for productivity and efficiency improvement.		L3
3.	CO3:Analyze materials, purchase and inventory problems using strategic frameworks and analytical tools		L4
4	CO4:Evaluate materials, purchase and inventory strategies for global competitiveness		L5
5	CO5- Demonstrate communication, teamwork, ethical decision making, and entrepreneurial thinking in materials and inventory management contexts.		L3
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>

1	<b>Purchase Management and Integrated Materials Management</b> -Concept of materials and purchase management, objectives and functions, importance and scope, integrated materials management, purchasing strategy-5Rs of purchasing, purchasing cycle and procedures, organization of purchase department , make-or-buy decision, value analysis & value engineering, legal aspects of purchasing and contracts, negotiation techniques, e-procurement and digital purchasing, vendor selection, rating and development, Vendor Managed Inventory (VMI), role in value creation and competitiveness.	10	CO1
Practical	Visit any organization & study its materials management functions focusing on purchase management practices .Submit group Report on it.	5	
2	<b>Inventory Planning</b> Purpose and types of inventory, inventory costs, effect on service level, integration with sales forecasting, lot sizing and safety stock, Material Requirements Planning (MRP), Bill of Materials (BOM), MRP records and systems, surplus and obsolescence management.	10	CO2
Practical	Visit any organization & do the Analysis of inventory planning practices .Submit group report on it.	5	
3	<b>Inventory Control</b> Inventory Control Techniques, Inventory control models – Economic Order Quantity (EOQ) and extensions, models with price discounts, selective inventory control techniques (ABC, VED, HML, and FSN analysis), fixed order period model, probabilistic models and safety stock calculations.	10	CO3
Practical	Numerical on Computation and analysis of inventory control techniques (EOQ, ABC etc.) . Visit any organization & Study the selective inventory control practices in a local industry. Submit report on it.	5	
4	<b>Advanced Materials, Purchase and Inventory Strategies</b> -Codification and standardization, material handling systems, stores management and layout, warehouse location and management, material cost reduction techniques, purchase cost reduction through negotiation and long-term contracts, future trends and challenges, integration with JIT, Kanban, lean inventory, Industry 4.0, Role of Artificial Intelligence in Materials Management. Ethical aspects in vendor management and entrepreneurial opportunities in materials & inventory systems.	10	CO4
Practical	Case studies on Advanced Materials, Purchase and Inventory Strategies.	5	

**Reference books:**

- 1.J.R. Tony Arnold, Stephen N. Chapman & Lloyd M. Clive – Introduction to Materials Management, Pearson.
- 2.P. Gopalakrishnan& M. Sundaresan – Materials Management: An Integrated Approach, PHI Learning.
- 3.A.K. Datta – Materials Management, Jaico Publishing House.
- 4.S.N. Chary – Production and Operations Management, McGraw Hill.
- 5.L.C Jhamb-Materials & Logistics Management, Everest Publication
- 6.Sunil Chopra & Peter Meindl – Supply Chain Management: Strategy, Planning and Operation, Pearson.
- 7.K. Shridhar Bhat – Production and Materials Management, Himalaya Publishing House.
- 8.R.J. Tersine – Principles of Inventory and Materials Management, Pearson.

**Useful links:**

- 1.<https://www.coursera.org/specializations/supply-chain-management>
- 2.<https://www.procuredesk.com/glossary/purchasing-cycle/>
- 3.<https://letstranzact.com/blogs/selective-inventory-management>
4. <https://www.ibm.com/think/topics/inventory-management>

**Additional reading:**

1. Harvard Business Review – Purchasing & Inventory Articles
2. International Journal of Operations & Production Management
3. Journal of Purchasing and Supply Management

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	2	2	2	1	1	2	2	2	2	3	3
<b>CO 2</b>	2	3	3	1	1	1	1	2	2	3	3
<b>CO 3</b>	2	3	2	1	1	1	2	2	2	3	3
<b>CO 4</b>	2	2	3	2	2	2	3	2	3	2	2
<b>CO5</b>	2	2	2	3	3	3	2	3	3	2	2
<b>Total</b>	10	12	12	12	11	11	10	11	11	13	13
<b>Average</b>	<b>2</b>	<b>2.4</b>	<b>2.4</b>	2.4	2.2	2.2	<b>2</b>	<b>2,2</b>	<b>2.2</b>	<b>2.6</b>	<b>2.6</b>

**ELECTIVE 5**  
**IT & SYSTEM MANAGEMENT**

<b>Course Title</b>	<b>ELECTIVE 5- IT &amp; SYSTEM MANAGEMENT</b>		
	<b>PAPER – I - IT GOVERNANCE FOR BUSINESS VALUE</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSE3051		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<b>Course Objectives:</b>			
1) To understand the strategic role of Information Systems (IS) in modern organizations and analyze how IS contributes to competitive advantage, decision-making, and business transformation.			
2) To develop the ability to formulate and implement IT strategies by applying strategic frameworks, tools, and techniques, including resource-based view and outsourcing decisions.			
3) To evaluate the role of IT governance in organizations by understanding its key domains such as strategic alignment, risk management, value delivery, and performance measurement.			
4) To analyze emerging technologies and their impact on business strategies through case studies, enabling students to design effective IT strategies for manufacturing and service organizations.			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Understand emerging Technologies including strategic and ethical role of IT to add value in business arena.		L 2
2.	CO2: Develop IT strategy for any manufacturing or service organization.		L 6
3.	CO3: Understand IT governance areas and determine IT governance implementation problems in business organization		L 2
4	CO4: Develop IT Governance frame work for IT enabled organizations		L 6
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>

1	<b>Strategic Role of IS in Business:</b> Evolving Role of IS in organization, Strategic Information System Era, Evolving nature of Strategy and strategic planning in organization, strategic framework, Strategic use of IS, Success factors, Organizational IS capability .Emerging trends in IT to device business strategies	10	CO1
Practical	1. Case Study on emerging technologies & its impact on organizational strategies. 2. Report on strategic role of IT in gaining competitive Advantage	5	
2	<b>IT Strategy</b> Overview and Developing an IT Strategy, Strategy implementation, strategy tools and techniques, resource- b a s e d view of strategy, approaches to information strategy development, problems, and barriers. The challenges of planning strategically for IT today, Establishing an IT strategy, process, scope objectives and expectations. Strategies for managing IT Infrastructure, Outsourcing strategies, guideline for outsourcing decisions.	10	CO2
Practical	Design of IT strategy for any manufacturing or service organization.	5	
3	<b>IT Governance:</b> Definition and Purpose of IT Governance, Areas of IT Governance- strategic alignment, Value Delivery, Risk Management, Resource management, Performance measurement. Challenges in IT Governance.	10	CO3
Practical	Case Study on Areas of IT governance for IT enabled organization	5	
4	<b>IT Governance Framework:</b> concept, need of IT governance framework, Information criteria, Integrated IT Governance Framework –COBIT, Key governance Roles, Responsibilities and Accountability, IT Governance Decision Rights, Key IT	10	CO4

	Resources and Functions to be managed		
Practical	Case Studies on implementation of IT governance framework	5	

**Reference books:**

1. IT Governance, Peter Weill and Jeanne W Ross, Harvard Business School Press
2. Strategies for Information Technology Governance, Wim Van Grembergen, Idea Group Publishing
3. IT Governance, Martin Frohlich and Kart Glaser, Gabler Publication
4. IT Governance, A Practical Guide by Christopher B Gillies
5. IT Governance: How Top managers manages IT decisions right for superior results--- by Peter Weill, Harvard Business School Press
6. Corporate Information strategy and Management by L M Applegate
7. Information Technology Management by Raner, Potter and Turban.
8. Strategic Technology Management by Betz
9. IT strategy and Management by Sanjiva Dubay

**Additional reading:**

1. The Journal of Strategic Information Systems
2. International Journal of Strategic Information Technology and Applications(IJSITA)

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	1	2	2	2	2	1	1
<b>CO 2</b>	3	2	3	2	2	1	2	3	3	2	2
<b>CO 3</b>	2	2	2	3	1	2	2	2	3	3	3
<b>CO 4</b>	2	3	3	2	3	2	2	2	3	2	3
<b>Total</b>	10	10	10	8	7	7	8	9	11	8	9
<b>Average</b>	2.5	2.5	2.5	2	1.75	1.75	2	2.25	2.75	2	2.25

<b>Course Title</b>	<b>ELECTIVE 5- IT &amp; SYSTEM MANAGEMENT</b>		
	<b>PAPER- II - IT SECURITY AND SYSTEM AUDIT</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSE3052		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<b>Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1. To understand the fundamentals of Information System (IS) Security including its evolution, key concepts, cyber threats, and the need for protecting organizational information assets.</li> <li>2. To develop knowledge of physical and logical security mechanisms such as access control, authentication, cryptography, firewalls, and data protection techniques to safeguard information systems.</li> <li>3. To analyze and apply data security, telecommunication security, and backup strategies for ensuring confidentiality, integrity, and availability of information in organizations.</li> <li>4. 4. To evaluate IS audit, VAPT practices, and security policies in order to design, implement, and assess effective security frameworks aligned with industry standards and organizational needs.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Demonstrate the concepts of information systems audit and security.		L 2
2.	CO2: Estimate the organizations risk management IS controls and data security architecture		L 4
3.	CO3: Define the application of various types of Computer-Assisted System Audit Tools and Techniques.		L 2
4	CO4: Design security policy for IT enabled organization.		L 6
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>

1	<p><b>Introduction to IS Security:</b> History &amp; evolution of IS Security, Introduction to security, need for security and control, Information system Assets, risk to information system data and resources, definition of information security. Cyber Crimes, types of security</p> <p>Physical Security: Threats to security, physical access, fire and theft protection, environmental hazards.</p> <p>Logical security: Threats to security and controls. Access control: identification, authentication, authorization, password control and management access control software.</p>	10	CO1
Practical	Prepare report on IT assets classification, and security threats for any organization.	5	
2	<p><b>Data Security:</b> Threats of data security, data access control, Back-up and recovery strategies, data input/output control,</p> <p><b>Telecommunication Security:</b> Physical security, logical access security, Cryptography, data encryption, Symmetric and asymmetric key cryptography, digital signature, firewall,</p> <p>Internet/intranet Security, supporting technology for database and application security.</p>	10	CO2
Practical	Prepare report and presentation on data security.	5	
3	<p><b>IS Audit and Control :</b>Information System: Overview of information System Auditing, Need of audit of computers effects of computers on auditing, conducting an information system audit, types of audits, audit procedure, audit risks, Overview of steps in an audit., preparation of audit report.</p> <p><b>VAPT:</b> Introduction to VAPT, need and significance, scope of VAPT, VAPT tools, compliance of VAPT Audit.</p>	10	CO3
Practical	Practical's on writing system audit report.	5	
4	<p><b>Security policy:</b> Administrative &amp; technical, Security policy framework &amp; infrastructure, introduction to Security policy, ISO Standards and Practices. Domain related Security case studies</p>	10	CO4
Practical	Practical's on design of security policy for IT enabled organizations.	5	

**Reference books:**

1. EDP Auditing by Ron Weber
2. PC and LAN security – Stephen Cobb Enterprise Security, Protecting Information Assets by Michele Abey
3. Enterprise Disaster Recovery Planning–Moira
4. Computer Security by Sammie's
5. Internet Security–Derek, Alkins
6. Information security policies procedures and standards by Thomas Pettier

Information System Security: security Management frameworks and best Practices by Nina Godbole

**Additional reading:**

1. ISICA Reports and Manuals
2. Cyber Security Policy for Urban Banks by Mrs.V P Desai & Dr R D Kumbhar
3. IT Asset Management Policy for Banks by Dr R D Kumbhar
4. International Journal of Auditing Technology
5. Journal of Information Security and Applications

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	1	2	2	2	2	1	1
<b>CO 2</b>	3	3	3	2	2	2	2	3	3	2	2
<b>CO 3</b>	2	2	2	3	1	2	2	2	3	3	3
<b>CO 4</b>	2	3	3	2	3	3	2	2	3	2	3
<b>Total</b>	10	11	10	8	7	9	8	9	11	8	9
<b>Average</b>	2.5	2.75	2.5	2	1.75	2.25	2	2.00	2.27	2.00	2.25

**ELECTIVE 6**  
**AGRICULTURAL BUSINESS MANAGEMENT**

Course Title	<b>ELECTIVE-6 AGRICULTURAL BUSINESS MANAGEMENT PAPER-I AGRIBUSINESS MANAGEMENT</b>		
Class and semester	MBA Part – II Semester - III		
Course Code	DSE 3061		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To understand the basic concept agriculture business management</li> <li>2. To understand agriculture production, marketing and supply chain</li> <li>3. To understand government support scheme and institutions for agribusiness</li> <li>4. To understand latest development in agribusiness and innovation</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy Level
1.	<b>Understand</b> the fundamentals of agribusiness management and its functional areas		L 2
2.	<b>Apply</b> the knowledge of agribusiness management to develop supply chain mapping, agribusiness start-up idea		L 3
3.	<b>Analyse</b> the role of Agriculture in Indian Economy, impact of government schemes and government institutions on agribusiness		L 4
4	<b>Evaluate</b> the impact of food processing, value addition, and project management on agribusiness growth		L 5
Unit	Contents	Hours	Course outcomes
1	<b>Fundamentals of Agribusiness Management:</b>  Meaning, scope, and importance of agribusiness Nature and characteristics of agricultural sector Agribusiness system: Input supply, farm production, processing, marketing Role of agriculture in Indian economy Agricultural policies and government interventions (MSP, subsidies)	10	CO1, CO3
Practical	Case study: Indian agricultural value chain Analysis of MSP trends (Excel charts) Study of government schemes (PM-KISAN, crop insurance)	5	

2	<p><b>Agricultural Production, Marketing &amp; Supply Chain:</b>  Agricultural production systems: Crop production, livestock, horticulture  Agri-marketing: APMC, e-NAM, contract farming  Supply chain management in agriculture  Post-harvest management and storage  Rural marketing strategies</p>	10	CO2, CO4
Practical	<ul style="list-style-type: none"> <li>• Supply chain mapping (farm to consumer)</li> <li>• Cost-benefit analysis of crops</li> <li>• Excel-based price trend analysis of commodities</li> <li>• Case study: Agri supply chains (FMCG/agri firms)</li> </ul>	5	
3	<p><b>Government Policies &amp; Institutional Support for Agribusiness:</b>  <b>Role of Government in Agribusiness Development</b>  Importance of policy support in agriculture  Public investment in agriculture  Subsidies and incentives  <b>Key Government Institutions</b></p> <ul style="list-style-type: none"> <li>• NABARD: Refinance, rural infrastructure, agri-credit</li> <li>• APEDA: Promotion of agri-exports</li> <li>• SFAC: Support for FPOs and agribusiness ventures</li> <li>• National Cooperative Development Corporation: Financing cooperatives</li> </ul>	10	CO1, CO3
Practical	<ol style="list-style-type: none"> <li>1. Study of one government scheme (PM-FME / AIF)</li> <li>2. Case study of FPO supported by SFAC</li> <li>3. Field visit to bank/NABARD-supported project</li> <li>4. Preparation of subsidy-based business plan</li> </ol>	5	
4	<p><b>Agribusiness Strategy, Innovation &amp; Latest Developments:</b></p> <ul style="list-style-type: none"> <li>• Agribusiness strategy &amp; entrepreneurship</li> <li>• Agri-startups and rural enterprises</li> <li>• Cooperative sector &amp; FPOs (Farmer Producer Organizations)</li> <li>• Food processing and value addition</li> <li>• Agri-business project management</li> </ul>	10	CO2, CO3, CO4
Practical	<ol style="list-style-type: none"> <li>1. Analyze agribusiness strategy of any one agribusiness – dairy, seed company, sugar cane mill, food processing units</li> <li>2. Interview enterprising agripreneur and understand the business model, revenue stream and challenges</li> </ol>	5	

	3. Develop an agri-business start-up idea		
<b>Referencebooks:</b>			
<ol style="list-style-type: none"> <li>1. ‘S.S. Acharya’ N.L. Agarwal - “Agricultural Marketing in India.</li> <li>2. ‘S.K. Misra’ V.K. Puri- Indian Economy’, Himalaya publishing House Mumbai.</li> <li>3. Bhave S.W.’ - “Agri-Business management in India”</li> <li>4. SmitaDiwase’ - “Agri-Business Management”, Everest Publishing House Pune-4</li> <li>5. G. L, Meena, S.S. Burark, D.C. Pant, Rajesh Sharma: - “Fundamental of Agribusiness Management”, Agrotech publishing Agency</li> <li>6. Swati Sharma, Ramesh Mittal- Agribusiness Management: Essential Skills and Strategies</li> </ol>			
<b>Useful links:</b>			
<ol style="list-style-type: none"> <li>1. <a href="https://nibmehub.com/opacservice/pdf/read/Agribusiness%20Management-%204th%20edition.pdf">https://nibmehub.com/opacservice/pdf/read/Agribusiness%20Management-%204th%20edition.pdf</a></li> <li>2. <a href="https://enam.gov.in/web">https://enam.gov.in/web</a></li> <li>3. <a href="https://www.nabard.org/">https://www.nabard.org/</a></li> <li>4. <a href="https://agricoop.nic.in">https://agricoop.nic.in</a></li> <li>5. <a href="https://www.manage.gov.in">https://www.manage.gov.in</a></li> <li>6. <a href="https://agmarknet.gov.in">https://agmarknet.gov.in</a></li> </ol>			
<b>Additional reading:</b>			
<ol style="list-style-type: none"> <li>1. NITI Aayog Reports</li> <li>2. Reserve Bank of India – Annual Reports</li> <li>3. NABARD – Reports</li> </ol>			

<b>CO-PO Mapping</b>											
	Programme Outcomes(POs)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	0	2	1	1	1	1	1
CO2	2	3	3	2	3	1	2	1	2	2	2
CO3	2	3	2	2	1	2	3	1	3	3	3
CO4	2	3	3	2	3	3	2	2	3	3	3
Average	2.3	2.8	2.3	1.8	2.3	2.0	2.0	1.3	2.25	2.25	2.25

Course Title	<b>ELECTIVE-6 AGRICULTURAL BUSINESS MANAGEMENT</b>		
	<b>PAPER II: AGRIBUSINESS FINANCE</b>		
Class and semester	MBA Part – II Semester - III		
Course Code	DSE 3062		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To understand the concepts of agriculture finance and tools of financial analysis</li> <li>2. To understand different sources of agriculture finance</li> <li>3. To understand tools of capital budgeting and other financial management tools</li> <li>4. To understand financing strategies of agribusiness firms</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand the fundamentals of agribusiness finance, sources of finance, and financial environment in agriculture		L 2
2.	Apply financial statement analysis tools (balance sheet, P&L, cash flow, ratio analysis) for agribusiness decision-making		L 3
3.	Analyze agricultural credit systems, risk factors, and the role of institutions like NABARD and schemes such as Kisan Credit Card and Pradhan Mantri Fasal Bima Yojana		L 4
4	Evaluate investment decisions in agribusiness using capital budgeting techniques like NPV, IRR, and feasibility analysis		L 5
5	Develop financial plans including working capital management, budgeting, and financing strategies for agribusiness firms, startups, and FPOs		L6
Unit	Contents	Hours	Course outcomes

1	<b>Fundamentals of Agribusiness Finance</b> <ul style="list-style-type: none"> <li>• Nature &amp; scope of agribusiness finance</li> <li>• Financial environment in agriculture</li> <li>• Sources of finance in agribusiness: Institutional (Banks, NABARD) Non-institutional sources</li> <li>• Financial statements analysis: Balance Sheet, Profit &amp; Loss Account, Cash Flow Statement, Ratio Analysis</li> </ul>	10	C1,C2,C3
Practical	<ol style="list-style-type: none"> <li>1. Preparation &amp; analysis of financial statements of an agribusiness firm</li> <li>2. Ratio analysis (Liquidity, Profitability, Solvency)</li> <li>3. Case study of agricultural financing through banks</li> </ol>	5	
2	<b>Agricultural Credit &amp; Risk Management</b> <ul style="list-style-type: none"> <li>• Agricultural credit system in India</li> <li>• Role of NABARD</li> <li>• Kisan Credit Card (KCC)</li> <li>• Crop insurance schemes (e.g., PMFBY)</li> <li>• Risk in agribusiness: Production risk, Market risk, Financial risk</li> </ul>	10	C1, C3
Practical	<ol style="list-style-type: none"> <li>1. Field study of loan disbursement process in rural banks</li> <li>2. Analysis of crop insurance claims</li> <li>3. Risk assessment report for a selected farm</li> </ol>	5	
3	<b>Investment &amp; Project Appraisal in Agribusiness</b> <ul style="list-style-type: none"> <li>• Capital budgeting techniques: Net Present Value (NPV) Internal Rate of Return (IRR) Payback Period</li> <li>• Project formulation in agribusiness</li> <li>• Feasibility analysis (Technical, Financial, Market)</li> </ul>	10	C1, C2,C3
Practical	<ol style="list-style-type: none"> <li>1. Preparation of a project report (e.g., dairy, food processing unit)</li> <li>2. Financial viability analysis using NPV &amp; IRR</li> <li>3. Break-even analysis</li> </ol>	5	

