

गोंय विद्यापीठ

ताळगांव पठार,

गोंय - ४०३ २०६

फोन : +९१-८६६९६०९०४८



(Accredited by NAAC)

Goa University

Taleigao Plateau, Goa-403 206

Tel : +91-8669609048

Email : registrar@unigoa.ac.in

Website : www.unigoa.ac.in

GU/Acad-PG/BoS -NEP/2024/401

Date: 07.08.2024

CORRIGENDUM

Ref. No.: GU/Acad-PG/BoS -NEP/2023/491 dated 30.11.2023

In supersession to the above referred Circular, the updated Syllabus of the **Master of Business Administration (M.B.A.)** Programme with following changes is enclosed.

1. Revised Programme Structure from Academic Year 2024-25.
2. Added Research Specific Elective Courses for specialization in Operations & Business Analytics.

The Dean/ Vice-Deans of the Goa Business School and Principals of the Affiliated Colleges offering the **Master of Business Administration (M.B.A.)** Programme are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)

Deputy Registrar – Academic

To,

1. The Dean, Goa Business School, Goa University.
2. The Vice-Deans, Goa Business School, Goa University.
3. The Principals of Affiliated Colleges offering the Master of Business Administration Programme.

Copy to,

1. The Chairperson, BOS in Management Studies.
2. The Programme Director, Management Studies Discipline, Goa University.
3. The Controller of Examinations, Goa University.
4. The Assistant Registrar, PG Examinations, Goa University.
5. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

Syllabi of Courses (MBA) – effective from AY 2024-25

Semester I

Course Codes	Discipline Specific Core Course	Credits
<u>MGA-500</u>	Management Process and Organisational Behaviour	4
<u>MGA-501</u>	Economics	4
<u>MGA-507</u>	Production and Operations Management	2
<u>MGA-503</u>	Basic Computing Tools for Management	2
<u>MGA-511</u>	Communication Skills	2
<u>MGA-510</u>	Strategic Management	2

Semester II

Course Codes	Discipline Specific Core Course	Credits
<u>MGA-505</u>	Financial Management	4
<u>MGA-506</u>	Human Resource Management	4
<u>MGA-502</u>	Marketing Management	4
<u>MGA-509</u>	Management Accounting	2
<u>MGA-512</u>	Leadership	2

Semester I

Course Codes	Discipline Specific Elective Course	Credits
<u>MGA-524</u>	Business Research Methods or any Discipline Specific Optional Course offered by the disciplines of Goa Business School.	4

Semester II

Course Codes	Discipline Specific Elective Course	Credits
<u>MGA-523</u>	Legal Aspects of Business & Ethics or any Discipline Specific Optional Course offered by the disciplines of Goa Business School.	4

Semester III & IV

Course Codes	Research specific Elective Courses	Credits
Marketing		
Semester III		
<u>MGA-600</u>	Product Management	2
<u>MGA-601</u>	Brand Management	2
<u>MGA-602</u>	Integrated Marketing Communications	2
<u>MGA-603</u>	Consumer Behaviour	2
<u>MGA-605</u>	Services Marketing	2
<u>MGA-607</u>	Retail Management	2
Semester IV		
<u>MGA-604</u>	Digital and Social media marketing	2
<u>MGA-606</u>	Sales and Distribution Management	2
<u>MGA-629</u>	Entrepreneurship	2

Finance		
Semester III		
<u>MGA-608</u>	Corporate Finance	2
<u>MGA-610</u>	Taxation	2
<u>MGA-611</u>	International Finance	2
<u>MGA-612</u>	Derivatives and Risk Management	2
<u>MGA-613</u>	Security Analysis and Portfolio Management	2
<u>MGA-614</u>	Behavioral Finance	2
Semester IV		
<u>MGA-609</u>	Financial Modelling	2
<u>MGA-615</u>	Working Capital Management	2
<u>MGA-629</u>	Entrepreneurship	2

Human Resource		
Semester III		
<u>MGA-617</u>	Compensation and Benefits Management	2
<u>MGA-618</u>	Learning and Development	2
<u>MGA-620</u>	Labour Laws and Industrial Relations	2
<u>MGA-621</u>	Organisational Development	2
<u>MGA-622</u>	Negotiations and Conflict Management	2
<u>MGA-623</u>	Occupational health and safety Management	2
<u>MGA-624</u>	Indian Ethos and Human Quality Development	2
Semester IV		
<u>MGA-616</u>	Performance Management	2
<u>MGA-619</u>	Recruitment and Selection	2
<u>MGA-629</u>	Entrepreneurship	2