4	Financial Management of Agribusiness Firms <ul style="list-style-type: none"> <li>Working capital management</li> <li>Budgeting in agribusiness</li> <li>Farm financial management</li> <li>Financing agri-startups &amp; FPOs</li> <li>Role of microfinance &amp; SHGs</li> </ul>	10	C1, C4, C5
Practical	<ol style="list-style-type: none"> <li>Preparation of working capital requirement for agribusiness</li> <li>Budget preparation (farm or agri-enterprise)</li> <li>Case study of FPO financing model</li> </ol>	5	

**Reference books:**

- S.Subba Reddy, P.Raghu Ram, T.V.NeelakantaSastry.I.Bhavani Devi, “Agricultural Economics”, Oxford & IBH Publishing co Pvt.Ltd.New Delhi.
- Chandra Shekhar Prasad, “Agriculture and Sustainable Development in India”, New Century Publication New Delhi
- S. Subba Reddy & P. Raghu Ram, Agricultural Finance & Management, Oxford & IBH Publishing
- Supriya, Gaurav Sharma, Aditya Bhooshan Srivastava, Shikha Yadav, RajaniGautam- Agricultural finance and cooperation, New India Publishing Agency

**Useful links:**

- <https://www.nabard.org/>
- <https://financialservices.gov.in/beta/en/agriculture-credit>
- <https://pmfby.gov.in/>
- <https://agricoop.nic.in/>
- <https://www.nabkisan.org/>

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	0	2	1	1	2	2	2
CO2	2	3	3	2	1	1	1	1	1	1	1
CO3	2	3	2	2	1	2	3	1	2	2	2
CO4	2	3	3	1	2	1	2	1	3	3	3
CO5	2	3	3	2	3	2	2	2	2	2	2
Total	11	14	12	8	7	8	9	6	10	10	10
Average	2.2	2.8	2.4	1.6	1.75	1.6	1.8	1.2	2	2	2

**ELECTIVE 7**  
**BUSINESS ANALYTICS**

<b>Course Title</b>	<b>ELECTIVE 7 BUSINESS ANALYTICS</b>		
	<b>PAPER-I FUNDAMENTALS OF DATA ANALYTICS AND DATA MANAGEMENT</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSE 3071		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ul style="list-style-type: none"> <li>• To explain the concepts of data analytics.</li> <li>• To provide an understanding on digital data.</li> <li>• To impart the knowledge on the data visualization techniques.</li> <li>• To comprehend the gathering, cleaning and organizing data from various sources.</li> <li>• To understand the role played by various statistical tools and techniques.</li> </ul>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Understand the foundational knowledge of data management.		L 2
2.	CO2: Analyze the role of business analytics in decision making.		L4
3.	CO3: Apply data preprocessing techniques for analytical methodology.		L3
4	CO4: Understand data visualization basics for data analytics.		L1
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Foundation of Data Management</b> Introduction, Evolution, Concept and Scope, Data and Data classification, Data vs Information- Data and Decision Making: Role of DSS-EIS- MIS, Data Reliability & Validity, Problem	10	CO1

	Solving with Analytics, Different phases of Analytics in the business, Business Analytics in practice-Financial- Human Resource- Marketing- Supply chain Analytics		
Practical	<b>Case Study:</b> Identify the data required for DSS, EIS and MIS for deciding business strategy.	5	
2	<b>Essentials of Business Analytics -</b> Introduction-Decision Making- Business Analytics Definition- Business Analytics meaning, categorization of Analytical methods and models Descriptive -Predictive -Prescriptive– Analytics, Business Analytics at different levels of Managers, Business analytics model- Overview of Business driven environment & technically oriented environment	10	CO2
Practical	Outline the business analytics requirements at operational level management	5	
3	<b>Introduction to analytics methodology</b> Preparing objectives and identifying data requirements- Data collection - Data Collection Strategies – Data Pre-Processing Overview – Data Cleaning – Data Integration and Transformation – Data Reduction – Data Discretization - Normalization- Data blending -Data modeling - Evaluation and Feedback- Role and Responsibilities	10	CO3
Practical	Identify data requirements and collection strategies in any organization for decision making.	5	
4	<b>Basics of data visualization</b> Definition, Methodology, Visualization design objectives. Key Factors – Purpose, visualization function and tone, visualization design options – Data representation, Data Presentation, Seven stages of data visualization, data visualization tools.	10	CO4
	<b>Presentation:</b> Identify various data visualization tools with their features.	5	

**Reference books:**

1. Joao, Mendes. Andre de, Carvalho and Thomas, Horvath(2018).A General 2. Introduction to Data Analytics.WileyInterscience,First Edition.
3. Maheswary, Anil.(2014). Data analytics,McGraw Hill Education, First Edition
4. John Wiley & Sons. Kumar,U, Dinesh.(2017). Business Analytics.
5. GeatH.N.LaursenJesperThorlund, Business Analytics for Managers , P.No: 1-16- Unitiii,

**Useful links:**

1. <https://pmc.ncbi.nlm.nih.gov/articles/PMC8274472/>
2. <https://www.netacad.com/courses/data-analytics-essentials>
3. <https://skillsbuild.org/adult-learners/explore-learning/data-analyst>
4. [https://mrcet.com/downloads/digital\\_notes/EEE/14062023/FUNDAMENTALS%20OF%20BIG%20DATA%20ANALYTICS%20Digital%20Notes.pdf](https://mrcet.com/downloads/digital_notes/EEE/14062023/FUNDAMENTALS%20OF%20BIG%20DATA%20ANALYTICS%20Digital%20Notes.pdf)

**Additional reading:**

1. International Journal of Management and Data Analytics, 2816-9395 (Online)
2. Foundations of Data Science (FoDS)
3. The CODATA Data Science Journal
4. International Journal of Data Science and Analytics, Springer Nature Link

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	2	2	1	2	2	1	2	2	1	1
<b>CO 2</b>	3	2	2	1	2	2	2	2	3	2	2
<b>CO 3</b>	3	2	3	2	2	2	2	2	3	3	3
<b>CO 4</b>	3	3	3	2	3	2	2	2	3	2	3
<b>Total</b>	3	9	10	6	9	8	7	8	11	8	9
<b>Average</b>	3	2.25	2.5	1.5	2.25	2	1.75	2	2.75	2.00	2.25

<b>Course Title</b>	<b>ELECTIVE 7 BUSINESS ANALYTICS</b>		
	<b>PAPER-II TOOLS AND TECHNIQUES FOR BUSINESS FUNCTIONS</b>		
	<b>DATA ANALYTICS</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSE 3072		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ul style="list-style-type: none"> <li>• To explore the fundamental concepts of data analytics.</li> <li>• To understand different data modelling techniques</li> <li>• To learn the principles and methods of Big data analysis</li> <li>• Discover interesting patterns, analyze supervised and unsupervised models and apply them in different business functions</li> </ul>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Understand the basics of data mining techniques used for data analytics.		L 2
2.	CO2: Analyze various components of Big data used in data analytics.		L4
3.	CO3: Identify machine learning techniques used in data analytics.		L3
4	CO4: Apply different tools and techniques for analytics of different business functions.		L3
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Basics of Data Mining</b> Data Mining and Knowledge Discovery in Data Bases, Data Mining Functionalities Data mining algorithms: Association Rule Mining, Classification and Prediction Classification by Decision Tree, Rule Based Classification, Cluster Analysis: - Types of Data in Cluster Analysis, Model-Based Clustering Methods, Hierarchical and Partitioning methods, examples	10	CO1

Practical	Give suitable example of any data mining algorithm that can be implemented in business functions.	5	
2	<p><b>Basics of Big Data</b></p> <p>Evolution of Big data, Sources of Big Data, Best Practices for Big data Analytics - Big data characteristics - Big Data Use Cases, Characteristics of Big Data Applications, Big Data Modelling, HDFS performance and tuning, Map reduce algorithm, Hadoop Eco system, NoSQL Database: Key Value Stores, Document Stores</p>	10	CO2
Practical	Outline a benefits of using NoSQL database for data storage in the organization	5	
3	<p><b>Introduction to Machine Learning</b></p> <p>Need for Machine Learning, Types of Machine Learning, Supervised Learning: regression and classification problems, simple linear regression, multiple linear regression, Unsupervised Learning: clustering algorithms, k-means, Challenges of Machine Learning.</p>	10	CO3
Practical	Demonstrate the application of supervised learning in any functional area of the business.	5	
4	<p><b>Analytics for Business Function</b></p> <p>Definition, scope, Understanding financial statements (balance sheets, income statements), Clustering, classification, and regression techniques applied to financial datasets. Marketing Analytics: Definition, scope, Analyzing product, price, and promotion effectiveness, purchasing patterns. HR Analytics: Definition, scope, Cluster analysis for segmenting employees, Measuring ROI and training effectiveness.</p>	10	CO4
Practical	<p><b>Presentation:</b></p> <p>Identify a the problem in any business function that can be solved using regression technique.</p>	5	

**Reference Books:**

1. Alex Berson, Stephen J. Smith, "Data Warehousing, Data Mining, & OLAP", Tata McGraw- Hill, 2004.
2. Jiawei Han. Data Mining: Concepts and Techniques. Morgan Kaufmann Publishers
3. Anahory and Murray .,Data warehousing in the real world , Pearson Education / Addison Wesley.
4. Tom Mitchell. Machine Learning. McGraw Hill, 1997.
5. Christopher M. Bishop. Pattern Recognition and Machine Learning. Springer 2006.
- Tom White , Hadoop: The Definitive Guide, 4th edition O'Reily Publications, 2015
6. Judith Hurwitz, Alan Nugent, Dr. Fern Halper, and Marcia Kaufman, "Big data for dummies" A wiley brand publications.
7. David Loshin, "Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, NoSQL, and Graph", 2013.

**Useful links:**

1. <https://iticollege.edu/blog/data-analytics-tools-and-techniques-for-beginners/>
2. <https://www.gsdcouncil.org/blogs/data-analytics-essentials-exam-preparation-tips>
3. <https://www.databricks.com/blog/business-analytics-essential-tools-techniques-and-skills-data-driven-success>

**Additional reading:**

1. International Journal of Science and Research Archive
2. Journal of Business Analytics
3. Data Analytics Tools: A User Perspective

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	2	2	1	2	2	1	2	3	2	2
<b>CO 2</b>	3	2	2	1	2	2	1	2	3	2	2
<b>CO 3</b>	3	2	2	1	2	2	1	2	3	3	3
<b>CO 4</b>	3	2	2	2	3	2	2	2	3	3	3
<b>Total</b>	12	8	8	5	9	8	5	8	12	10	10
<b>Average</b>	3	2	2	1.25	2.25	2	1.25	2	3	2.5	2.5

**OPTIONAL COURSES (2 CREDIT)**

<b>SEMESTER III</b>	
SWAYAM Course	
OR	
	<b>Optional C* (Internal)</b>
X	Decision Science
XI	Creativity and Innovation
XII	Organizational Development
XIII	Sports Management

Course Title	<b>ORGANIZATION DEVELOPMENT AND CHANGE IN 21<sup>ST</sup> CENTURY (SWAYAM COURSE)</b>	
Class and Semester	MBA Part - II Semester - III	
Course Code	SECC308	
Course Credit	2	
<b>Course Objectives</b>		
<ol style="list-style-type: none"> <li>To understand the concepts of organizational development and change.</li> <li>To develop skills for managing change at individual and organizational levels.</li> <li>To analyze the impact of technology, globalization, and sustainability on organizations.</li> </ol>		
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to:		Bloom's Taxonomy Level
<b>CO1</b>	Explain organizational development and change concepts.	L 2
<b>CO2</b>	Apply techniques for managing organizational change.	L 3
<b>CO3</b>	Analyze the effects of technological and global changes on organizations.	L 4
<b>CO4</b>	Evaluate strategies for improving organizational performance.	L 5
<b>Unit</b>	<b>Contents</b>	<b>Course Outcomes</b>
<b>1</b>	Lecture 1: Introduction: Management of Change Lecture 2: Coping with Change and Transient Competitive Advantage Lecture 3: Sustainable Development, OD and Management of Change Lecture 4: Social Entrepreneurship Lecture 5: Comparison of Various Planned Change Models Lecture 6: Diagnostic for Organization Development and Change Lecture 7: Steps in Successful Organizational Change	CO1,CO2

	<p>Lecture 8: Design of Effective Interventions and their prerequisites</p> <p>Lecture 9: Individual Level OD Interventions: A Rationale</p> <p>Lecture 10: Different kinds of Individual level OD Interventions</p> <p>Lecture 11: Group or Team Level OD Interventions</p> <p>Lecture 12: Design of Specific Interventions to Tackle Different Challenges of Different Teams</p> <p>Lecture 13: Organization Level OD Interventions</p> <p>Lecture 14: Discussion on various large group Interventions</p> <p>Lecture 15: Appreciative Inquiry - 'Positive' Turn of OD</p> <p>Lecture 16: Managing OD and Change through Restructuring Organizations</p> <p>Lecture 17: Different Types of Organization Designs</p>	
2	<p>Lecture 18: New Forms of Organization Design</p> <p>Lecture 19: Change in the Organization Design</p> <p>Lecture 20: Change in Organization Culture</p> <p>Lecture 21: Can Organization Culture be Managed? A Case Analysis</p> <p>Lecture 22: Organization Development in Digital Transformation</p> <p>Lecture 23: Mergers and Acquisitions - A Special Case of OD</p> <p>Lecture 24: Stages of Mergers &amp; Acquisitions: A Case Study</p> <p>Lecture 25: Transorganizational OD Intervention</p> <p>Lecture 26: OD Interventions through Human Resource Functions</p> <p>Lecture 27: Talent Management as OD Intervention</p> <p>Lecture 28: Organization Learning - Relevance and Possibility</p> <p>Lecture 29: Learning Organization - Experimentation, Knowledge Management and Innovation</p> <p>Lecture 30: Organizational Development - Cultural and Economic Contexts</p> <p>Lecture 31: Organization Development - Global and Trans-organizational Setting</p> <p>Lecture 32: Organizational Development in the Entrepreneurial Firms</p> <p>Lecture 33: OD Interventions in Family-Owned Entrepreneurial Firms</p> <p>Lecture 34: Organizational Development in the Not-for-Profit Organizations (NPOs) and Social Enterprises (SEs)</p> <p>Lecture 35: Organizational Development in Non-Industrial Settings</p> <p>Lecture 36: Organizational Development in Educational Institutions</p>	CO3, CO4
<p><b>Reference books:</b></p> <ol style="list-style-type: none"> <li>1. Cummings, T. G., &amp; Worley, C. G. (2014). Organization development and change. Cengage learning.</li> <li>2. Hard, W. C. I. Switch: How to Change Things When Change Is Hard</li> <li>3. Brooks, A. C. (2009). Social entrepreneurship: A modern approach to social value creation. Upper Saddle River, NJ: Pearson Prentice Hall.</li> <li>4. Palmer, I., Dunford, R., &amp; Buchanan, D. (2017). Managing organizational change: A multiple perspectives approach (3rd ed.). McGraw-Hill Education.</li> </ol>		

**Additional Reading:**

1. Boss, R. W. (2019). Preventing regression in team building. Handbook of Organizational Consultation, Second Edition, 139.
2. Cooperrider, D. L., & Whitney, D. (2001). A positive revolution in change: Appreciative inquiry. Public administration and public policy, 87, 611-630.
3. De la Boutetière, H., Montagner, A., & Reich, A. (2018). Unlocking Success in Digital Transformations. McKinsey & Company, October, Available Online: <https://mck.co/2AzwomG>
4. Greiner, L. E. (1998). Evolution and revolution as organizations grow. Harvard business review, 76(3), 55-64.
5. Gunther McGrath, R. (2013). Continuous reconfiguration in the transient advantage economy. Strategy & Leadership, 41(5), 17-22.
6. Ionescu, G., & Negrusa, A. L. (2007). The study about organizational life cycle models. Review of International Comparative Management, 8(4), 5-17.
7. Kim, W. C., & Mauborgne, R. (2005). How to create uncontested market space and make the competition irrelevant. Harvard Business Review, 4(13), 1-2.
8. Moore, G. A. (2004). Darwin and the demon: Innovating within established enterprises. Harvard business review, 82(7-8), 86-92.
9. Munnshi, P. (2008). Trichy Police: Holistic Vision, Smart Manager, 7(1), pp. 114-119.
10. Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. Harvard business review, 87(9), 56-64.
11. Pirson, Michael, Business Models and Social Entrepreneurship (October 11, 2011). SOCIALLY RESPONSIBLE FINANCE AND INVESTING, Forthcoming; Fordham University Schools of Business Research Paper No. 2012-001. Available at SSRN: <https://ssrn.com/abstract=1942538>
12. Scott, M., & Bruce, R. (1987). Five stages of growth in small business. Long range planning, 20(3), 45-52.
13. Tabrizi, B., Lam, E., Girard, K., & Irvin, V. (2019). Digital transformation is not about technology. Harvard Business Review
14. Warren F McFarlan, W.F. and DeLacey B. Otis Elevator: Accelerating Business Transformation with IT, Harvard Business Publishing
15. Zahra, S. A., Gedajlovic, E., Neubaum, D. O., & Shulman, J. M. (2009). A typology of social entrepreneurs: Motives, search processes and ethical challenges. Journal of business venturing, 24(5), 519-532.

**COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

COs ↓	Program Outcomes (POs) →							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	1	1	0	1	0	2
CO 2	3	3	3	2	1	1	1	2
CO 3	2	3	2	1	2	1	3	2
CO 4	3	3	3	2	2	2	2	3
<b>Total</b>	11	11	9	6	5	5	6	9
<b>Average</b>	2.75	2.75	2.25	1.50	1.25	1.25	1.50	2.25

<b>Course Title</b>	<b>DECISION SCIENCE</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	SECC308		
<b>Course Credit</b>	2		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	
20 Hrs	10 Hrs	50 marks	
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To develop understanding of the strategic role of Decision Science in managerial decision-making and business competitiveness.</li> <li>2. To familiarize students with expanded decision frameworks, quantitative models and analytical tools.</li> <li>3. To develop ability to apply and analyse decision models for complex business problems.</li> <li>4. To understand decision making under uncertainty, risk and advanced modelling techniques.</li> <li>5. To develop analytical skills for solving real-life decision problems using software/tools.</li> <li>6. To develop awareness of behavioural skills, ethical practices, and entrepreneurial opportunities in decision science.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand concepts, role, decision frameworks and environment in Decision Science.	L 2	
2.	Apply and analyze quantitative decision models and tools for managerial problems	L3	
3.	Demonstrate communication, teamwork, ethical decision making, and entrepreneurial thinking while applying decision science models.	L3	
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Introduction to Decision Science and Decision Theory</b> Concept, scope of Decision Science in management; decision-making process and its types; decision environment – certainty, risk and uncertainty; payoff tables and opportunity loss tables; decision criteria under uncertainty (Maximin, Maximax, Laplace, Hurwicz, Minimax Regret); decision making under risk – expected monetary value (EMV), expected value of perfect information (EVPI); decision tree analysis with sequential decisions, real-world applications in manufacturing, services and supply chain..	10	CO1
Practical	Case study analysis on decision-making practices in any global firms (Group presentation & report)	5	

2	<b>Quantitative Decision Models</b> -Linear Programming – problem formulation, graphical solution method; Transportation problem (North-West Corner, Least Cost, Vogel’s Approximation Method and optimality test); Assignment problem (Hungarian method); introduction to simulation (Monte Carlo method with random number generation); basic queuing models (M/M/1 and M/M/c); introduction to game theory– pure strategy; applications in production, logistics and project management. Ethical considerations in decision models and entrepreneurial applications.	10	CO2
Practical	Numericals on Transportation problems, Assignment Problems/M/1 Queuing model.	5	
<b>Reference books:</b> <ol style="list-style-type: none"> <li>1. Hamdy A. Taha – Operations Research: An Introduction, Pearson.</li> <li>2. Frederick S. Hillier &amp; Gerald J. Lieberman – Introduction to Operations Research, McGraw Hill.</li> <li>3. J.K. Sharma – Operations Research: Theory and Applications, Macmillan.</li> <li>4. S.N. Chary – Production and Operations Management, McGraw Hill.</li> <li>5. Wayne L. Winston – Operations Research: Applications and Algorithms, Cengage.</li> <li>6. R. Panneerselvam – Operations Research, PHI Learning.</li> </ol>			
<b>Useful links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.theorsociety.com/ORS/ORS/About-OR/OR-Methods.aspx">https://www.theorsociety.com/ORS/ORS/About-OR/OR-Methods.aspx</a></li> <li>2. <a href="https://onlinecourses.swayam2.ac.in/e-">https://onlinecourses.swayam2.ac.in/e-</a></li> <li>3. <a href="https://onlinecourses.nptel.ac.in/noc25_ag15/preview">https://onlinecourses.nptel.ac.in/noc25_ag15/preview</a></li> </ol>			
<b>Additional reading:</b> <ol style="list-style-type: none"> <li>1. Harvard Business Review – Decision Making &amp; Analytics Articles</li> <li>2. International Journal of Operations &amp; Production Management</li> <li>3. • Journal of Operations Research Society</li> </ol>			

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	2	2	1	1	1	2	1	2	2	1
<b>CO 2</b>	3	3	3	2	2	1	2	1	3	2	3
<b>CO3</b>	2	2	2	3	3	3	2	3	2	2	2
<b>Total</b>	8	7	7	7	7	6	6	5	7	6	6
<b>Average</b>	2.67	2.33	2.33	2.33	2.33	2.0	2.0	1.67	2.33	2.0	2.0

CourseTitle	<b>CREATIVITY AND INNOVATION</b>		
Classand Semester	MBA Part – II Semester - III		
Course Code	SECC308		
CourseCredit	2		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	
20 Hrs	10 Hrs	50 Marks	
<b>CourseOutcomes:</b> On successful completion of the course the learner will be able to-			<b>Bloom's Taxonomy level</b>
1.	<b>Understand</b> concepts of creativity, innovation, and design thinking		L 2
2.	<b>Apply</b> creativity techniques to generate innovative ideas and solutions		L 3
3.	<b>Analyze</b> business models and innovation processes in organizations		L4
4.	<b>Evaluate</b> innovation strategies and challenges in business environments		L 5
5	<b>Create</b> innovative business ideas and present solutions using structured approaches		L6
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
<b>1</b>	<b>Foundations of Creativity &amp; Innovation:</b> 1.1 Introduction to Creativity: Meaning, nature, and importance of creativity, Myths and barriers to creativity, Creative thinking vs critical thinking 1.2 Theories of Creativity: Divergent and convergent thinking, Left-brain vs right-brain thinking, Componential theory of creativity 1.3 Creativity Techniques: Brainstorming and brain writing, Mind mapping, SCAMPER technique, Lateral thinking 1.4 Design Thinking Process: Empathize, Define, Ideate, Prototype, Test, Human-centered innovation, Real-world business applications 1.5 Innovation Basics; Meaning and types of innovation (product, process, business model); Incremental vs disruptive innovation; Role of innovation in competitive advantage	10	CO1,CO2
Practical	<ul style="list-style-type: none"> <li>• Brainstorming session on business ideas</li> <li>• Mind mapping exercise</li> <li>• Case study on innovative companies</li> <li>• Group discussion on creative problem-solving</li> </ul>	5	
<b>2</b>	<b>Innovation Management &amp; Entrepreneurial Application:</b> <b>2.1 Innovation Process in Organizations: Idea generation to commercialization, Innovation lifecycle, Open vs closed innovation</b>	10	CO3, CO4, CO5

	<p>2.2 Business Innovation Models: Business Model Innovation, Value proposition design, Blue Ocean Strategy (concept)</p> <p>2.3 Creativity in Entrepreneurship: Opportunity recognition, Innovation in startups, Role of creativity in business growth</p> <p>2.4 Managing Innovation: Building innovative culture Leadership for innovation, Team creativity and collaboration</p> <p>2.5 Challenges &amp; Trends in Innovation: Barriers to innovation in organizations, Digital innovation (AI, platforms, startups), Sustainable and social innovation</p>		
Practical	<ul style="list-style-type: none"> <li>• Design thinking workshop (problem-solving)</li> <li>• Develop innovative business idea</li> <li>• Case study on startup innovation</li> <li>• Group project: Innovation strategy for a company</li> <li>• Presentation / pitch of innovative idea.</li> </ul>	5	
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Khandwalla, N. Pradip (2009). Lifelong Creativity – An Unending Quest, New Delhi: Tata McGraw-Hill</li> <li>2. Drucker, F. Peter (2015). Innovation and Entrepreneurship, UK: Elsevier, John Wiley</li> <li>3. Christensen, M. Clayton, Raynor, E. Michael (2003). The Innovators Solution, Harvard Business School Press Boston</li> <li>4. Creativity, Innovation and Entrepreneurship by U. Jerinabi and P. Santhi Allied Publishers Pvt. Ltd.</li> <li>5. Madhumita Patil, Nandita Mishra, Nalini Krishnan; 'Innovation management'; Cengage India</li> </ol> <p>Jonne Ceserani, Peter Greatwood; Innovation and creativity; Kogan Page</p>			
<p>Useful Links:</p> <ol style="list-style-type: none"> <li>1. <a href="https://www.startupindia.gov.in">https://www.startupindia.gov.in</a></li> <li>2. <a href="https://yourstory.com">https://yourstory.com</a></li> <li>3. <a href="https://inc42.com">https://inc42.com</a></li> <li>4. <a href="https://designthinking.ideo.com">https://designthinking.ideo.com</a></li> <li>5. <a href="https://www.mindtools.com">https://www.mindtools.com</a></li> </ol> <p><a href="https://www.entrepreneur.com/">https://www.entrepreneur.com/</a></p>			
<p>Additional Reading:</p> <ol style="list-style-type: none"> <li>1. HBR</li> <li>2. Entrepreneur Magazine</li> </ol> <p>Journal of innovation and entrepreneurship</p>			

<b>CO-PO Mapping</b>								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	2	1	1	2	1	2	1
CO2	3	3	3	2	3	1	2	2
CO3	3	3	3	2	2	1	2	2
CO4	2	3	3	3	2	3	3	2
	2	3	3	3	3	2	3	3
Aver	2.5	3.0	3.0	2.5	2.5	1.8	2.5	2.3

Course Title		<b>ORGANIZATIONAL DEVELOPMENT</b>	
Class and semester		MBA Part – II Semester - III	
Course Code		SECC308	
Course Credit		2	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	
20 Hrs	10 Hrs	50 Marks	
Course Objectives			
<ol style="list-style-type: none"> <li>1. Conduct digital OD diagnosis using AI tools and remote intervention frameworks</li> <li>2. Design OD strategies for hybrid work and Industry 5.0 organizational effectiveness</li> <li>3. Implement virtual team building and digital change management interventions</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand: Describe digital OD models and diagnosis frameworks for hybrid work transformations.		L 2
2.	Apply: Implement remote OD interventions using AI sentiment tools and virtual team-building protocols.		L 3
3.	Evaluate: Critique effectiveness of contemporary OD strategies in Industry 5.0 organizational effectiveness.		L 5
4	Create: Develop comprehensive digital change management roadmaps for enterprise-wide transformations.		L 6
Unit	Contents	Hours	Course outcomes
1	<b>Organizational Diagnosis Models: French &amp; Bell Action Research Model:</b> Complete cycle - Entry, Diagnosis, Feedback, Action Planning, Evaluation, Institutionalization; <b>Field Diagnosis Frameworks:</b> Weisbord 6-Box, Burke-Litwin, McKinsey 7S adapted for digital diagnosis; <b>Organizational Diagnosis in Digital Age:</b> Remote surveys (Qualtrics, Google Forms with branching logic), AI sentiment analysis tools (IBM Watson Tone Analyzer, Google Cloud NLP), Virtual focus groups (Zoom breakout rooms + Miro digital whiteboards), Network analysis (Gephi for informal org charts)	10	C1,C2
Practical	<ul style="list-style-type: none"> <li>• OD diagnosis survey design and pilot study on 20 respondents.</li> <li>• Prepare Digital diagnosis report on a case study.</li> </ul>		
2	OD interventions—Sensitivity Training: Laboratory T-Groups → virtual sensitivity sessions via breakout rooms Team Building: Offsite exercises → digital team-building platforms (Miro, TeamRetro), Process Consultation: Schein model adapted for remote coaching (screen-sharing observation), Survey Feedback: Traditional → digital pulse surveys with real-time		C2,C3,C4

	dashboards; Third Wave Interventions: Organizational Mirroring: Digital townhalls with Slido/Mentimeter; Workflow Learning: Microlearning integrated with LMS (Degreed); Total Quality Management (TQM): Digital Kaizen → Trello/Jira boards, Quality Circles: Slack channels with async participation, Conflict Resolution via ODR: Online Dispute Resolution platforms for workplace mediation		
Practical	Design one OD intervention (team building/process consultation) Study report on OD intervention applied to an organization (case analysis)		

**Reference books:**

1. Organizational Development - French & Bell
2. Leadership in OD Journal

**Useful links**

1. <https://www.labour.gov.in/static/uploads/2026/02/83978455025732b99b0165def80ab171.pdf>
2. <https://www.barandbench.com/view-point/decoding-indias-labour-codes-2026barandbench>
3. [https://www.staff.ces.funai.edu.ng/form-library/publication/HomePages/French\\_And\\_Bell\\_Organizational\\_Development.pdf](https://www.staff.ces.funai.edu.ng/form-library/publication/HomePages/French_And_Bell_Organizational_Development.pdf)
4. <https://umbrex.com/resources/frameworks/organization-frameworks/weisbord-six-box-model/>
5. <https://www.qandle.com/blog/ai-powered-sentiment-analysis/qandle>

**Additional reading**

1. Research in Organizational Behaviour Journal
2. Journal of Organizational & Environmental Behaviour
3. Force Field Analysis Journal
4. Journal of General Management
5. Case Studies in TQM, Reengineering

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	1	2	2	3	2	2	3	2	3
CO2	3	2	3	3	2	2	2	3	3	3	3	3	3
CO3	2	3	3	2	2	3	3	3	2	2	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3
<b>Avg</b>	2.8	2.8	2.8	2.5	2.0	2.5	2.5	3.0	2.5	2.5	3.0	2.8	3.0

Course Title	<b>SPORTS MANAGEMENT</b>	
Class and semester	MBA Part – II Semester - III	
Course Code	SECC308	
Course Credit	2	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>
20 Hrs	10 Hrs	50 Marks
Course Objectives		
<ul style="list-style-type: none"> <li>• To develop an understanding of the concepts and principles of sports management.</li> <li>• To outline and design an effective sports marketing plan.</li> <li>• To apply management techniques in the planning and execution of sports events.</li> <li>• To identify various career opportunities in the field of sports management.</li> </ul>		
Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1. Understand sports management.		L2
2. Outline sports marketing plan		L2
3. Apply management techniques effectively in sports event.		L3
4. Identify careers in sports management		L3

<b>Syllabus Contents</b>		
<b>Unit1:a)Theory</b>	Introduction to sports Management: Concept of Sports management, History, Origin, Principals and Functions, Sport marketing plan, Ethics in sport & media, Sports Training- Aims, Characteristics, Training Means and Training Methods. Sports psychology, Sports Marketing	<b>10 Hours</b>
<b>b) Practical</b>	Visit any sports Organization/ academy and study the training aspects and submit the report.	<b>5Hours</b>
<b>Unit2:a)Theory</b>	Career in sports management, Sports Event Management, Professional development in sports management, Professional Associations in sports, National and International Sports Organizations -CAB, IFA, AIFF, BCCI, FIFA, ICC, IOA, BTTA. Sports Policy And Governance.	<b>10 Hours</b>
<b>b)Practical</b>	Online Study the different sports organizations and prepare a report on sports event management and career opportunities.	<b>5Hours</b>
<b>Note:</b>	Discuss on the current sports events and the concern management aspects. Take brain storming session on favorite sport personality.	

**Reference Books:**

1. Fundamentals of Sport Management (Human Kinetics' Fundamentals of Sport and Exercise Science), Robert E. Baker, Craig Esherick, Publisher-Human Kinetics,
2. Fundamentals of Sports Training, Matveyew. L.P., Mir Publishers, Moscow
3. Sport Management, Karen Bill, Learning Matters Ltd., UK
4. Sports Ethics for Sports Management Professionals, Patrick Thornton, Walter T. Champion, Jr., Lawrence Ruddell, Larry Ruddell, Jones & Bartlett Learning, LLC
5. Sports Psychology, 2015, Dr. Raja Roy Choudhury, Himalaya publishing house, Mumbai
6. Sports Marketing—A strategic perspective, Matthew D. Shank, Prentice Hall.

**Suggested Additional Readings: (Use web source)**

1. <https://www.sciencedirect.com/Journals/sport-management-review>
2. <https://network.bepress.com/business/sports-management/>
3. Read the biography of successful sports celebrities.

**Suggested Research Journals:**

1. <https://www.Journalss.elsevier.com/sport-management-review>
2. <https://www.inderscience.com/jhome.php?jcode=ijsmm>
3. <https://Journalss.humankinetics.com/view/Journalss/jsm/jsm-overview.xml>

**Suggested Case Studies:**

Case studies must be discussed and solved in classroom.

NPTL as well as YouTube videos can be displayed on related topics.

**COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	2	1	1	-	-	1	1
<b>CO 2</b>	3	3	2	2	2	-	2	1
<b>CO 3</b>	3	3	3	3	2	1	2	2
<b>CO 4</b>	2	1	-	2	3	1	1	3
<b>Total</b>	11	9	6	8	7	2	6	7
<b>Average</b>	2.75	2.25	1.50	2.00	1.75	0.50	1.50	1.75

## **SEMESTER IV**

## SEMESTER IV COMPULSORY SUBJECTS

CC401	Entrepreneurship and Startups
CC402	International Business
CC403	Quality Management System

Course Title		Entrepreneurship and Start-up	
Class and semester		MBA-Part II Semester IV	
Course Code		CC401	
Course Credit		4	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To develop a comprehensive understanding of entrepreneurship concepts, types of entrepreneurs, and their role in economic development within the Indian startup ecosystem.</li> <li>2. To equip students with the ability to identify business opportunities, conduct market research, and design innovative business models using tools such as Business Model Canvas.</li> <li>3. To provide knowledge of startup formation, funding sources, government schemes, and legal frameworks including intellectual property rights and compliance requirements in India.</li> <li>4. To enhance entrepreneurial skills in managing and scaling startups through leadership, strategic planning, digital marketing, and understanding challenges, including social and sustainable entrepreneurship.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level

1.	<b>Understand</b> the he concepts of entrepreneurship, types of entrepreneurs, and the structure of the Indian startup ecosystem along with its role in economic development.	L 2	
2.	<b>Apply</b> creativity techniques and market research methods to identify business opportunities and analyze customer needs in the Indian context.	L 3	
3.	<b>Analyze</b> business models, funding sources, and legal frameworks for startups to evaluate feasibility and sustainability of new ventures.	L 4	
4	<b>Evaluate</b> startup strategies including growth, scaling, digital marketing, and performance challenges in the Indian startup ecosystem..	L 5	
5	<b>Create</b> a business plan for minimum three innovative business ideas	L5	
Unit	Contents	Hours	Course outcomes
1	<b>Foundations of Entrepreneurship &amp; Indian Start-up Ecosystem</b> a) Entrepreneurship Basics: Meaning, nature, and evolution of the concept. b) Role of entrepreneur in economic development. c) Theory of Innovation, Theory of Need for achievement, d) Indian Start-up Ecosystem: Growth of start-ups in India, Role of incubators, accelerators, Startup culture and trends	10	C1,C2
Practical	<ul style="list-style-type: none"> <li>• Exercise on idea generation using brain storming</li> <li>• Discussion of new ideas using sources like ‘Your Story’ ‘Entrepreneur’ Magazine</li> </ul>	5	
2	<b>Start-up Formation, Funding &amp; Legal Framework</b> a) Start- up Formation: Steps to start a business in India, Registration (sole proprietorship, LLP, Pvt Ltd) b) Funding Sources: Bootstrapping, Angel investors & venture capital, Crowdfunding	10	C2,C4

	<p>c) Financial &amp; Institutional Support: Small Industries Development Bank of India, National Bank for Agriculture and Rural Development, Pradhan Mantri Mudra Yojana</p> <p>d) Legal Aspects: Intellectual Property Rights (IPR), Compliance requirements</p>		
Practical	<ul style="list-style-type: none"> <li>• Organize a seminar on IPR</li> <li>• Visit financial institutions to understand their role in financing start-up</li> </ul>	5	
3	<p><b>Managing &amp; Scaling Start-ups in India</b></p> <p>a) Start-up Management: Leadership and team building, Start-up culture</p> <p>b) Growth &amp; Scaling: Expansion strategies Digital marketing and branding</p> <p>c) Challenges in Indian Start-ups: Competition, funding gaps, regulations. Failure analysis</p> <p>d) Social &amp; Sustainable Entrepreneurship: Rural entrepreneurship, Green start-ups and social impact</p>	10	C3
Practical	<ul style="list-style-type: none"> <li>• Start-up pitch presentation</li> <li>• Role play (investor vs entrepreneur)</li> <li>• Case Study on successful Scaling of Indian start-up</li> <li>• Social entrepreneurship case in India</li> </ul>	5	
4	<p><b>Formulation of Business Plan and business Models:</b></p> <p>a) Business Plan: Meaning, importance, content of business plan</p> <p>b) Business model: Nine building blocks of business Model canvas, Revenue model and cost structure</p>	10	C4
Practical	<ul style="list-style-type: none"> <li>• Apply BMC to real-world startups</li> <li>• Design and iterate business models</li> <li>• Evaluate viability and scalability of a startup idea</li> <li>• Prepare a feasibility report for a start-up venture</li> </ul>	5	
Reference books:			

1. *Entrepreneurship Development* – S.S. Khanka
2. *Dynamics of Entrepreneurship Development & Management* – Vasant Desai
3. *Entrepreneurship Development in India* – C.B. Gupta & N.P. Srinivasan
4. *Entrepreneurship and Small Business Management* – C.B. Gupta & S.S. Khanka
5. *Entrepreneurship Development* – E. Gordon & K. Natarajan

#### Useful links

1. Startup India
2. Digital India
3. <https://devlibrary.in/nios-class-10-entrepreneurship-chapter-17>
4. <https://online.gppune.ac.in>
5. <https://yourstory.com/>
6. <https://www.producthunt.com/>

#### Additional reading

1. Stay Hungry stay foolish
2. Connect the dots
3. NITI Ayog report
4. MSME Report
5. Start up India learning module

	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	2	1	1	3	1	2	1
CO2	3	2	3	2	3	1	2	1
CO3	2	3	2	1	3	1	2	1
CO4	2	3	2	2	3	3	3	2
CO5	3	3	3	2	3	2	2	2
Avg.	2.6	2.6	2.2	1.6	3	1.6	2.2	1.4

<b>Course Title</b>	<b>INTERNATIONAL BUSINESS</b>		
<b>Class and semester</b>	MBA-Part II, Semester IV		
<b>Course Code</b>	CC402		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To introduce students to the core concepts, theories and the complex environmental factors of international business.</li> <li>2. To analyze various market entry strategies and strategic orientations (EPRG) available to Indian firms going global.</li> <li>3. To provide practical knowledge of global trade institutions, Indian EXIM policies, and the essential documentation required for international operations</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	<b>CO1:Describe</b> the global business environment and basic trade theories.		Level 2
2.	<b>CO2:Identify</b> and compare various foreign market entry strategies.		Level 4
3.	<b>CO3:Explain</b> the role of international economic institutions and trade blocs.		Level 2
4	<b>CO4:Demonstrate</b> the use of EXIM documents and understand Indian trade policy.		Level 3
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Foundations of International Business:</b> <ul style="list-style-type: none"> <li>➤ <b>Introduction to IB:</b> Definition, Nature, and Scope; Domestic vs. International Business complexities.</li> <li>➤ <b>Globalization:</b> Concepts, Drivers, and the specific advantages/challenges for the Indian economy.</li> <li>➤ <b>Environmental Analysis:</b> PESTEL Framework and the impact of Cultural diversity (Hofstede's Dimensions).</li> <li>➤ <b>Trade Theories:</b> Mercantilism, Absolute/Comparative Advantage, and H-O Theory.</li> </ul>	10	CO 1 (Level 2)
Practical	<i>Discuss and solve Case Study on Cultural Adaptation (e.g., KFC or Pizza Hut in India).</i>	5	
2	<b>Market Entry &amp; Global Strategy:</b>	10	CO 2