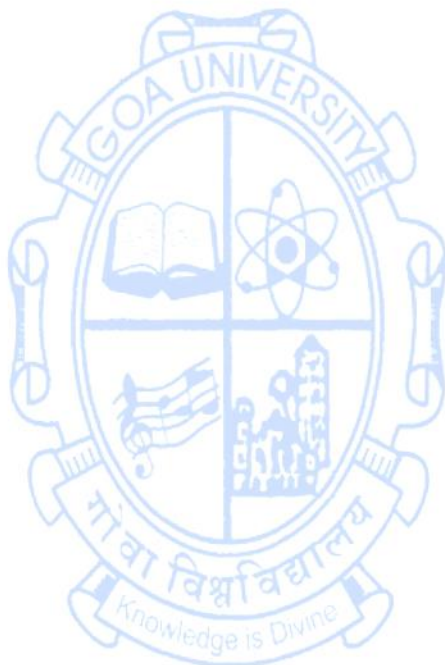
Research Specific Courses		
Semester III		
<u>MGA-625</u>	Advanced Business Research Methods	2
<u>MGA-626</u>	Structural Equation Modelling	2
<u>MGA-627</u>	Econometrics	2
<u>MGA-628</u>	Human Resources Analytics	2

Operations		
Semester III		
<u>MGO-600</u>	Logistics and Supply Chain Management	2
<u>MGO-601</u>	Lean Manufacturing	2
<u>MGO-602</u>	Total Quality Management	2
<u>MGO-603</u>	Advanced Operations Research	2
<u>MGO-604</u>	Materials Management	2
Semester IV		
<u>MGO-605</u>	Project Management	2
<u>MGO-606</u>	Supply Chain Analytics	2

Business Analytics		
Semester III		
<u>MGB-600</u>	Essentials of Business Analytics	2
<u>MGB-601</u>	Data Analytics with Python	2
<u>MGB-602</u>	Database Management System for Managers	2
<u>MGB-603</u>	Data Mining	2
<u>MGB-604</u>	Business Intelligence and Data Visualization	2
Semester IV		
<u>MGB-605</u>	Artificial Intelligence and Machine Learning	2
<u>MGB-606</u>	Big Data Analytics	2
<u>MGB-607</u>	Social Media Web Analytics	2



Generic Elective Courses		
Semester III		
<u>MGA-636</u>	German Language A1 level or any other Generic Elective Courses offered across Goa University (On campus)	6
<u>MGA-638</u>	Portuguese Language Level 1 or any other Generic Elective Courses offered across Goa University (On campus)	6
Semester IV		
MGA-651	Dissertation	16
<u>MGA-652</u>	Industry Internship	16



Syllabi of Courses (MBA) – for AY 2022-23

Semester I & II

Course Codes	Discipline Specific Core Course	Credits	Semester
MGA-500	Management Process and Organisational Behaviour	4	1
MGA-501	Economics	4	1
MGA-502	Marketing Management	4	1
MGA-503	Basic Computing Tools for Management	2	1
MGA-504	Comprehensive Case Analysis	2	1
MGA-505	Financial Management	4	2
MGA-506	Human Resource Management	4	2
MGA-507	Production and Operations Management	2	2
MGA-508	Business Research Methods	2	2
MGA-509	Management Accounting	2	2
MGA-510	Strategic Management	2	2
Discipline Specific Optional Course			
MGA-521	Leadership	4	1
ECO-503	Statistics For Economic Analysis	4	1
MGA-523	Legal Aspects of Business & Ethics	4	1
ECO-507	Introduction to Econometrics	4	2
MGA-522	Entrepreneurship	4	2