	<ul style="list-style-type: none"> <li>➤ <b>Market Selection:</b> Country Risk Analysis (CRA), Demand Estimation, and Market Segmentation.</li> <li>➤ <b>Exporting &amp; Countertrade:</b> Direct/Indirect exporting and types of Countertrade (Barter, Offset).</li> <li>➤ <b>Contractual Entry:</b> Licensing, Franchising, Turnkey Projects, and Management Contracts.</li> <li>➤ <b>Investment &amp; Orientation:</b> Joint Ventures, Strategic Alliances, WOS, and the EPRG Framework.</li> </ul>		(Level 4)
Practical	<b>Preparing a report on Brand Matching Exercise</b> – <i>Students are given a list of 10 famous Indian brands (e.g., Tata, Amul, Mahindra) and they must identify which entry mode each used to go global and why.</i>	5	
3	<b>Global Trade &amp; Institutional Framework:</b> <ul style="list-style-type: none"> <li>➤ <b>Trade Barriers:</b> Arguments for Protectionism; Tariff vs. Non-Tariff Barriers (Quotas, Standards).</li> <li>➤ <b>WTO &amp; Global Institutions:</b> Evolution of GATT to WTO; Basic roles of IMF and World Bank.</li> <li>➤ <b>Regional Integration:</b> Levels of Integration; Study of Trade Blocs (EU, ASEAN, SAARC/BRICS).</li> <li>➤ <b>Global Logistics:</b> International Supply Chain, Role of Technology, and Global Sourcing.</li> </ul>	10	CO 3 (Level 2)
Practical	<i>Group Debate on the topic "Does WTO help developing nations like India, or only the rich nations?"</i>	5	
4	<b>Indian EXIM Policy &amp; Operations:</b> <ul style="list-style-type: none"> <li>➤ <b>Trade Policy &amp; Promotion:</b> Highlights of India's FTP; Roles of DGFT, SEZ, and Export Promotion Councils.</li> <li>➤ <b>Export Procedure:</b> Step-by-step process of executing an export order (Registration, Pre-shipment, and Post-shipment stages).</li> <li>➤ <b>Documentation &amp; Incoterms:</b> Key Shipping terms (FOB, CIF); Handling Commercial Invoice, Bill of Lading, and Shipping Bill.</li> <li>➤ <b>International Payments:</b> Letter of Credit (LC) mechanism; Role of ECGC and EXIM Bank in trade finance.</li> </ul>	10	CO 4 (Level 3)
	<b>Drawing the Export Journey Map</b> – <i>Students draw a flowchart showing the movement of a product (e.g., Indian Tea) from an Assam garden to a London supermarket, labelling where the Invoice, Bill of Lading and Customs Check happen.</i>	5	

**Reference books:**

1. Aswathappa, K., *International Business*, 7th Edition (or latest), McGraw Hill Education (India) Pvt. Ltd.
2. Cherunilam, Francis, *International Business: Text and Cases*, 6th Edition, PHI Learning Pvt. Ltd., New Delhi.
3. Joshi, Rakesh Mohan, *International Business*, 2nd Edition, Oxford University Press, New Delhi.
4. Subba Rao, P., *International Business (Text and Cases)*, 5th Edition, Himalaya Publishing House, Mumbai.
5. Paul, Justin, *International Business*, 6th Edition, Prentice Hall India (PHI), New Delhi.
6. Varshney, R.L. and Bhattacharya, B., *International Marketing Management*, 25th Edition, Sultan Chand & Sons, New Delhi.

**Useful links:**

1. Directorate General of Foreign Trade (DGFT) Website: [dgft.gov.in](http://dgft.gov.in)
2. World Trade Organization (WTO) Website: [wto.org](http://wto.org) for Trade Profiles of different countries.
3. Export-Import Bank of India (EXIM Bank) Website: [eximbankindia.in](http://eximbankindia.in)
4. India Brand Equity Foundation (IBEF) Website: [ibef.org](http://ibef.org) for reports on Indian industries and their global footprint.
5. Federation of Indian Export Organisations (FIEO) Website: [fieo.org](http://fieo.org) for practical information on export incentives and the daily challenges faced by Indian exporters.
6. United Nations Conference on Trade and Development (UNCTAD) Website: [unctad.org](http://unctad.org) for studying global FDI (Foreign Direct Investment) trends.

**Additional reading:**

*(Students are encouraged to visit the official websites of DGFT, WTO and IBEF for latest updates on Trade Policy and Global Market Trends.)*

CO-PO Mapping								
Programme Outcomes (PO)								
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	-	3	2	-
CO2	3	3	3	2	1	2	1	-
CO3	3	2	-	2	-	3	2	1
CO4	2	2	2	3	2	1	-	3
Average	2.75	2.25	1.5	2.25	0.75	2.25	1.25	1

<b>Course Title</b>	<b>QUALITY MANAGEMENT SYSTEM</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	CC403		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<p>1.To develop understanding of the strategic role of Quality Management System in business competitiveness and customer satisfaction.</p> <p>2.To familiarize students with quality planning, control techniques and international standards.</p> <p>3.To develop ability to design and implement efficient quality systems aligned with organizational strategy.</p> <p>4.To understand global quality practices including TQM, Six Sigma, ISO and lean quality systems.</p> <p>5.To develop analytical skills for solving complex quality and process improvement problems.</p>			
<b>Course Outcomes: On successful completion of the course the learner will be able to</b>			<b>Bloom's Taxonomy level</b>
1.	Understand concepts, evolution and strategic role of Quality Management System in business competitiveness		L 2
2.	Apply quality planning, control and improvement techniques for productivity and efficiency		L3
3.	Analyze quality problems using strategic frameworks, statistical tools and analytical methods		L4
4	Evaluate Quality Management System strategies and standards for global competitiveness		L5
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>

1	<b>Introduction to Quality Management System-</b> Concept and evolution of quality (inspection to TQM), definitions and dimensions of quality, quality gurus (Deming, Juran, Crosby, Ishikawa, Taguchi), costs of quality (prevention, appraisal, internal & external failure), strategic role of QMS in competitiveness, quality policy and objectives, alignment with corporate and operations strategy.	10	CO1
Practical	Visit any organization & study its TQM model .Submit report on it.	5	
2	<b>Quality Planning and Statistical Process Control</b> Quality planning and deployment (QFD), statistical process control (SPC), control charts for variables and attributes (X-bar, R, p, np, c, u charts), process capability analysis (Cp, Cpk), acceptance sampling plans, process mapping and value stream mapping for quality.	10	CO2
Practical	Visit any organization. Study its SPC & submit report on it.	5	
3	<b>Quality Assurance Systems and Standards</b> ISO 9001:2015 structure, requirements and documentation, quality audits (internal & external), certification process, other standards (ISO 14001, OHSAS 18001, IATF 16949), quality system implementation steps, supplier quality assurance and audits.	10	CO3
Practical	Visit any organizaion, study its quality system and submit report on its implementation & clauses.	5	
4	<b>Total Quality Management and Advanced Approaches -</b> principles and tools (7 QC tools, 7 new management tools), Kaizen and continuous improvement, Quality Circles, Six Sigma (DMAIC, DFSS, belt levels), Lean Six Sigma integration, benchmarking, quality function deployment, Industry 4.0 and digital quality systems, sustainability and green quality management. Role of artificial intelligence in quality management		CO4
Practical	Case studies on Kaizen and six sigma.	5	
<b>Reference books:</b>			
1.Dale H. Besterfield – Total Quality Management, Pearson.			

- 2.J.M. Juran& Joseph A. De Feo – Juran’s Quality Handbook, McGraw Hill.
- 3.S.N. Chary – Production and Operations Management, McGraw Hill.
- 4.Heizer, Render & Munson – Operations Management, Pearson.
- 5.James R. Evans & William M. Lindsay – The Management and Control of Quality, Cengage.
- 6.ISO 9001:2015 Standard and Implementation Guides.
- 7.B. S. Dhillon – Quality Management Systems, CRC Press.

**Useful links:**

- 1.<https://www.iso.org/home.html>
- 2.<https://asq.org/quality-resources/total-quality-management>
3. <https://www.6sigma.us/six-sigma/>
4. <https://qcfi.in/>
5. <https://www.iatfglobaloversight.org/iatf-169492016/about/>

**Additional reading:**

1. Harvard Business Review – Quality Management Articles
2. International Journal of Quality & Reliability Management
3. Total Quality Management & Business Excellence Journal
4. Production and Operations Management Journal

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	2	2	2	1	2	2	2	2	1	3
<b>CO 2</b>	2	3	3	1	1	1	1	1	2	3	2
<b>CO 3</b>	2	2	2	1	1	3	3	2	3	2	3
<b>CO 4</b>	2	2	3	2	2	2	2	2	3	2	3
<b>Total</b>	9	9	10	6	5	8	8	7	10	8	11
<b>Average</b>	2.25	2.25	2.5	1.5	1.25	2	2	1.75	2.5	2	2.75

**ELECTIVE 1**  
**MARKETING MANAGEMENT**

<b>Course Title</b>	<b>ELECTIVE 1 MARKETING MANAGEMENT</b>		
	<b>Paper III DIGITAL MARKTING</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSE4011		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To introduce the concept, definition, and importance of digital marketing and its role in modern business environments.</li> <li>2. To familiarize students with digital marketing channels and strategies used by organizations to reach and engage online customers.</li> <li>3. To develop understanding of major digital marketing tools and techniques such as search engine optimization, social media marketing, email marketing, and online advertising.</li> <li>4. To enable students to create basic digital marketing plans and content strategies for business promotion.</li> <li>5. To provide knowledge of digital marketing analytics and performance metrics used to measure the effectiveness of online campaigns.</li> <li>6. To develop practical skills in applying digital marketing tools and platforms for marketing communication and customer engagement.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Explain the definition, concepts, and importance of digital marketing in modern business and able to understand ethics of digital marketing.		L 2
2.	CO2: Understand digital marketing strategies considering domestic and global market and content marketing practices used by organizations.		L 2
3.	CO3: Apply digital marketing tools such as SEO, social media marketing, and email marketing.		L 3
4	CO4: Evaluate digital marketing performance using analytics and marketing metrics.		L 5
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course</b>

			<b>outcomes</b>
1	<p><b>Introduction to Digital Marketing</b></p> <p>A) Introduction to Digital Marketing---Meaning, definition and Scope, ethics of digital marketing</p> <p>B) Digital Marketing Ecosystem----Components:</p> <ul style="list-style-type: none"> <li>a) Digital devices (mobile, desktop, tablets)</li> <li>b) Platforms (Google, social media, websites)</li> <li>c) Media types (paid, owned, earned)</li> <li>d) Role of internet, data, and automation</li> </ul> <p>C) Digital Marketing Channels</p> <ul style="list-style-type: none"> <li>a) Websites---Types: corporate, e-commerce, blogs--- Role in branding and conversions</li> <li>b) Search Engines---How search engines work (basic crawling, indexing, ranking)</li> <li>c) Social Media Platforms---Types: networking, media sharing, microblogging</li> <li>d) Email Marketing---Opt-in, newsletters, promotional emails</li> <li>e) Mobile Marketing---Apps, SMS, push notifications</li> </ul> <p>D) Advantages &amp; Limitations of digital marketing</p> <p>E) Digital Consumer Behaviour</p> <ul style="list-style-type: none"> <li>a) Online decision-making process</li> <li>b) Customer journey stages: Awareness ---- Consideration ---- Purchase ---- Retention</li> <li>c) Touchpoints and user experience</li> </ul> <p>F) Emerging Trends----AI in marketing----Voice search---- Chatbots----Personalization and automation.</p>	10	CO1
Practical	<ol style="list-style-type: none"> <li>1. Identify different digital marketing channels used by a company.</li> <li>2. Conduct a basic website analysis of a selected brand.</li> <li>3. Select a product/service you have purchased online---- Describe its buying process----Map customer journey</li> </ol>	5	

2	<p><b>Digital Marketing Strategy and Content Marketing</b></p> <p>A. Define strategy vs tactics</p> <p>B. Digital marketing planning process - challenges in global market</p> <p>C. Online market research: ---Surveys (Google Forms)---Social listening---Keyword research----- Competitor analysis (what competitors are doing online)</p> <p>D. Segmentation, Targeting and Positioning (STP) in digital marketing</p> <p>E. <b>Content Marketing --- Concept and Importance</b>, Content as value creation----Role in SEO and engagement</p> <p><b>Types of Content</b> -Blogs - Videos - Infographics -Social posts</p> <p>F. Website &amp; Landing Pages</p> <p>G. Social Media Marketing</p> <p>H. Influencer Marketing</p>	10	CO2
Practical	<ol style="list-style-type: none"> <li>1. Prepare a digital marketing plan for a small business/startup.</li> <li>2. Design social media posts using Canva or similar tools.</li> <li>3. Design a landing page prototype using Canva/ Wix/ WordPress</li> </ol>	5	
3	<p><b>Digital Marketing Tools and Techniques</b></p> <p>A. Search Engine Optimization (SEO): Definition and importance</p> <p>B. Types of SEO----a) On-page SEO--- b) Off-page SEO</p> <p>C. Search Engine Marketing (SEM): meaning and basic concept--Paid search, PPC, ad ranking basics</p> <p>D. Social Media Marketing: meaning and advantages</p> <p>E. Email Marketing: meaning and advantages</p> <p>F. Mobile Marketing: meaning and advantages</p> <p>G. Online Advertising: types-----a) Display advertising, b)Video advertising</p>	10	CO3
Practical	<ol style="list-style-type: none"> <li>1. Perform basic keyword research using free SEO tools.</li> <li>2. Analyze digital advertisements on search engines or social media.</li> </ol>	5	

4	<p><b>Digital Marketing Analytics and Performance Measurement</b></p> <p>A. Digital marketing analytics: definition and importance</p> <p>B. Role of data in digital marketing decisions</p> <p>C. Digital marketing metrics</p> <ul style="list-style-type: none"> <li>• Website traffic</li> <li>• Click-through rate (CTR)</li> <li>• Conversion rate</li> </ul> <p>D. Web analytics tools: Introduction</p> <p>E. Social media analytics: Meaning and uses</p> <p>F. Measuring effectiveness of digital marketing campaigns</p> <p>G. Ethical and legal issues in digital marketing</p>		CO4
	<ol style="list-style-type: none"> <li>1. Study website analytics using sample data.</li> <li>2. Prepare a social media analytics report for selected brand.</li> </ol>		
<p><b>Reference books:</b></p> <ol style="list-style-type: none"> <li>1. Digital Marketing – Seema Gupta, McGraw Hill Education</li> <li>2. Digital Marketing- Babu KG Raja Sabarish , Anbazhagan B , Meenakumari S , Cengage Learning India</li> <li>3. Digital Marketing: Strategy, Implementation and Practice – Dave Chaffey &amp; Fiona Ellis-Chadwick, Pearson Education</li> <li>4. E-Marketing – Judy Strauss, Adel El-Ansary&amp; Raymond Frost, Pearson Education</li> <li>5. The Art of Digital Marketing – Ian Dodson, John Wiley &amp; Sons</li> <li>6. Digital Marketing For Dummies – Ryan Deiss&amp; Russ Henneberry, John Wiley &amp; Sons</li> </ol>			
<p><b>Useful links:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://contentmarketinginstitute.com">https://contentmarketinginstitute.com</a></li> <li>2. <a href="https://www.socialmediatoday.com">https://www.socialmediatoday.com</a></li> <li>3. <a href="https://analytics.google.com/analytics/academy">https://analytics.google.com/analytics/academy</a></li> <li>4. <a href="https://academy.hubspot.com/courses/digital-marketing">https://academy.hubspot.com/courses/digital-marketing</a></li> <li>5. <a href="https://www.coursera.org">https://www.coursera.org</a>.</li> <li>6. <a href="https://www.facebookblueprint.com">https://www.facebookblueprint.com</a></li> <li>7. <a href="https://www.semrush.com/academy">https://www.semrush.com/academy</a></li> <li>8. <a href="https://moz.com/blog">https://moz.com/blog</a></li> <li>9. <a href="https://www.marketingprofs.com">https://www.marketingprofs.com</a></li> </ol>			

**Additional reading:**

1. Indian Journal of Marketing
2. Journal of Integrated Marketing Communications and Digital Marketing
3. Journal of Digital Marketing
4. Prabandhan: Indian Journal of Management
5. Journal of Interactive Marketing.
6. Adweek
7. Copyblogger
8. Mailchimp Resources

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	1	0	1	1	0	1	2	2	1	1
<b>CO 2</b>	2	2	1	2	2	0	2	2	3	2	2
<b>CO 3</b>	2	3	3	2	2	0	2	2	3	3	3
<b>CO 4</b>	2	3	2	1	1	0	2	2	3	2	3
<b>Total</b>	9	9	6	6	6	0	7	8	11	8	9
<b>Average</b>	2.25	2.25	1.50	1.50	1.50	0	1.75	2.00	2.27	2.00	2.25

Course Title	<b>ELECTIVE 1 MARKETING MANAGEMENT</b>		
	<b>Paper IV RURAL AND INTERNATIONAL MARKETING</b>		
Class and semester	MBA Part – II Semester - IV		
Course Code	DSE4012		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To understand basics of rural marketing.</li> <li>2. To study marketing practices of agricultural input companies.</li> <li>3. To examine international marketing mix strategies.</li> </ol>			
<b>Course Outcomes:</b>			Bloom's
On successful completion of the course the learner will be able to			Taxonomy
			level
<b>CO1</b>	Analyse rural marketing environment		L4
<b>CO2</b>	Understand Ethics in agriculture marketing and able to develop rural marketing mix strategies		L6
<b>CO3</b>	Analyse International marketing environment		L4
<b>CO4</b>	Evaluate International marketing strategies		L5
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
<b>1</b>	Rural Marketing - Introduction, Characteristics of rural marketing, Rural marketing mix challenges, Rural marketing environment, Rural consumer behaviour, STP for Rural Markets, Rural Marketing mix strategies, Services Marketing in rural areas, ICT in Rural Areas, The future of Rural marketing in India.	10	CO1,CO2
Theory			
Practical	Select any product or service, analyse rural marketing environment, develop rural marketing mix strategies and present in the class.	5	
<b>2</b>	Agricultural Marketing- Concepts and Functions, Marketing of Agricultural Inputs, Ethics in agriculture	10	CO1, CO2
Theory			

	marketing, Markets and Market structure, Marketing Functions, Marketing of Rural Industry Products – Artisan’s products, Marketing problems of Artisans, Development measures, Marketing initiatives. Marketing of Rural Tourism.		
Practical	Select any agricultural input company/ dealer, study the marketing challenges they are facing and formulate marketing plan for them.	5	
<b>3</b> Theory	International Marketing– Introduction, Motives of International Marketing, International marketing decision, International Marketing Environment, Market Entry Strategies, International organisation, International market segmentation, targeting and Positioning	10	CO3
Practical	Select Indian Multi National Company, analyse its international marketing environment and study their market entry strategy. Prepare a report and present in the class.	5	
<b>4</b> Theory	International Marketing mix- Product Design Decisions, Geographic expansion strategic alternatives, New product in International Market. International Pricing - Pricing objectives, Factors affecting pricing, Export price structure. International Distribution - International Channel system, Types of Foreign intermediaries. International Promotion – Major decisions in international marketing communication, Communication Mix, Problems in international marketing communication	10	CO4
Practical	Select any international company and evaluate its international marketing mix strategies	5	
<b>Reference books:</b>			
1. Rural Marketing – Pradeep Kashyap, Pearson India Education Services Pvt. Ltd.			

2. Rural Marketing: Text and Cases - C S G Krishnamacharyulu, Lalitha Ramakrishnan, Pearson Education
3. Rural Marketing – Ravindranath Badi, Narayanas Badi, Himalaya Publishing House
4. Rural Marketing Environment, Problems and Strategies - T P Gopaldaswamy, Vikas Publishing House
5. Agricultural Marketing in India, S. S. Acharya, N. L. Agarwal, CBS Publishers and Distributors
6. International Marketing (Text and Cases) – Francis Cherunilam, Himalaya Publishing House
7. International Marketing - Philip R. Cateora, Bruce Money, Mary C. Gilly, John Graham, McGraw Hill India
8. Global Marketing Management – Keegan W.J., Bhargava N. K., Pearson Education
9. Global Marketing Management – Lee K., Carter S., Oxford University Press

**Useful links:**

1. <https://www.ama.org/>
2. <https://www.mrsi.co.in/>

**Additional reading:**

1. International Journal of Rural Management
2. Journal of International Marketing
3. Journal of International Consumer Marketing
4. International Marketing Review

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	1	1	1	1	3	3	1
<b>CO 2</b>	3	2	2	1	1	1	1	1	3	3	1
<b>CO 3</b>	3	3	2	1	1	1	3	1	3	3	1
<b>CO 4</b>	3	2	2	1	1	1	3	1	3	3	1
<b>Total</b>	12	10	8	4	4	4	8	4	12	12	4
<b>Average</b>	3	2.5	2	1	1	1	2	1	3	3	1

**ELECTIVE 2**  
**HUMAN RESOURCE MANAGEMENT**

Course Title	<b>ELECTIVE-2 HUMAN RESOURCE MANAGEMENT PAPER III COMPENSATION AND REWARD MANAGEMENT</b>		
Class and semester	MBA Part – II Semester - IV		
Course Code	DSE4021		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. The course deals with different theories and practices of reward and salary compensation.</li> <li>2. It discusses how to develop different systems of compensation and incentive schemes leading to employee motivation enhancing their contribution to organisational performance.</li> <li>3. Provide solutions to workplace problems through the application of Compensation.</li> <li>4. This course aims to help students understand turnover intentions and will show them how they can assist organisations to gain a competitive advantage through being able to keep their most valued employees- using the tools of “Compensation, Benefits, Rewards”, etc.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom’s Taxonomy level
1.	Understand: Explain the fundamental theories of compensation, wage policies, and the ethical/legal frameworks governing social equity in diverse organizational environments.		L 2
2.	Apply: Apply standard job evaluation methods, wage laws, and CTC calculations to develop compliant, inclusive, and equitable compensation structures.		L 3
3.	Analyze: Analyze the impact of compensation systems, global practices, and modern HR trends on organizational performance, competitiveness, and employee motivation.		L 4
4.	Evaluate: Evaluate the effectiveness of strategic reward initiatives, incentive schemes, and digital tools in fostering teamwork, leadership, and professional ethical standards.		L 5
5.	Create: Develop innovative, technology-driven reward strategies and entrepreneurial HR solutions that address dynamic global business challenges and foster lifelong professional learning.		L6
Unit	Contents	Hours	Course outcomes
1	<b>Introduction to Pay Systems</b> Compensation – Meaning, types, compensation tools- Job based approaches & skill based approaches, challenges and theories – reinforcement, expectancy, equity & agency. Factors influencing employee compensation, pay policies –	10	C1,C2

	wage policies in India. Concept of Minimum wage, Fair wage and living wage.		
Practical	<p>1. <b>Case Study Analysis:</b> Study compensation practices of a company and identify job-based and skill-based pay systems used.</p> <p>2. <b>Comparative Study:</b> Prepare a short report comparing <b>minimum wage, fair wage, and living wage</b> in India.</p> <p>3. <b>Theory Application Exercise:</b> Analyze a workplace situation using <b>equity theory or expectancy theory</b> in compensation.</p>	5	
2	<p><b>Designing &amp; Pricing pay plans, Incentive plans</b></p> <p>Job Evaluation: Meaning, objectives, principles, procedure, methods/ techniques of job evaluation – non quantitative (Ranking, job classification), jobs with point Quantitative (points rating, factors comparison). Problems of job evaluation.</p> <p><b>Incentive Plans:</b> Individual and Group Incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives; CTC structure, measuring Cost- to – Company (CTC), broadbanding; KPI-linked variable pay; team rewards.</p>	10	C2,C4
Practical	<p>1. <b>Job Evaluation Exercise:</b> Conduct a job evaluation using <b>ranking method or point rating method</b> for selected job roles.</p> <p>2. <b>CTC Calculation:</b> Prepare a sample <b>Cost-to-Company (CTC) structure</b> for an employee in a company.</p> <p>3. <b>Incentive Plan Design:</b> Develop an incentive plan for a sales team or production department.</p>	5	
3	<p><b>Wage Laws, Compliance &amp; Pay Equity</b></p> <p>Indian laws (Minimum Wages, Code on Wages 2019, ESI/PF/Gratuity/Bonus, Equal Remuneration); wage boards; global compliance; pay equity audits (gender/DEI); executive comp (ESOPs/perks).</p>	10	C3
Practical	<p>1. <b>Legislation Study:</b> Prepare a summary report on any one labour law related to wages and compensation.</p> <p>2. <b>Case: Wage dispute (e.g., gig workers).</b></p> <p>3. <b>Policy: Wage policy with equity/compliance checks.</b></p>	5	
4	<p><b>Strategic Rewards &amp; Modern Trends</b></p> <p>Strategic rewards—concept, aims, development, links to performance; knowledge/service economy; trends—AI benchmarking, personalized benefits, gig/flex perks, wellness/ESG incentives, skills premiums, remote pay</p>	10	C4

	equity.		
Practical	1.Strategy: Reward plan for IT/service firm. 2.Trends case: Variable pay in GenAI era. 3.Presentation: ESOPs/flex benefits/performance rewards.	5	
<b>Reference books:</b>			
<ol style="list-style-type: none"> <li>1. Compensation – George T. Milkovich, Jerry Newman &amp; Barry Gerhart</li> <li>2. Strategic Compensation: A Human Resource Management Approach – Joseph J. Martocchio</li> <li>3. Compensation Management in a Knowledge-Based World – Richard I. Henderson</li> <li>4. Human Resource Management – Gary Dessler</li> <li>5. Personnel Management and Industrial Relations – P. Subba Rao</li> </ol>			
<b>Useful links:</b>			
<ol style="list-style-type: none"> <li>1. <a href="https://worldatwork.org/">https://worldatwork.org/</a></li> <li>2. <a href="https://www.aihr.com">https://www.aihr.com</a></li> <li>3. <a href="https://www.kredily.com">https://www.kredily.com</a></li> <li>4. <a href="https://www.cezannehr.com">https://www.cezannehr.com</a></li> </ol>			
<b>Additional reading:</b>			
<ol style="list-style-type: none"> <li>1. Armstrong's Handbook of Reward Management Practice – Michael Armstrong</li> <li>2. Society for Human Resource Management – Research papers on compensation trends</li> <li>3. Chartered Institute of Personnel and Development – Reward management case studies</li> <li>4. International Labour Organization – Wage policies and labour standards reports</li> <li>5. Articles from HR journals such as Human Resource Management Review <b>and</b> Harvard Business Review.</li> </ol>			

### COs, POs, & PSOs Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	2	1	1	2	1	1	3	1	1	1	1	1
CO2	2	2	3	2	1	1	1	1	3	2	1	2	2	2
CO3	3	2	3	1	1	1	3	2	1	2	3	2	1	1
CO4	3	3	3	3	2	2	2	1	1	3	2	2	2	2
CO5	2	2	2	2	3	2	2	3	1	2	2	2	3	2
Avg	2.6	2.2	2.6	1.8	1.6	1.6	1.8	1.6	1.8	2.0	1.8	1.8	1.8	1.6

Course Title	<b>ELECTIVE-2 HUMAN RESOURCE MANAGEMENT</b>		
	<b>PAPER IV- EMPLOYEE RELATIONS AND DIGITAL HR</b>		
Class and semester	MBA Part – II Semester - IV		
Course Code	DSE4022		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To Understand modern industrial relations under Labour Codes 2026, gig worker classifications, and digital union evolution.</li> <li>2. To Explore advanced conflict resolution methods like collective bargaining, ODR, and predictive analytics.</li> <li>3. To Examine HR technology stacks, AI ethics, biases, and data-driven platforms.</li> <li>4. To Investigate hybrid work models, employee well-being frameworks, and sustainable HR transitions.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	<b>Understand:</b> Explain the 2026 Labour Codes, gig worker classifications, and the evolution of digital unionism within the modern industrial relations landscape.		L 2
2.	<b>Apply:</b> Apply advanced collective bargaining, Online Dispute Resolution (ODR) platforms, and predictive analytics to resolve workplace conflicts effectively.		L 3
3.	<b>Analyze:</b> HR technology stacks and AI-driven platforms, conducting bias audits to ensure ethical, data-driven human resource decision-making		L 4
4.	<b>Evaluate:</b> Evaluate hybrid work policies, employee well-being frameworks, and sustainable HR strategies for future workplace transitions.		L 5
5.	<b>Create:</b> Develop integrated digital HR solutions, inclusive workplace policies, and strategic conflict management frameworks that foster a sustainable and productive organizational culture.		L6
Unit	Contents	Hours	Course outcomes
1	Modern Industrial Relations: Labour Codes 2026 (IR Code focus): Key provisions—digitized standing orders via portals,	15	C1,C2

	<p>1-year dispute resolution timeline, e-filing systems, digital grievance redressal apps; compliance shift from paper to blockchain -verified records.</p> <p>Gig Worker Classification: Control test criteria (supervision, scheduling, exclusivity); Indian vs global models (Uber, Swiggy, Zomato); legal challenges—social security eligibility, misclassification penalties under Code on Social Security 2026 drafts.</p> <p>Union 2.0: Evolution from factory unions to platform collectives; digital organizing tools (Telegram groups, Change.org petitions); power shift via viral campaigns and algorithmic amplification.</p>		
Practical	<p>Tripartite negotiation simulation: Role-play employer/union/govt mediator in manufacturing wage dispute; practice BATNA, ZOPA.</p> <p>Gig case analysis: Study real dispute (e.g., Swiggy delivery partner status); identify legal risks, recommend classification framework.</p> <p>Digital union campaign: Design WhatsApp/social media strategy for gig worker organizing; include messaging, hashtags, escalation plan.</p>	5 Hrs.	
2	<p>Conflict Resolution 2.0: Advanced Collective Bargaining: Types—multi-employer (auto sector patterns), pattern bargaining (industry-standard hikes); strategies—distributive vs integrative; power dynamics (strike costs vs lockout threats).</p> <p>Digital Mediation (ODR): Platforms like Presolv360; AI ombuds for initial triage; benefits—24/7 access, reduced legal fees, data-driven outcomes. Predictive Conflict Management: NLP sentiment from emails/Slack; employee NPS trends; early warning dashboards; HRBP intervention triggers.</p>	15	C2,C4
Practical	<p>Bargaining exercise: Preparation (data gathering), table negotiation, agreement drafting with clauses (wage escalation, dispute arbitration).</p> <p>Grievance portal wireframe: User flow—complaint submission, auto-routing, status tracking, resolution SLA dashboard.</p>	5	
3	Digital HR Transformation: HR Technology Stack:	15	C3

	<p>Understanding digital HR ecosystem: Core HR systems (e.g., enterprise HR platforms), Talent management systems, Integration of modules: Recruitment, Performance, Payroll</p> <p>AI Ethics in HR - Ethical concerns: Algorithmic bias, Fairness in hiring, Concepts: Bias audits, Demographic parity, Responsible AI usage in HR,</p> <p>HR Analytics &amp; Digital Platforms - Talent intelligence platforms, Workforce analytics tool,s, Data-driven decision-making in HR</p>		
Practical	<p>HR Tech Vendor Comparison Matrix , Compare 3 HR software platforms based on: Features, Cost, Usability, Present findings in a table,</p> <p>AI Bias Audit Exercise - Analyze a sample hiring dataset, Identify possible bias (gender, education, etc.), Suggest corrective measures</p>	5	
4	<p>Future Workplace &amp; Relations: Hybrid Work Policies: Models (2-3 office days, async work); output-based metrics (OKRs over hours); tools—collaboration platforms, virtual watercoolers.</p> <p>Employee Well-being: WHO framework—enable (EAPs), promote (mindfulness apps), protect (psychological safety surveys); burnout prediction via wearable data.</p> <p>Just Transition &amp; Sustainable HR: Green reskilling (EV manufacturing shift); ESG reporting (people pillar); circular career paths for net-zero transitions.</p>	15	C4
Practical	<p>Hybrid policy design: Document—schedules (core hours), metrics (delivery velocity), guidelines (asynccomms, inclusion checks).</p> <p>Mental health ROI: Calculate program costs vs benefits (absenteeism reduction 15%, productivity lift 12%) using simple DCF.</p> <p>Green transition roadmap: For coal-to-solar firm—reskilling matrix (role mapping), 18-month timeline, risk mitigation (union buy-in).</p>		
<p><b>Reference Books</b></p> <p>1. Industrial Relations and Labour Laws by S.K. Bhatia – Covers Labour Codes 2020 (updated for 2026 drafts) and gig economy implications.</p>			

2. Digital HR: A Guide to Technology-Enabled Transformation by Deborah Waddill – Focuses on HR tech stacks, AI ethics, and analytics.
3. Employee Relations Management by P.N. Singh – Practical insights on bargaining, unions, and conflict resolution in India.
4. The Future of Work: Robots, AI, and Automation by Darrell M. West – Explores hybrid models, well-being, and just transitions.

**Useful links:**

1. Labour Codes Portal: [Ministry of Labour & Employment](#) – e-filing, standing orders, gig security drafts.
2. Presolv360 ODR Platform: [presolv360.com](#) – Demo digital mediation for grievances.
3. SHRM India Gig Worker Resources: [shrm.org/in](#) – Classification frameworks and union trends.
4. CIPD Digital HR Toolkit: [cipd.org/uk](#) – Tech stacks, bias audits, analytics dashboards.
5. NITI Aayog Gig Economy Report: [niti.gov.in](#) – Swiggy/Zomato cases.

**Additional Readings:**

1. Gigged: The End of the Job and the Future of Work by Sarah Kessler – Case studies on platform workers like Uber/Swiggy.
2. Drive: The Surprising Truth About What Motivates Us by Daniel H. Pink – Ties into well-being and hybrid motivation.
3. Weapons of Math Destruction by Cathy O'Neil – Essential for AI bias and ethical HR tech.
4. SHRM India Reports on Labour Codes and Gig Economy (2025-2026) – Free downloads for compliance and disputes.

**COs, POs& PSOs Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
<b>CO1</b>	3	2	2	2	1	2	2	2	3	1	2	2	2	1
<b>CO2</b>	2	3	3	2	2	2	2	2	2	2	3	2	3	1
<b>CO3</b>	3	2	3	2	2	2	2	2	1	2	3	3	3	2
<b>CO4</b>	2	3	3	2	2	2	2	3	1	3	3	2	2	2
<b>CO5</b>	2	3	3	3	3	3	2	3	2	3	3	3	3	3
<b>Avg</b>	2.4	2.6	2.8	2.2	2.0	2.2	2.0	2.4	1.8	2.2	2.8	2.4	2.6	1.8

**ELECTIVE 3**  
**FINANCIAL MANAGEMENT**

Course Title	<b>ELECTIVE 3 FINANCIAL MANAGEMENT PAPER-III SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>			
Class and semester	MBA Part – II Semester - IV			
Course Code	DSE4031			
Course Credit	<b>4</b>			
<b>Teaching Scheme</b>	<b>Examination Scheme</b>	<b>Internal</b>	<b>External</b>	
Lectures	Practical	Internal Evaluation	University Examination	
40 Hrs	20 Hrs	40 marks	60 Marks	
<b>Course Objectives</b>				
<ol style="list-style-type: none"> <li>1. To develop a comprehensive understanding of the investment environment, financial instruments, and the risk–return relationship in financial decision-making.</li> <li>2. To equip students with the knowledge and analytical skills required for fundamental analysis and valuation of securities using financial statements and market indicators.</li> <li>3. To introduce portfolio theory and asset pricing models and enable students to construct and optimize investment portfolios using quantitative techniques.</li> <li>4. To enhance practical skills in portfolio management, performance evaluation, and the application of modern tools (such as Excel) for informed investment decisions.</li> </ol>				
Course Outcomes: On successful completion of the course the learner will be able to				Bloom’s Taxonomy level
1.	<b>Understand</b> investment environment, financial instruments, and risk-return concepts			L 2
2.	<b>Apply</b> fundamental analysis and evaluate securities using financial data and ratios			L 3
3.	<b>Analyze</b> portfolio theory models and asset pricing techniques (CAPM, APT, etc.)			L4
4	<b>Apply</b> Excel tools for portfolio construction, optimization, and performance evaluation			L 5
5	<b>Evaluate</b> portfolio management strategies and behavioral aspects in investment decisions			L6
Unit	Contents		Hours	Course outcomes
1	Investment Environment & Risk–Return Analysis <ul style="list-style-type: none"> <li>• Concept of Investment, Speculation &amp; Gambling</li> <li>• Investment process and objectives</li> <li>• Financial instruments: Equity, Bonds, Derivatives, Mutual Funds</li> <li>• Structure of financial markets (Primary &amp; Secondary markets)</li> </ul>		(10 Hours)	CO1, CO2, CO3

	<ul style="list-style-type: none"> <li>Risk and Return: Types of risk (Systematic &amp; Unsystematic), Measurement: Standard deviation, Beta, Alpha, Risk-return trade-off</li> </ul>		
Practical	<ul style="list-style-type: none"> <li>Use of stock indices (NIFTY, SENSEX)</li> <li>Basics of portfolio returns calculation</li> </ul>	(5 Hours)	
2	<p>Security Analysis</p> <p>A) Fundamental Analysis</p> <ul style="list-style-type: none"> <li>Economic Analysis (GDP, inflation, interest rates)</li> <li>Industry Analysis (life cycle, competitive forces)</li> <li>Company Analysis (financial statements, ratios)</li> <li>Equity valuation models (Dividend Discount Model, P/E ratio)</li> </ul> <p><b>B) Efficient Market Hypothesis (EMH) Weak, Semi-strong, Strong forms Market anomalies</b></p>	(10 Hours)	CO2, CO3, CO4
Practical	<ul style="list-style-type: none"> <li>Financial ratio analysis: EPS, P/E Ratio ROE, ROA</li> <li>Common-size financial statements</li> <li>Trend analysis using Excel charts</li> </ul>	(5 Hours)	
3	<p>Portfolio Theory &amp; Asset Pricing Models</p> <ul style="list-style-type: none"> <li>Portfolio construction and diversification</li> <li>Markowitz Modern Portfolio Theory</li> <li>Efficient Frontier</li> <li>Capital Asset Pricing Model (CAPM)</li> <li>Security Market Line (SML) &amp; Capital Market Line (CML)</li> <li>Arbitrage Pricing Theory (APT)</li> <li>Sharpe's Single Index Model</li> </ul> <p><b>Portfolio Risk &amp; Return: Covariance and correlation, Portfolio beta</b></p>	(10 Hours)	CO2,CO4, CO5
Practical	<ul style="list-style-type: none"> <li>Portfolio return &amp; risk: Multi-asset portfolio calculation, Covariance matrix creation</li> <li>Efficient frontier: Using Excel Solver (optimization)</li> <li>CAPM: Expected return calculation, Security Market Line (graph plotting)</li> <li>Advanced Use of <b>Excel Solver</b>: Minimize risk for given return Maximize return for given risk</li> </ul>	(5 Hours)	
4	<p>Portfolio Management, Strategies &amp; Latest Developments</p> <ul style="list-style-type: none"> <li>Active vs Passive portfolio management</li> <li>Portfolio revision &amp; rebalancing</li> <li>Performance evaluation: Sharpe Ratio, Treynor Ratio, Jensen's Alpha</li> <li>Portfolio management strategies: Growth vs Value investing, Income strategies, Behavioral finance in investment decisions</li> </ul>	(10 Hours)	CO2,CO3, CO4

Practical	Excel Practical on Portfolio Performance Evaluation: Sharpe Ratio, Treynor Ratio, Jensen's Alpha Portfolio Rebalancing: Scenario analysis (before & after rebalancing) Use of <b>What-If Analysis tools</b> : Data Tables, Goal Seek	(5 Hours)	
Reference books:			
<ol style="list-style-type: none"> <li>1. V.A. Avadhani Pandian; 'Security Analysis and Portfolio Management'; Himalaya Publishing House</li> <li>2. Prassana Chandra; 'Investment Analysis and Portfolio Management'; McGraw Hill Education India</li> <li>3. S. Kevin; 'security Analysis and Portfolio Management'; PHI Learning</li> <li>4. R. P. Rustagi; Fundamental Analysis for Investors; Sultan Chand &amp; Sons</li> <li>5. Edwin J. Elton , Martin J. Gruber; Modern Portfolio Theory and Investment Analysis; Wiley</li> </ol>			
Useful links			
<ol style="list-style-type: none"> <li>1. NPTEL / IIT course on security analysis and portfolio management</li> <li>2. <a href="https://www.nseindia.com/static/learn/self-study-ncfm-modules-foundation-financial-markets">https://www.nseindia.com/static/learn/self-study-ncfm-modules-foundation-financial-markets</a></li> <li>3. <a href="https://www.screener.in">https://www.screener.in</a></li> <li>4. <a href="https://www.bseindia.com">https://www.bseindia.com</a></li> <li>5. <a href="https://www.nseindia.com">https://www.nseindia.com</a></li> </ol>			
Additional reading			
<ol style="list-style-type: none"> <li>1. Journal of Finance</li> <li>2. Applied Finance</li> <li>3. Indian Journal of Finance</li> <li>4. Viklap</li> </ol>			

### COs, POs& PSOs Mapping:

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	–	1	2	1	2	2	2
CO2	3	3	2	1	1	1	2	1	1	1	1
CO3	3	3	3	1	–	–	2	2	2	2	2
CO4	3	3	3	2	1	–	2	2	3	3	3
CO5	2	2	2	3	3	3	3	2	2	2	2
Average	2.80	2.6	2.2	1.6	1.67	1.67	2.20	1.60	2	2	2

Course Title	<b>ELECTIVE 3 FINANCIAL MANAGEMENT PAPER-IV INTERNATIONAL FINANCE</b>		
Class and semester	MBA Part – II Semester - IV		
Course Code	DSE4032		
Course Credit	4		
<b>Teaching Scheme</b>	<b>Examination Scheme</b>		
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To understand the concept of international finance</li> <li>2. To understand Foreign Exchange Market Structure and Apply Exchange Rate Determination Theories for identifying arbitrage opportunities.</li> <li>3. To understand the use of Excel in trend analysis of global interest rate.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand a strong foundation in the meaning, scope, and importance of international finance, enabling analysis of global financial systems and cross-border transactions.		L 2
2.	Analyze a comprehensive understanding of the structure and functioning of foreign exchange markets, including participants, instruments, and global trading mechanisms.		L 3
3.	Evaluate quantitative and financial tools to analyze complex international financial problems and recommend optimal solutions		L4
4	Understand and evaluate international taxation systems and transfer pricing mechanisms, ensuring compliance and strategic tax planning.		L 5
5	Analyze and manage working capital in multinational corporations (MNCs), including cash, receivables, and inventory across multiple currencies and countries.		L6
Unit	Contents	Hours	Course outcomes
1	<b>International Financial System &amp; Environment</b> <ul style="list-style-type: none"> <li>• Meaning, scope, and importance of International Finance</li> <li>• Evolution of International Monetary System:Gold Standard, International Monetary Fund system (Bretton Woods). Fixed vs Floating exchange rate systems</li> <li>• Global financial institutions:International Monetary Fund (IMF), World Bank. Bank for International Settlements</li> <li>• International financial markets:Euro markets, Bond markets, Equity markets</li> </ul>	(10 Hours)	C1,C2

	<ul style="list-style-type: none"> <li>• Instruments: ADRs, GDRs, Eurobonds</li> </ul>		
Practical	<ul style="list-style-type: none"> <li>• Comparative analysis of exchange rate regimes (data charts)</li> <li>• Trend analysis of global interest rates &amp; inflation</li> <li>• Visualization of global capital flows (charts)</li> </ul>	(5 Hours)	
2	<b>Foreign Exchange Market &amp; Risk Management</b> <ul style="list-style-type: none"> <li>• Structure of foreign exchange markets</li> <li>• Spot and forward exchange rates</li> <li>• Exchange rate determination theories: PPP (Purchasing Power Parity) Interest Rate Parity</li> <li>• Currency derivatives: Forwards, Futures, Options, Swaps</li> <li>• Foreign exchange exposure: Transaction, Translation, Economic exposure</li> <li>• Balance of Payments (BoP)</li> </ul>	(10 Hours)	C2,C4
Practical	<ol style="list-style-type: none"> <li>1. Exchange rate calculations (direct &amp; indirect quotes)</li> <li>2. Forward rate computation</li> <li>3. Hedging decision analysis: <ol style="list-style-type: none"> <li>a. Compare hedged vs unhedged positions</li> </ol> </li> <li>4. BoP data analysis (India/global datasets)</li> </ol>	(5 Hours)	
3	<b>International Financial Markets &amp; Investment Decisions</b> <ul style="list-style-type: none"> <li>• International capital markets: Equity, Bond &amp; Money markets</li> <li>• International portfolio investment</li> <li>• Cost of capital in international context</li> <li>• International capital budgeting: NPV, IRR with exchange rate adjustments</li> <li>• Financing of MNCs: Euro loans, syndicated loans</li> <li>• International taxation &amp; transfer pricing</li> </ul>	(10 Hours)	C1,C4
Practical	<ul style="list-style-type: none"> <li>• International capital budgeting: NPV &amp; IRR with currency conversion</li> <li>• Cost of capital calculation for global projects</li> <li>• Portfolio diversification across countries</li> <li>• Sensitivity analysis (exchange rate impact)</li> </ul>	(5 Hours)	
4	<b>International Financial Management, Strategies &amp; Latest Developments</b> <ul style="list-style-type: none"> <li>• Working capital management in MNCs</li> <li>• International financial risk management strategies</li> <li>• Global financial reporting: IFRS vs domestic standards</li> <li>• Cross-border mergers &amp; acquisitions</li> <li>• International trade financing</li> </ul>	(10 Hours)	C1,C2, C3

Practical	Study export-import financing (pre/post shipment credit), Analyse cash flow cycle	(5 Hours)	
Reference books:			
<ol style="list-style-type: none"> <li>1. M. Pandey: Financial Management, Vikas Publishing house</li> <li>2. Prasanna Chandra-‘Financial Management’, McGraw Hill Education</li> <li>3. M. Y. Khan, P. K. Jain; Financial Management; McGraw Hill</li> <li>4. V Pattabhi Ram, S D Bala. Strategic Financial Management</li> </ol>			
Useful links			
<ol style="list-style-type: none"> <li>1. <a href="https://www.screener.in">https://www.screener.in</a></li> <li>2. <a href="https://www.bseindia.com">https://www.bseindia.com</a></li> <li>3. <a href="https://www.nseindia.com">https://www.nseindia.com</a></li> <li>4. <a href="https://365financialanalyst.com/resources-center/">https://365financialanalyst.com/resources-center/</a></li> <li>5. <a href="https://opentuition.com/">https://opentuition.com/</a></li> <li>6. <a href="https://excelatfinance.com/">https://excelatfinance.com/</a></li> <li>7. <a href="https://www.classcentral.com/course/swayam-excel-for-finance-from-basics-to-advanced-456180">https://www.classcentral.com/course/swayam-excel-for-finance-from-basics-to-advanced-456180</a></li> </ol>			
Additional reading:			
<ol style="list-style-type: none"> <li>1. Journal of Finance</li> <li>2. Applied Finance</li> <li>3. Indian Journal of Finance</li> <li>4. Vikalp</li> </ol>			

### COs, POs& PSOs Mapping:

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	–	1	1	1	2	2	2
CO2	2	3	3	2	2	1	1	1	1	1	1
CO3	2	3	3	2	1	2	1	1	2	2	2
CO4	2	3	3	2	2	2	1	1	3	3	3
CO5	2	3	3	3	3	1	1	2	2	2	2
Average	2.2	2.8	2.6	2	2	1.4	1	1.2	2	2	2

**ELECTIVE 4**  
**PRODUCTION MANAGEMENT**

Course Title	<b>ELECTIVE 4- PRODUCTION MANAGEMENT PAPER III GLOBAL OPERATIONS AND LOGISTICS</b>		
Class and semester	MBA Part – II Semester - IV		
Course Code	DSE4041		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<p>1.To develop a strong conceptual understanding of global operations, logistics, and supply chain management in an international business environment.</p> <p>2.To enable students to apply logistics planning, outsourcing, and global sourcing techniques to solve real-world business problems.</p> <p>3.To train students in analyzing logistics data, performance metrics, and digital supply chain systems using modern tools and technologies.</p> <p>4.To empower students to design efficient and data-driven global logistics strategies considering risk, compliance, and import-export procedures.</p> <p>5. To develop awareness of ethical practices, leadership skills, and entrepreneurial opportunities in global operations and logistics.</p>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	<b>Understand</b> global logistics concepts, supply chain strategies, and transportation systems to support international business operations.		L 2
2.	<b>Apply</b> logistics planning, outsourcing, and global sourcing techniques to solve real-life business problems in supply chain management.		L 3
3.	<b>Evaluate</b> risks in global operations including exchange rate exposure, supply chain disruptions, and legal aspects of import-export procedures.		L 5
4	<b>Create</b> efficient global logistics systems using digital technologies, performance measurement tools, and integrated supply chain strategies.		L 6
5	Demonstrate communication, teamwork, ethical decision-making, and entrepreneurial thinking in global logistics contexts.		L3
Unit	Contents		Hours Course outcomes

1	Global Operations & Logistics Strategies: Global Logistics, Concepts, GOL Strategies, Components and requirements of role of transportation in logistics & supply chain management, containerization, warehousing, packaging-ecommerce logistics– reverse logistics as a strategy, Integration of technologies such as AI, IoT, Blockchain, and real-time tracking systems in global logistics	10	C1,C2
Practical	Visit an organization or logistics service provider and study its global operations and logistics strategies, including the use of digital technologies (AI, IoT, blockchain). Prepare and submit a group report highlighting key observations and strategic practices.	5	
2	Global Operations and Logistics Planning: Outsourcing benefits, Evaluation and selection of global suppliers using multi-criteria decision models, along with risk assessment related to geopolitical issues, Use of automated platforms (EDI, block chain-based documentation) for managing customs clearance, reducing delays, ensuring regulatory compliance.	10	C2,C4
Practical	b) Visit an organization and study its outsourcing practices and global supplier selection process. Analyze the use of digital platforms (EDI, blockchain) in logistics planning and submit a Prepare a group report with key findings and recommendations.	5	
3	Risk Management in Global Operations: Operating exposure to exchange rate-pricing strategies for exporting firms-global sourcing strategies under exchange rate uncertainty, Identification of end-to-end supply chain risks (supplier failure, geopolitical disruptions, logistics bottlenecks) and development of contingency strategiesLegal aspects for Carriage – custom formalities & documentation for exports / imports, documents for clearance of goods, tenants of costing in logistics & S.C.M. Ethical aspects in global sourcing and compliance.	10	C3
Practical	Visit an organization and study its risk management practices in global operations, including exchange rate risk, supply chain disruptions, and import-export compliance. Prepare a report highlighting risk mitigation strategies and documentation processes including ethical compliance.	5	
4	Effective Management of Global Operations & Logistics Information management for global logistics – performance measurement & evaluation in global logistics – measuring performance in functional integration, Digital Supply Chain Integration & Smart Information Systems, organization structure for global logistics excellence. Leadership and entrepreneurial opportunities in global logistics	10	C4

Practical	Visit an organization and study its logistics information systems and performance measurement practices. Analyze key KPIs and digital tools used for global logistics integration and submit a report with observations.	5	
<b>Reference Books:</b>			
1. Global Operations & Logistics (Text and Cases) by Phillippe-Pierre Dornier, Ricardo Ernst, Michel Fender & Panos Kouvelis.			
2. Logistics Management by V.V.Sople, Pearson Publication			
3. Sunil Chopra And Peter Meindl, “Supply Chain Management – Strategy Planning And Operation”, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi.			
4. Sunil Sharma, “Supply Chain Management”, Oxford University Press.			
5. Donald J. Bowersox & David J. Closs “Logistical Management” The integrated supply ChainProcess, Tata,Mc-grawhill Edition.			
6. S.K. Bhattacharya, Logistics management, S.Chand publication.			
7. John T. Mentzer, “Fundamentals Of Supply Chain Management (5th Edition2007)”			
<b>Useful links:</b>			
1. <a href="https://dpiit.gov.in/logistics">https://dpiit.gov.in/logistics</a>			
2. <a href="https://lpi.worldbank.org">https://lpi.worldbank.org</a>			
3. <a href="https://www.dgft.gov.in">https://www.dgft.gov.in</a>			
4. <a href="https://commerce.gov.in">https://commerce.gov.in</a>			
5. <a href="https://www.cbic.gov.in">https://www.cbic.gov.in</a>			
<b>Additional reading:</b>			
1. National logistics policy			
2. World bank logistics index			
3. National manufacturing policy			

<b>CO-PO Mapping</b>											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	3	2	1	1	1	3	2	2	2	1
CO2	2	3	3	2	1	1	2	2	3	2	3
CO3	2	3	2	1	2	2	3	2	1	3	2
CO4	3	3	3	2	2	2	3	3	2	2	3
CO5	2	2	2	3	3	3	3	2	2	2	2
Average	2.5	3	2.5	2.2	2.2	2	2.6	2.4	2	2.2	2.2

<b>Course Title</b>	<b>ELECTIVE 4- PRODUCTION MANAGEMENT PAPER IV WORLD CLASS MANUFACTURING</b>		
<b>Class and Semester</b>	MBA Part – II Semester – IV		
<b>Course Code</b>	DSE4042		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<p>1.To develop a comprehensive understanding of World Class Manufacturing (WCM) principles, frameworks, and their strategic role in achieving global competitiveness and operational excellence.</p> <p>2.To master advanced manufacturing tools and techniques such as Lean, Total Productive Maintenance (TPM), Kaizen, and JIT for eliminating waste and enhancing productivity</p> <p>3.To analyze the integration of WCM with quality systems, advanced technologies (Industry 4.0), and sustainable practices in manufacturing and service operations</p> <p>4.To evaluate implementation strategies, challenges, success factors, and real-world case studies of WCM adoption for organizational transformation.</p> <p>5.develop awareness of behavioural skills, ethical practices, and entrepreneurial opportunities in World Class Manufacturing.</p>			
<b>Course Outcomes:</b> After successful completion of the course students will be able to:			<b>Bloom's Taxonomy Level</b>
<b>CO1</b>	Analyze the strategic importance, principles, evolution, and performance parameters of World Class Manufacturing for achieving global competitiveness.		<b>L4</b>
<b>CO2</b>	Apply Lean manufacturing tools, TPM pillars, JIT systems, and continuous improvement techniques for process and performance enhancement.		<b>L3</b>
<b>CO3</b>	Evaluate the integration of WCM practices with quality management systems, Industry 4.0 technologies, and sustainability frameworks.		<b>L5</b>
<b>CO4</b>	Design comprehensive WCM implementation roadmaps, including benchmarking, change management, and digital transformation strategies for sustainable excellence		<b>L6</b>
<b>CO5</b>	Demonstrate communication, teamwork, ethical decision making, and entrepreneurial thinking while applying WCM practices		<b>L3</b>
<b>Syllabus</b>			
<b>Unit</b>	<b>Content</b>	<b>Hours</b>	<b>Course</b>

			<b>Outcomes</b>
<b>1</b>	<b>Introduction to World Class Manufacturing</b> -Concept and evolution of WCM; Comparison between traditional and world-class manufacturing systems; Key principles and characteristics (Schonberger's 17 principles and modern WCM models); World-class performance parameters (Quality, Cost, Delivery, Flexibility, Innovation, Safety & Morale); Strategic role of WCM in competitiveness and value creation; Challenges and success factors in adopting WCM in Indian and global contexts.	<b>10</b>	<b>CO1</b>
<b>Practical</b>	Visit a manufacturing organization and study its current manufacturing practices vis-à-vis WCM principles. Identify gaps and submit a detailed group report with recommendations.	<b>5</b>	
<b>2</b>	<b>Lean Manufacturing and Waste Elimination</b> - Lean philosophy and 8 types of waste; Value Stream Mapping (VSM); Just-in-Time (JIT), Kanban, Heijunka, and pull systems; 5S, Kaizen, Poka-Yoke, Single Minute Exchange of Die (SMED); Cellular manufacturing and one-piece flow; Implementation of Lean tools for productivity improvement.	<b>10</b>	<b>CO2</b>
<b>Practical</b>	Visit a manufacturing/service organization to study the application of Lean tools. Map a selected process, identify wastes, and submit a group report with improvement proposals.	<b>5</b>	
<b>3</b>	<b>Total Productive Maintenance (TPM) and Reliability Management</b> -TPM concept, objectives, and 8 pillars; Overall Equipment Effectiveness (OEE) calculation and improvement; Autonomous maintenance, planned maintenance, and quality maintenance; Integration of TPM with TQM and Lean; Reliability-centered maintenance and its role in WCM.Ethical aspects in maintenance practices.	<b>10</b>	<b>CO3</b>
<b>Practical</b>	Visit an organization and study its maintenance practices and TPM implementation. Calculate OEE for a critical machine/equipment and submit a group report highlighting scope for improvement.	<b>5</b>	
<b>4</b>	<b>Advanced WCM Practices, Digital Transformation and Sustainability</b> -Benchmarking and adoption of global best practices; Integration of Industry 4.0 technologies (IoT, AI, Digital Twins, Robotics) in WCM; Sustainable and Green Manufacturing practices; Change management, employee engagement, and cultural transformation for WCM; Case studies of world-class manufacturers (Toyota Production System, Indian companies like Tata, Mahindra, etc.); Implementation roadmap, barriers, and future trends in WCM.Leadership and	<b>10</b>	<b>CO4</b>

	entrepreneurial opportunities in WCM.		
<b>Practical</b>	Case studies and group presentations on successful WCM implementations by leading global and Indian organizations. Analyze strategies and outcomes.	<b>5</b>	

**Reference Books**

1. Richard J. Schonberger, *World Class Manufacturing: The Lessons of Simplicity Applied*, Free Press.
2. James P. Womack, Daniel T. Jones & Daniel Roos, *The Machine That Changed the World*, Free Press.
3. Seiichi Nakajima, *Introduction to Total Productive Maintenance (TPM)*, Productivity Press.
4. Pascal Dennis, *Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System*, Productivity Press.
5. Dale H. Besterfield, *Total Quality Management*, Pearson Education, New Delhi.
6. S.C. Sharma, *Quality Control and Management*, Khanna Publishers, New Delhi.
7. Latest publications on Industry 4.0 and Sustainable Manufacturing

**Useful Link**

1. <https://www.lean.org/>
2. <https://www.isixsigma.com>
3. <https://www.iso.org/>
4. <https://www.iatfglobaloversight.org/>

**Additional Reading**

1. Harvard Business Review – Operations & Supply Chain section
2. International Journal of Operations & Production Management
3. Journal of Manufacturing Technology Management
4. Quality Progress (Published by ASQ – American Society for Quality)

**CO-PO-PSO Mapping**

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	2	1	2	3	2	3	2	3
CO2	2	3	3	1	1	1	2	1	2	3	3
CO3	2	2	2	1	1	2	3	2	3	2	3
CO4	2	2	3	2	2	2	2	3	3	2	3
CO5	2	2	2	3	3	3	2	3	2	2	2
Total	11	11	12	12	11	11	12	11	13	11	14
Average	2.2	2.25	2.4	2.4	2.2	2.2	2.4	2.2	2.6	2.2	2.8

**ELECTIVE 5: IT & SYSTEM MANAGEMENT**

<b>Course Title</b>	<b>ELECTIVE 5: IT &amp; SYSTEM MANAGEMENT</b>		
	<b>PAPER III :ERP AND PROCESS REENGINEERING</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSE401		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<b>Course Objectives:</b>			
<ol style="list-style-type: none"> <li>To understand the concepts and significance of Business Process Reengineering (BPR), including process management, phases of BPR, and the role of IT in improving organizational processes.</li> <li>To develop knowledge of Enterprise Resource Planning (ERP) systems, covering their evolution, models, subsystems, benefits, and role in integrating business functions.</li> <li>To analyze ERP implementation strategies and challenges, including vendor selection, roles of stakeholders (consultants, users, top management), and critical success factors.</li> <li>To evaluate real-world applications of ERP and BPR through case studies, including exposure to systems like Oracle ERP and their role in areas such as supply chain management.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Make a process model and apply it in the re-design of a process & understand the important role it plays in the development of a BPR project.		L 3
2.	CO2: Understand evolution and models of ERP.		L 2
3.	CO3: Describe the ERP implementation process and develop ERP implementation plan.		L 2
4	CO4: Understand Oracle ERP features and apply for organizational processes		L 2
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Introduction to BPR-</b> Meaning, definition of BPR, History & development of BPR, Need of BPR, Concept of process, process management, process model, Phases in BPR. ,Role of IT in BPR, BPR and ERP	10	CO1
Practical	Prepare report on study of business process reengineering in any business	5	
2	<b>Introduction to ERP:</b> Defining ERP, Origin and Need for an ERP System, Evolution of ERP, Benefits of an ERP System ,Reasons for the Growth of ERP Market, ERP models, Subsystems of ERP models. ERP related technologies.	10	CO2
Practical	Case Study on uses and applications of ERP and ERP	5	

	related technology in the market		
3	<b>ERP Implementation:</b> Prerequisites of ERP implementation, ERP implementation strategies, Phases in ERP implementation, ERP vendor selection criteria, Role of consultant in ERP implementation, Role of Users in ERP implementation, Role of Top management in ERP implementation.	10	CO3
Practical	Case Study on of ERP implementation in any organization	5	
4	<b>Oracle ERP-</b> Introduction to oracle ERP, Features, Oracle models and sub systems, market dynamics .Role of Oracle ERP in SCM	10	CO4
Practical	Case study on Oracle ERP	5	
<b>Reference books:</b>			
<ol style="list-style-type: none"> <li>1. ERP Plak, Carola., Eli Schrage Heim(St.Lucie PressNY)</li> <li>2. Reengineering Corporation–Mamer, Micheal, Jamis Chambey</li> <li>3. Business Process Reengineering–Jayaraman M.S.(TMG)</li> <li>4. Best Practices in Reengineering–CarrD.K.Johnanson H.J.(MGH)</li> <li>5. Business Process Reengineering: Myth &amp; Reality–Coulson Thomas C.</li> <li>6. The Essence of Business Process Reengineering Peppard Rowland. (PH)</li> <li>7. Process Innovation: Reengineering Work Through Information Technology–Davenport T.H. (HB School Press) ERP by Alexis Leon</li> </ol>			
<b>Useful links:</b>			
<b>Additional reading:</b>			
<ol style="list-style-type: none"> <li>1. Business Process Reengineering &amp;Management Journals</li> <li>2. International Journals of Business and Management</li> <li>3. ERP implementation Manual of Oracle</li> </ol>			

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	2	1	2	2	2	1	1
<b>CO 2</b>	3	2	3	2	2	2	2	3	3	2	2
<b>CO 3</b>	2	2	2	3	2	2	2	2	3	3	3
<b>CO 4</b>	2	3	3	2	3	2	2	2	3	2	3
<b>Total</b>	10	10	10	8	9	7	8	9	11	8	9
<b>Average</b>	2.25	2.25	1.50	1.50	2.25	1.75	2	2.00	2.27	2.00	2.25

<b>Course Title</b>	<b>ELECTIVE 5:IT&amp; SYSTEM MANAGEMENT</b>		
	<b>PAPER IV :EMERGING TECHNOLOGIES FOR BUSINESS</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSE402		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<b>Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1. To understand the concepts and evolution of emerging technologies and analyze their impact on business models, innovation, and organizational transformation.</li> <li>2. To develop knowledge of key emerging technologies such as Cloud Computing, Blockchain, and FinTech, including their structure, working, types, and business applications.</li> <li>3. To evaluate the benefits, challenges, and security issues associated with emerging technologies, particularly in areas like cloud security, blockchain implementation, and financial technologies.</li> <li>4. To apply theoretical knowledge through case studies in order to assess real-world applications of emerging technologies and their role in improving business efficiency and competitiveness.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Explain the evolution of digital technologies and assess their impact on business models, society and environment		L 2
2.	CO2: Demonstrate understanding of cloud service and deployment models, critically evaluate their advantages and limitations, and apply cloud solutions to real-world business scenarios while considering security and privacy concerns.		L 2
3.	CO3: Describe block chain structures and types, analyse their applications in business		L 2
4	CO4: Explain and assess the role of FinTech innovations such as digital payments, cryptocurrencies, and mobile banking in modern financial services.		L 2
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Introduction to Emerging Technologies in Business</b> <ul style="list-style-type: none"> <li>• Concept and definition of Emerging Technologies</li> </ul>	10	CO1

	<ul style="list-style-type: none"> <li>• Evolution of digital technologies in business</li> <li>• Role of emerging technologies in modern organizations</li> <li>• Impact of emerging technologies on business models</li> <li>• Technology adoption and innovation in business</li> <li>• Challenges and opportunities of emerging technologies</li> </ul>		
Practical	Case study on Evolution of Emerging Technology	5	
2	<p><b>Cloud Computing for Business</b></p> <ul style="list-style-type: none"> <li>• Introduction to Cloud Computing</li> <li>• Characteristics and benefits of cloud computing</li> <li>• Cloud service models: <ul style="list-style-type: none"> <li>○ Infrastructure as a Service (IaaS)</li> <li>○ Platform as a Service (PaaS)</li> <li>○ Software as a Service (SaaS)</li> </ul> </li> <li>• Cloud deployment models: Public, Private, Hybrid Cloud</li> <li>• Business applications of cloud computing</li> <li>• Advantages and limitations of cloud computing</li> </ul> <p>Security and privacy issues in cloud computing</p>	10	CO2
Practical	Case Study on cloud applications	5	
3	<p><b>Block chain Technology</b></p> <ul style="list-style-type: none"> <li>• Introduction to Block chain Technology</li> <li>• Structure and working of block chain</li> <li>• Types of block chain: Public, Private, Consortium</li> <li>• Applications of block chain in business</li> </ul>	10	CO3
Practical	Case Study on Block Chain applications in business	5	
4	<p><b>Financial Technologies (FinTech)</b></p> <ul style="list-style-type: none"> <li>• Financial Technologies (FinTech): Concept and scope</li> <li>• Digital payments and mobile banking</li> <li>• Cryptocurrencies and digital currencies</li> <li>• Role of FinTech in modern financial services</li> <li>• Security and regulatory challenges in FinTech</li> </ul>	10	CO4

Practical	Case study on Fintech.	5	
<b>Reference books:</b>			
1. Marr, Bernard – Artificial Intelligence in Practice			
2. Schwab, Klaus – The Fourth Industrial Revolution			
3. Tapscott, Don & Tapscott, Alex – Blockchain Revolution			
4. Narayanan, Arvind et al. – Bitcoin and Cryptocurrency Technologies			
5. Kumar, Saurabh – Cloud Computing			
6. E commerce By Murthy			
7. Fintech : Concepts and Practice Kiran Kumar K V & Dr. Vidhu Shekhar			

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	2	2	2	1	1	2	3	2	2	1	1
<b>CO 2</b>	2	2	1	2	3	1	3	2	3	2	2
<b>CO 3</b>	2	2	1	2	3	1	3	2	3	3	3
<b>CO 4</b>	2	2	1	2	3	2	3	2	3	2	3
<b>Total</b>	8	8	5	7	10	6	12	8	11	8	9
<b>Average</b>	2	2	1.25	1.75	2.5	1.5	3	2	2.27	2.00	2.25

**ELECTIVE 6**  
**AGRICULTURAL BUSINESS MANAGEMENT**

Course Title	<b>ELECTIVE-6 AGRICULTURAL BUSINESS MANAGEMENT</b>		
	<b>PAPER III: AGRICULTURAL MARKETING MANAGEMENT</b>		
Class and semester	MBAIL Semester- IV		
Course Code	DSE4061		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>To understand fundamental of agricultural marketing, its functions and role of regulated markets</li> <li>To understand the pricing strategy for agricultural products</li> <li>To understand new trends in agriculture marketing and supply chain for agri marketing</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy Level
1.	Understand the fundamentals of agricultural marketing, its functions, channels, and role of regulated markets like Agricultural Produce Market Committee		L 2
2.	Apply concepts of agricultural pricing, demand–supply, and marketing margins to analyze price trends and market behavior		L 3
3.	Analyze market structures, government pricing policies such as MSP, and their impact on farmers and markets		L 4
4.	Evaluate modern trends in agricultural marketing including digital platforms like National Agriculture Market, branding, and agri-export strategies		L 5
5.	Develop value chain and supply chain models for agricultural products, incorporating logistics, FPOs, and direct marketing strategies		L6
Unit	Contents	Hours	Course outcomes
1 Theory	<b>Fundamentals of Agricultural Marketing</b> <ul style="list-style-type: none"> <li>• Concept, nature &amp; scope of agricultural marketing</li> <li>• Differences between agri-marketing &amp; industrial marketing</li> <li>• Marketing functions- Assembling, grading, storage, transportation</li> <li>• Marketing channels &amp; intermediaries</li> <li>• Role of regulated markets (APMC)</li> </ul>	10	CO1,CO2

Practical	<ol style="list-style-type: none"> <li>1. Visit to local mandi/APMC market</li> <li>2. Study of marketing channels for a selected commodity</li> <li>3. Preparation of a report on price spread (farmer → consumer)</li> </ol>	5	
2 Theory	<b>Agricultural Pricing &amp; Market Structure</b> <ul style="list-style-type: none"> <li>• Price determination in agriculture</li> <li>• Demand &amp; supply of agri-products</li> <li>• Price fluctuations &amp; seasonality</li> <li>• Government pricing policies-MSP (Minimum Support Price)</li> <li>• Market structure (perfect, imperfect markets)</li> </ul>	10	CO2, CO3
Practical	<ol style="list-style-type: none"> <li>1. Analysis of price trends of a commodity (last 5 years)</li> <li>2. Calculation of marketing margins &amp; price spread</li> <li>3. Case study on MSP impact on farmers</li> </ol>	5	
3 Theory	<b>Modern Trends in Agricultural Marketing</b> <ul style="list-style-type: none"> <li>• Digital marketing in agriculture</li> <li>• E-NAM (National Agriculture Market)</li> <li>• Retailing and agri-export marketing</li> <li>• Branding, packaging &amp; value addition</li> <li>• Role of start-ups in agri-marketing</li> </ul>	10	C2,C3, CO4
Practical	<ol style="list-style-type: none"> <li>1. Study of e-NAM platform</li> <li>2. Develop marketing plan for an agri-product</li> <li>3. Branding &amp; packaging design exercise</li> </ol>	5	
4 Theory	<b>Agri Value Chain &amp; Supply Chain Management</b> <ul style="list-style-type: none"> <li>• Concept of value chain in agriculture</li> <li>• Supply chain management (SCM)</li> <li>• Logistics, warehousing &amp; cold chain</li> <li>• Role of FPOs in marketing</li> <li>• Contract farming &amp; direct marketing</li> </ul>	10	CO1, CO4, CO5
Practical	<ol style="list-style-type: none"> <li>1. Mapping value chain of a product (e.g., milk, vegetables)</li> <li>2. Study of cold storage/warehouse facility</li> <li>3. SCM case study of an agribusiness company</li> </ol>	5	

**Reference books:**

1. 1. S.Subba Reddy, P.Raghu Ram, T.V.NeelakantaSastry.I.Bhavani Devi, “Agricultural Economics”, Oxford and IBM Publishing Co. Pvt. Ltd., New Delhi
2. S. Subba Reddy, P. Raghu Ram- “Agriculture finance and Management”, CBS Publishers and distributors
3. R. Muniraj “Farm Finance for development”, Oxford and IBM Publishing
4. Prasanna Chandra- “Financial Management” McGraw Hill
5. I. M. Pandey- “Financial Management” Vikas Publishing house

**Usefullinks**

1. <https://www.nabard.org>
2. <https://sfacindia.com>
3. <https://www.nabkisan.org>
4. <https://www.fao.org>
5. <https://www.worldbank.org>
6. <https://agriexchange.apeda.gov.in/>

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

<b>CO-PO Mapping</b>											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	–	1	1	1	2	2	2
CO2	2	3	3	2	1	1	1	1	1	1	1
CO3	2	3	2	2	1	2	2	1	2	2	2
CO4	2	3	3	2	3	1	3	2	3	3	3
CO5	2	3	3	2	3	2	2	2	2	2	2
Average	2.2	2.8	2.4	1.8	2	1.4	1.8	1.4	2	2	2

Course Title	<b>ELECTIVE-6 AGRICULTURAL BUSINESS MANAGEMENT PAPER IV: INTERNATIONAL TRADE IN AGRICULTURE</b>			
Class and semester	<b>MBAII Semester- IV</b>			
Course Code	<b>DSE4062</b>			
Course Credit	4			
<b>Teaching Scheme</b>			<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>	
40 Hrs	20 Hrs	40 marks	60 Marks	
Course Objectives				
<ol style="list-style-type: none"> <li>1. To understand basic concept of international trade, theories and India's role in global agricultural trade</li> <li>2. To understand import-export procedures, logistics, in agriculture trade</li> <li>3. To understand trade challenges and opportunities</li> <li>4. To understand documentation process in international trade.</li> </ol>				
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level	
1.	Understand the fundamentals of international trade, trade theories, and India's role in global agricultural trade		L 2	
2.	Apply concepts of trade policies, tariffs, and institutional frameworks like WTO and APEDA in real-world scenarios		L 3	
3.	Analyze export-import procedures, logistics, financing, and quality standards in agricultural trade		L 4	
4.	Evaluate global competitiveness, trade challenges, and opportunities for Indian agricultural products		L 5	
5.	Develop export strategies, documentation, and marketing plans for agricultural commodities in international markets		L6	
Unit	Contents		Hours	Course outcomes
1	<b>Fundamentals of International Trade in Agriculture:</b> Meaning & importance of international trade Theories of international trade Absolute advantage (Adam Smith) Comparative advantage (David Ricardo) Trends in global agricultural trade Role of agriculture in India's exports		10	CO1

	Balance of trade & balance of payments		
Practical	<ul style="list-style-type: none"> <li>1. Analysis of India's agri-export data (last 5 years)</li> <li>2. Case study on export of a commodity (rice, spices, tea)</li> <li>3. Preparation of trade trend charts</li> </ul>	5	
2	<p>Trade Policies &amp; Institutions</p> <p>WTO and Agreement on Agriculture (AoA)</p> <p>Role of World Trade Organization</p> <p>EXIM policy of India</p> <p>Tariffs, quotas, and subsidies</p> <p>Sanitary &amp; Phytosanitary (SPS) measures</p> <p>Role of APEDA</p>	10	CO2
Practical	<ul style="list-style-type: none"> <li>1. Study of EXIM policy document</li> <li>2. Analysis of SPS standards for export commodities</li> <li>3. Report on role of APEDA in agri-exports</li> </ul>	5	
3	<p><b>Export-Import Management in Agriculture</b></p> <ul style="list-style-type: none"> <li>• Export procedures &amp; documentation</li> <li>• INCOTERMS (FOB, CIF, etc.)</li> <li>• Export financing</li> <li>• Logistics &amp; supply chain in global trade</li> <li>• Quality standards &amp; certification</li> </ul>	10	CO3
Practical	<ul style="list-style-type: none"> <li>1. Preparation of export documentation (invoice, bill of lading)</li> <li>2. Case study on export of agricultural products</li> <li>3. Visit to export house/logistics company</li> </ul>	5	
4	<p><b>Global Competitiveness &amp; Emerging Trends</b></p> <ul style="list-style-type: none"> <li>• Global value chains in agriculture</li> <li>• Competitiveness of Indian agri-products</li> <li>• Agri-exports: challenges &amp; opportunities</li> <li>• Role of FDI in agriculture</li> <li>• Digital trade &amp; e-commerce in agri-exports</li> </ul>	10	CO4, CO5
Practical	<ul style="list-style-type: none"> <li>1. Competitiveness analysis of Indian vs global products</li> <li>2. SWOT analysis of agri-export sector</li> <li>3. Develop export marketing plan for a product</li> </ul>	5	

Reference books:

1. Bhagwati, J. (Ed.) (1981), International Trade, Selected Readings, Cambridge University Press
2. S S Acharya, N L Agrawal Agricultural Marketing in India, Oxford and IBM Publishing
3. S. Subba Reddy, “Agricultural Economics”, Oxford and IBM Publishing
4. Rajagopal ‘Indian Agriculture An analysis of backward and forward Linkage’
5. Shailendra Thakur, “Economics Marketing and sales of agricultural products” Inter India Publications New Delhi

Useful links

1. <https://www.fao.org/>
2. <https://www.worldbank.org/>
3. <https://www.ifad.org/>
4. <https://apeda.gov.in/>
5. <https://www.ifpri.org/>

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

<b>CO-PO Mapping</b>											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	–	1	2	1	2	2	2
CO2	2	3	3	2	1	2	3	1	1	1	1
CO3	2	3	3	2	1	1	3	1	2	2	2
CO4	2	3	3	2	2	2	3	2	3	3	3
CO5	2	3	3	2	3	1	3	2	2	2	2
Average	2.2	2.8	2.6	1.8	1.75	1.4	2.8	1.4	2	2	2

**ELECTIVE 7**  
**BUSINESS ANALYTICS**

<b>Course Title</b>	<b>ELECTIVE 7 BUSINESS ANALYTICS</b>		
	<b>PAPER-III ADVANCED DATA ANALYTICS AND VISUALIZATION</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSE4071		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ul style="list-style-type: none"> <li>• Enable students to analyze data patterns, trends, and relationships to uncover insights and solve real-world problems.</li> <li>• Equip learners with the technical skills to structure data using tools like Excel.</li> <li>• Facilitate the creation of advanced data visualizations and dashboards to enhance decision-making processes.</li> <li>• Foster the ability to construct and evaluate causal models to support logical, data-driven decision making.</li> </ul>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Describe the framework, scope, and applications of Business Intelligence.		L 2
2.	CO2: Analyze business datasets using advanced Excel functions and pivot tables		L4
3.	CO3: Present data visually using Power-BI techniques.		L3
4	CO4: Visualize data interactively using Tableau and build industry-grade dashboards.		L3
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Introduction to Business Intelligence</b> Meaning and Definition of Business Intelligence, Evolution of BI, Role in Managerial Decision Making, BI Architecture, Data Warehousing Basics, Data Marts, OLAP vs OLTP, BI Applications in Functional Areas, Business Metrics and KPIs.	10	CO1

Practical	<b>Case Study:</b> Identify the role of Business Intelligence in managerial decision making.	5	
2	<b>Business Intelligence with Advanced Excel</b> Introduction to Excel for BI – Data Types – Data Cleaning Using Flash Fill, Text Functions, Remove Duplicates – Logical Functions (IF, AND, OR, Nested IF) – Lookup Functions (VLOOKUP, HLOOKUP, XLOOKUP, INDEX & MATCH) – Sorting and Filtering – What-If Analysis – Data Validation, Pivot Tables and Pivot Charts	10	CO2
Practical	Prepare pivot table and pivot chart for sales analysis of different products in different regions.	5	
3	<b>Introduction to POWER BI</b> PERFORMING COMPUTATIONS - Combine multiple files and folders, Merge and append, Custom calculations Conditional columns, Column from examples, Advanced Editor. DAX - Introduction to Measures, Calculated Columns vs Quick Measures, Creating a Date Table, Time Intelligence Functions	10	CO3
Practical	Individual Presentation - Demonstrate a role of time intelligence functions in business functions.	5	
4	<b>Business Intelligence with Tableau –</b> Getting Started with Tableau – Connecting to Data Sources – Data Types and Dimensions/Measures – Simple Visualizations (Bar, Line, Pie, Map, Scatter) – Filters, Sorting, Grouping – Calculated Fields – Parameters – Basic Dashboard Creation – Story Points.	10	CO4
Practical	<b>Presentation:</b> Design a dashboard creation using Tableau for marketing manager	5	

**Reference Books:**

1. Sharda, R., Delen, D., & Turban, E. (2020). Business Intelligence, Analytics, and Data Science: A Managerial Perspective (5th ed.). Pearson.
  2. Murray, D. (2016). Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software. Wiley.
  3. Kusleika, D. (2022). Excel 2021 Power Programming with VBA. Wiley.
  4. Alexander, M., & Walkenbach, J. (2021). Excel Dashboards and Reports (4th ed.). Wiley.
- McKinney, W. (2022). Data Science for Business Intelligence with Excel and Tableau. O'Reilly Media.

**Useful links:**

1. <https://www.nature.com/research-intelligence/nri-topic-summaries/data-visualization-and-analysis-techniques-micro-341346>
2. <https://pll.harvard.edu/subject/data-visualization/free>
3. <https://www.unt.edu/academics/programs/advanced-data-analytics-masters.html>

**Additional reading:**

1. International Journal of Data Science and Advanced Analytics
2. Journal of Data Science, Statistics, and Visualization
3. INTERNATIONAL JOURNAL OF DATA ANALYTICS (IJDA), ISSN Online: 0244-5401

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	2	2	1	1	2	1	2	3	2	2
<b>CO 2</b>	3	2	2	1	1	2	1	2	3	2	2
<b>CO 3</b>	3	2	2	1	1	2	1	2	3	3	3
<b>CO 4</b>	3	2	2	1	1	2	1	2	3	3	3
<b>Total</b>	12	8	8	4	4	8	4	8	12	10	10
<b>Average</b>	3	2	2	1	1	2	1	2	3	2.5	2.5

<b>Course Title</b>	<b>ELECTIVE 7 BUSINESS ANALYTICS</b>		
	<b>PAPER-IV PREDICTIVE AND PRESCRIPTIVE BUSINESS DATA ANALYTICS</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSE4072		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
<ul style="list-style-type: none"> <li>• The students should be able to assess the suitability of Predictive and prescriptive models for effective business decisions.</li> <li>• The students will enable valid and reliable ways to collect and analyze data to utilize it in decision making.</li> <li>• To apply forecasting techniques in making effective business decisions.</li> <li>• To enhance the skills on linear programming models.</li> </ul>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
1.	CO1: Understand the basics of data mining techniques used for data analytics.		L 2
2.	CO2: Analyze various components of Big data used in data analytics.		L4
3.	CO3: Identify machine learning techniques used in data analytics.		L3
4	CO4: Apply different tools and techniques for analytics of different business functions.		L3
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Introduction to Predictive Analytics</b> Role of predictive analytics in decision making, comparing predictive analytics with other techniques, Role and scope of predictive analytics in business functions, steps in predictive modeling, Data Preprocessing and missing value imputation.	10	CO1

Practical	<b>Case Study:</b> Identify HRM practices of a reputed organization and role of predictive analytics in them.	5	
2	<b>Time Series Forecasting:</b> Forecasting and Machine Learning: Time Series Forecasting: Concept, Components of time series (trend, seasonality), Forecasting Techniques, stationary series, moving averages and exponential smoothing. Trend Analysis, Time Series Models, Applications of Time Series Models.	10	CO2
Practical	Design a model for sales forecasting using different techniques of forecasting with appropriate data.	5	
3	<b>Introduction to Prescriptive Analytics</b> Role of prescriptive analytics in decision making, comparing prescriptive analytics with other techniques, Role and scope of prescriptive analytics in business functions, advantages and disadvantages of prescriptive analytics models for prescriptive-analytics	10	CO3
Practical	<b>Individual Presentation -</b> Demonstrate a role of prescriptive analytics in the functional area of finance.	5	
4	<b>Optimization Models</b> Key Components of Optimization Models, Linear Programming (LP) Modeling, Network Optimization Models: Shortest path, maximum flow, transportation, and assignment problems, Simulation Techniques: Monte Carlo simulation for modeling uncertainty in business scenarios, Genetic algorithms for optimization problems.	10	CO4
Practical	<b>Presentation:</b> Design a network optimization model for travelling salesman problem.	5	

**Reference Books:**

1. Trevor Hastie, Robert Tibshirani, Jerome Friedman , The Elements of Statistical Learning-Data Mining, Inference, and Prediction ,Second Edition , Springer Verlag, 2009.
2. G.James, D.Witten, T.Hastie, R.Tibshirani-An introduction to statistical learning with applications in R, Springer,2013
3. C.M.Bishop –Pattern Recognition and Machine Learning, Springer,2006
4. Waynel L Winston. Operations Research: Applications and Algorithms.
5. Thomson, Belmont, CA. [Sixth Indian Reprint 2010].

6. Abben Asllani. Business Analytics with Management Science Models and Methods. Person Education. 2015.

7. U Dinesh Kumar. Business Analytics: The Science of Data-Driven Decision Making. Wiley India, 2017

**Useful links:**

1. <https://mrcet.com/downloads/MBA/digitalnotes/BA/PA%20DIGITAL%20NOTES.pdf>
2. <https://online.bath.ac.uk/content/descriptive-predictive-and-prescriptive-three-types-business-analytics>
3. <https://rl.talis.com/3/kent/lists/50F85F01-1235-B457-CC36-99BBD297DFFA.html?lang=en-GB>

**Additional reading:**

1. Journal of Business Research, Volume 181, August 2024, 114742
2. International Journal of Business and Data Analytics

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	2	3	1	2	2	1	2	3	3	3
<b>CO 2</b>	3	2	2	1	2	2	2	2	3	2	2
<b>CO 3</b>	3	2	3	1	2	2	1	2	3	3	3
<b>CO 4</b>	3	2	2	2	2	2	2	2	3	3	3
<b>Total</b>	12	8	10	5	8	8	6	8	12	11	11
<b>Average</b>	3	2	2.5	1.25	2	2	1.5	2	3	2.75	2.75

**OPTIONAL COURSES (2 CREDIT)**

<b>SEMESTER IV</b>	
SWAYAM Course	
OR	
	<b>Optional D* (Internal)</b>
XV	Labour Laws
XVI	Behavioural Finance
XVII	Econometrics
XVIII	ERP/ SAP

Course Title	<b>BANKING AND RISK MANAGEMENT (SWAYAM COURSE)</b>	
Class and Semester	MBA Part - II Semester - IV	
Course Code	Swayam Course	
Course Credit	2	
Swayam Course offered by Indian Institute of Management, Bangalore		
<b>Course Objectives</b>		
<ol style="list-style-type: none"> <li>1. To understand the concept and importance of risk management in commercial banks.</li> <li>2. To develop knowledge of asset-liability management and various banking risks such as credit, market, and operational risks.</li> <li>3. To familiarize students with global regulatory frameworks like Basel norms and RBI guidelines.</li> </ol>		
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to:		Bloom's Taxonomy Level
<b>CO1</b>	Explain the fundamentals of risk management and regulatory frameworks in banking.	L 2
<b>CO2</b>	Apply asset-liability management techniques to manage interest rate and liquidity risks.	L 3
<b>CO3</b>	Analyze different types of risks and their management in commercial banks.	L 4
<b>Unit</b>	<b>Contents</b>	<b>Course outcomes</b>
<b>1</b>	Week 1: Functions of Commercial Bank Sources and Types of Risk Week 2: Liquidity Risk Management	CO1, CO2, CO3

	Week 3: Interest rate Risk Management - Banking Book Week 4: Credit Risk Management, Credit Risk Policy, Credit Rating and Internal Rating Systems	
2	Week 5: Market Risk Management Week 6: Credit Risk Quantification: Modern Approaches Week 7: Operational Risk Management Week 8: Capital Adequacy and Capital Management	CO1, CO3

**Reference books:**

1. Anthony Saunders and Marcia Millon Cornett and Otgontsetseg (Otgo) Erhemjamts, Financial Institutions Management: A Risk Management Approach, Tenth Edition, McGraw-Hill International
2. Bessis, J. (2015). Risk management in banking (4th ed.). John Wiley & Sons.
3. Rose, P. S., & Hudgins, S. C. (2013). Bank management and financial services (9th ed.). McGraw-Hill Education.
4. Alexander, G. J., & Fisher, C. (2003). Banking risk analysis and management. Prentice Hall.

**Additional Reading**

1. Reserve Bank of India. (2023). Master circulars and guidelines on risk management. <https://www.rbi.org.in>
2. Basel Committee on Banking Supervision. (2019). Basel III: Finalising post-crisis reforms. Bank for International Settlements. <https://www.bis.org>
3. State Bank of India. (2023). Annual report 2022–23. <https://www.sbi.co.in>
4. Journal of Banking & Finance. (n.d.). Various issues. Elsevier.
5. Journal of Risk Management in Financial Institutions. (n.d.). Various issues. Henry Stewart Publications.

**COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

COs ↓	Program Outcomes (POs) →							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	1	1	0	2	2	2
CO 2	3	3	3	2	1	1	1	2
CO 3	2	3	2	1	1	1	3	2
<b>Total</b>	8	8	6	4	2	4	6	6
<b>Average</b>	2.67	2.67	2.00	1.33	0.67	1.33	2.00	2.00

Course Title		<b>LABOUR LAWS</b>	
Class and semester		<b>MBA Part – II Semester - IV</b>	
Course Code		SECC 408	
Course Credit		2	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	
20 Hrs	10 Hrs	50 Marks	
Course Objectives			
<ol style="list-style-type: none"> <li>1. Enable digital execution of all four Labour Codes 2026 for enterprise compliance</li> <li>2. Develop predictive IR analytics and ODR platforms for dispute prevention</li> <li>3. Design virtual negotiation frameworks for gig platforms and Industry 4.0 IR</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand: Explain digital implementation requirements across IR, Wages, Social Security, and OSH Codes 2026 for gig and traditional workers.		L 2
2.	Apply: Execute e-compliance audits, gig SS calculators, and ODR dispute workflows using Labour Code APIs.		L 3
3.	Evaluate: Assess effectiveness of predictive sentiment analytics vs traditional IR in preventing strikes and unionization.		L 5
4	Create: Design enterprise-wide digital compliance dashboards and virtual tripartite negotiation protocols for platform economies.		L 6
Unit	Contents	Hours	Course outcomes
1	Digital Execution of 4 Labour Codes 2026:IR Code: E-standing orders (ShramSuvudha portal), 1-year arbitration SLA, SAMADHAN ODR integration; Wages Code: 50% basic pay rule (Nov 2025), UPI auto-statutory deductions, QR payslips; Social Security Code: Gig SS 2% contribution (1.5% PF + 0.5% insurance, Apr 2026), ESIC telemedicine claims; OSH Code: Remote ergonomics audits, AI wearable safety monitoring, gig delivery fatigue alerts	10	C1,C2
Practical	<ul style="list-style-type: none"> <li>• E-compliance audit: Digitize standing orders for 50-employee gig firm (Excel dashboard)</li> </ul>		

	<ul style="list-style-type: none"> <li>Gig SS calculator: Excel tool for Swiggy driver (500 rides → PF/ESIC liability)</li> </ul>		
2	<b>Preventive Industrial Relations:</b> Predictive analytics: NLP sentiment (Teams/Slack → 85% strike prediction accuracy); Hybrid union mgmt: Virtual negotiation rooms (Teams + DocuSign), Telegram gig collectives; Industry cases: TCS gig compliance (2025), Maruti ODR (60% faster settlements)		C2,C3,C4
Practical	Dispute prediction dashboard: Excel prototype (200 survey responses)  Platform negotiation sim: Zomato-Gig Union-Govt tripartite (wage share, SS, safety)		
Reference books: <ol style="list-style-type: none"> <li>1. I. Amoria SC: Industrial Relations (Digital Ed. 2026)</li> <li>2. MoLE Compliance</li> <li>3. Handbook <a href="https://www.labour.gov.in/static/uploads/2026/02/83978455025732b99b0165def80ab171.pdf">https://www.labour.gov.in/static/uploads/2026/02/83978455025732b99b0165def80ab171.pdf</a></li> </ol>			
Additional reading: <ol style="list-style-type: none"> <li>1. Labour Gazette gig cases</li> <li>2. SHRM India Digital IR <a href="https://indiapolicyhub.in/2026/02/27/india-new-labour-codes-2026-50-percent-wage-rule-gig-workers/indiapolicyhub">https://indiapolicyhub.in/2026/02/27/india-new-labour-codes-2026-50-percent-wage-rule-gig-workers/indiapolicyhub</a></li> <li>3. SAMADHAN Portal <a href="https://samadhan.labour.gov.in/samadhan.labour.gov">https://samadhan.labour.gov.in/samadhan.labour.gov</a></li> <li>4. Wages Code 50% Rule <a href="https://www.zfour.in/post/india-labour-codes-2026-50-percent-basic-pay-rulezfour">https://www.zfour.in/post/india-labour-codes-2026-50-percent-basic-pay-rulezfour</a></li> </ol>			

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	1	1	3	3	3	3	2	2	3	2
CO2	3	2	3	2	2	2	2	3	3	3	3	3	3
CO3	2	3	3	3	2	3	2	3	2	2	3	2	3
CO4	3	2	3	3	3	3	3	3	2	3	3	3	3
<b>Avg</b>	2.8	2.5	2.8	2.3	2.0	2.8	2.5	3.0	2.5	2.5	2.8	2.8	2.8

Course Title	<b>BEHAVIOURAL FINANCE</b>		
Class and Semester	<b>MBA Part – II Semester - IV</b>		
Course Code	<b>SECC 408</b>		
Course Credit	<b>2</b>		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	
20 Hrs	10 Hrs	50 Marks	
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to-			<b>Bloom's Taxonomy level</b>
1.	Understand fundamentals of Behavioural Finance and role of psychology		L 2
2.	Apply Prospect Theory to decision-making under risk		L 3
3.	Analyze market anomalies and investor behavior		L4
4.	Apply behavioural concepts in portfolio and investment decisions		L 5
5	Develop practical skills through case studies and real-world analysis		L6
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
<b>1</b>	<b>Unit 1: Foundations of Behavioural Finance:</b> <ul style="list-style-type: none"> <li>• Introduction to Behavioural Finance</li> <li>• Traditional vs behavioural finance</li> <li>• Role of psychology in financial decisions</li> <li>• Cognitive Biases: Overconfidence bias, Anchoring bias, Availability bias, Representativeness bias, Confirmation bias</li> <li>• Emotional Biases: Loss aversion, Regret aversion, Herd behaviour, Mental accounting</li> </ul>	10	CO1,CO2
Practical	1. <b>Investor Behaviour Survey</b> Conduct a survey among 20–30 people. Identify common biases in decision-making 2. <b>Bias Identification Case Study:</b> Analyze real-life investment decisions. Detect which biases are involved 3. <b>Self-Assessment Exercise:</b> Students evaluate their own financial biases	5	

2	<b>Applications of Behavioural Finance:</b> <ul style="list-style-type: none"> <li>Market anomalies: January effect, Overreaction &amp; under reaction, Momentum effect</li> <li>Behavioural portfolio theory</li> <li>Investor sentiment and market trends</li> <li>Role of behavioural finance in: Stock market bubbles &amp; crashes, Investment decision-making, Limits to arbitrage</li> </ul>	10	CO3, CO4, CO5
Practical	<ol style="list-style-type: none"> <li><b>Stock Market Behaviour Analysis:</b> Study a stock (e.g., Reliance Industries), Identify irrational price movements</li> <li><b>Portfolio Construction Exercise:</b> Build a portfolio based on behavioural factors, Compare with traditional portfolio</li> </ol>	5	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>Prasanna Chandra: Behavioural Finance, McGraw Hill Education India</li> <li>M. M. Sulphery: Behavioural Finance, PHI Learning</li> <li>Ranjit Singh: Behavioural Finance, PHI Learning</li> <li>Jaya MamtaProsad&amp;Sujata Kapoor: Behavioural Finance, Sage Publications</li> <li>Parag Parikh: <i>Value Investing and Behavioural Finance</i>,</li> </ol>			
<b>Useful Links:</b> <ol style="list-style-type: none"> <li><a href="https://www.nse">https://www.nse</a></li> <li><a href="https://onlinecourses.swayam2.ac.in/e-learning/preview/ini26_mg04">https://onlinecourses.swayam2.ac.in/e-learning/preview/ini26_mg04</a></li> <li><a href="https://themba.institute/financial-management">https://themba.institute/financial-management</a></li> <li><a href="https://www.youtube.com/watch?v=JcA189hDntY">https://www.youtube.com/watch?v=JcA189hDntY</a></li> </ol>			
<b>Additional Reading:</b> <ol style="list-style-type: none"> <li>HBR</li> </ol>			

### COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

CO-PO Mapping								
Course Outcomes	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	2	2	1	1	1	-	2
CO2	2	3	3	2	1	1	-	2
CO3	3	3	2	2	1	1	-	2
CO4	3	3	3	2	2	1	1	2
CO5	2	2	3	3	2	2	2	3
Average	2.6	2.6	2.6	2	1.4	1.2	1.5	2.2

Course Title	<b>ECONOMETRICS</b>		
Class and semester	<b>MBA Part – II Semester - IV</b>		
Course Code	SECC 408		
Course Credit	2		
Teaching Scheme		Examination Scheme	
Lectures	Practical	Internal Evaluation	
20 Hrs	10 Hrs	50Marks	
<b>Course Objectives</b>			
<p>1.To develop a strong conceptual understanding of econometric models and statistical tools used in business analysis.</p> <p>2.To enable students to apply econometric techniques for analyzing economic and business problems.</p> <p>3.To train students in data handling, cleaning, and analysis using real-time datasets through tools like Excel/SPSS/R/Python.</p> <p>4.To empower students to build, evaluate, and interpret econometric models for data-driven decision-making and forecasting.</p>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	Understand fundamental concepts of econometrics, types of data, and basic relationships such as correlation and regression.		L 2
2.	Apply simple and multiple regression techniques to analyze business and economic data using appropriate tools.		L 3
3.	Evaluate econometric models using hypothesis testing and diagnose issues such as multicollinearity, autocorrelation, and heteroscedasticity.		L 5
4	Create and interpret econometric models for forecasting and support business decision-making using real data.		L 6
Unit	Contents	Hours	Course outcomes
1	<b>INTRODUCTION TO ECONOMETRICS:</b> Meaning, nature and scope of Econometrics, Types of data-Cross-sectional, time-series, panel. Methodology of Econometrics, Economic model vs Econometrics models, Anatomy of econometric modelling, Types of Econometrics, Estimation of the econometric model, , forecasting or estimation	10	C1,C2

	Simple linear regression model- Ordinary Least Squares(OLS)method , Goodness of Fit( $R^2$ ), Hypothesis Testing (t-test, f-test)		
Practical	Excel/ SPSS/R/ Python Practical on data cleaning and pre-processing Practical data analysis for decision making	5	
2	ECONOMETRIC ESTIMATION AND PROBLEMS: Multiple Linear Regression model, estimation and interpretation, model specification, Hypothesis testing in Multiple Regression Dummy Variable Regression Multicollinearity and estimation problems Autocorrelation and Heteroscedasticity	10	C2,C4
Practical	Use real business problem with multiple factors, Practical Estimating two variable and multiple Regression models	5	

**Reference Books:**

1. Damodar N Gujarati, Sangeeth: Basic Econometrics, 4<sup>th</sup>Editionn Special Indian Edition, McGraw Hill(India) Pvt. Ltd., New Delhi
2. Jeffrey Wooldridge: Introductory Econometrics: A Modern Approach
3. Stock & Watson: Introduction to Econometrics.
4. Walters A.A(1968): An Introduction to Econometrics, Macmillan, London

**Additional reading**

1. Neeraj R Hatekar(2010): Principles of Econometrics-An Introduction Using R, Sage Publications India Pvt.Ltd., New Delhi
2. Maddala G.S.(2001): Introduction to Econometrics, John Wiley & Sons, New York
3. Pindyck R.S and D.L. Rubinfeld(1990): Econometric Models and Econometric Forecasts, McGraw-Hill, New York

**Suggested Research Journals:**

- 1.Journals of Quantitative Economics(The Indian Econometric Society)
- 2.Artha Vijnana(Gokhale Institute of Politics and Economics) Suggested Case Studies: Econometric Models estimated for various sectors

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

COs ↓ / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	2	2	3	0	0	0	1	1
<b>CO2</b>	1	3	3	1	0	0	2	1
<b>CO3</b>	2	2	1	0	1	1	2	1
<b>CO4</b>	3	3	2	1	0	0	2	2
<b>Average</b>	2	2.5	2.25	0.5	0.25	0.25	1.75	1.25

<b>Course Title</b>	<b>ERP/SAP</b>		
<b>Class and semester</b>	<b>MBA Part – II Semester - IV</b>		
<b>Course Code</b>	<b>SECC408</b>		
<b>Course Credit</b>	2		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	
20 Hrs	10 Hrs	50 marks	
Course Objectives			
<b>Course Objectives:</b>			
<ol style="list-style-type: none"> <li>To understand the fundamentals of SAP ERP systems, including their evolution, versions, modules, and significance in integrating business processes.</li> <li>To develop knowledge of various SAP modules such as HR, Production, Materials Management, Finance, Sales &amp; Distribution, and Project Systems, and their role in organizational operations.</li> <li>To analyze the SAP implementation process, including team structure, challenges, and the roles and responsibilities of SAP consultants.</li> <li>To evaluate career opportunities, market trends, and real-world applications of SAP through case studies, enabling practical understanding of SAP implementation in organizations.</li> </ol>			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom's Taxonomy level
1.	CO1: Understand modules and subsystems of SAP		L 2
2.	CO2: Understand SAP implementation methodology		L 2
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
1	<b>Introduction to SAP ERP</b> Need and importance of SAP, History of SAP, SAP versions, Modules of SAP – HR, Production, Materials management, Financial management, sales and distribution, Project. Advantages and limitations of SAP.	10	CO1
Practical	Case Study of SAP models	5	
2	Implementation Process of SAP, Implementation team structure, implementation challenges. SAP consultant – Role and	10	CO2

	responsibilities, Career opportunities in SAP implementation, Market dynamics of SAP, Future trends in SAP.		
Practical	Case study on SAP implementation in any business unit	5	

**Reference books:**

1. First step in SAP : A beginners guide to SAP by Martin Munzel, Sydnie McConnell
2. The ultimate SAP users guide: The essential SAP training handbook for consultants and project team By: Rehan Zaidi, Jon Reed
3. Beginner's Guide To SAP: An Introduction to the Basics of Using SAP Kindle Edition.
4. SAP, Materials Management, Mukesh Shukla, Mc. Graw Hill, Pub.

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	2	1	2	2	2	1	1
<b>CO 2</b>	3	2	3	2	2	2	2	3	3	2	2
<b>Total</b>	6	5	5	3	4	3	4	5	5	3	3
<b>Average</b>	3	2.5	2.5	1.5	2	1.5	2	2.5	2.5	1.5	1.5