Semester III & IV

Course Codes	Research specific Elective Courses	Credits	Semester
Marketing			
MGA-600	Product Management	2	3
MGA-601	Brand Management	2	3
MGA-602	Integrated Marketing Communications	2	3
MGA-603	Consumer Behaviour	2	4
MGA-604	Digital and Social media marketing	2	4
MGA-605	Services Marketing	2	3
MGA-606	Sales and Distribution Management	2	3
MGA-607	Retail Management	2	3
Finance			
MGA-608	Corporate Finance	2	3
MGA-609	Financial Modelling	2	3
MGA-610	Taxation	2	3
MGA-611	International Finance	2	3
MGA-612	Derivatives and Risk Management	2	3
MGA-613	Security Analysis and Portfolio Management	2	4
MGA-614	Behavioral Finance	2	3
MGA-615	Working Capital Management	2	4
Human Resource			
MGA-616	Performance Management	2	4
MGA-617	Compensation and Benefits Management	2	3
MGA-618	Learning and Development	2	3
MGA-619	Recruitment and Selection	2	4
MGA-620	Labour Laws and Industrial Relations	2	3
MGA-621	Organisational Development	2	3
MGA-622	Negotiations and Conflict Management	2	3
MGA-623	Occupational health and safety Management	2	3
MGA-624	Indian Ethos and Human Quality Development	2	3
Research Specific Courses			
MGA-625	Advanced Business Research Methods	2	3
MGA-626	Structural Equation Modelling	2	3
MGA-627	Econometrics	2	3
MGA-628	Human Resources Analytics	2	3
Generic Elective Courses			
MGA-636	German Language A1 level		
MGA-637	Communication Skills, Interview-Facing Skills, and Mock Interviews		
MGA-638	Portuguese Language Level 1		
MGA-651	Dissertation	16	4
MGA-652	Industry Internship	16	4

DISCIPLINE SPECIFIC CORE COURSES

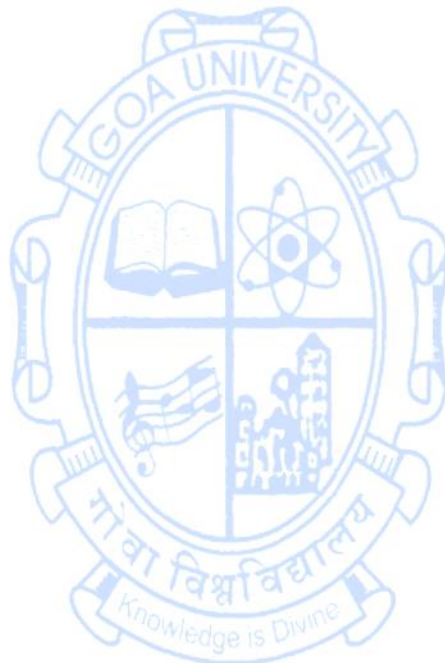
Semester I

Name of the Programme : MBA
Course Code : MGA-500
Title of the Course : Management Process and Organisational Behaviour
Number of Credits : 4 credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To create awareness about managerial processes and determinants of people behaviour at workplace.	
Content:	Unit I Introduction to Management History and Evolution of Management Thought, Organizational Environment: Political, Social, Technical, Environmental and its impact on managerial decision making, Management skills, Roles of Managers, Essential Management Functions, Decision making, Decision making models, Decision Trees, Errors in Decision making	15 hours
	Unit II Organization Structure and Design Role in Individual and Interpersonal behavior at Work-place, Principles of Organizing, Controlling: Benchmarking standards, Controlling process, Tools and Techniques of Control, Culture and Behaviour: In the Context of Organizations, Indian Cultural Perspective, The Composite Indian Mindset	15 hours
	Unit III Introduction to Determinants of Individual Behaviour Perception, Culture, Self & Personality, Attitudes, Theories/Models for understanding these determinants, Fundamentals of Interpersonal Behaviour: Group Dynamics, Tools for Interpersonal Analysis, Fundamentals of Leadership and Motivation: Application & Styles	15 hours
	Unit IV Organization Culture Dimensions, Organizational Citizenship Behaviour, Building sustainable Culture. Knowledge Organizations: Learning, Forms of Knowledge and Transfer, Organizational Change and Development, Models of Change, Conflict, and Negotiations, Power and Politics in Organization, Stress Management and positive Organizational Behaviour	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	

References/ Readings	<ol style="list-style-type: none"> 1. Robbins, Stephen and Mary Coulter; Fundamentals of Management; Prentice Hall of India Pvt. Ltd.; New Delhi; 2020 or Latest edition. 2. Sinha J B P; Culture and Organizational Behaviour; Sage Texts;2008 or Latest edition. 3. Robbins, Stephen P; Essentials of Organizational Behavior; Pearson Education India;2019 or Latest edition. 4. Sushama Khanna; Understanding Organisational Behaviour; Oxford University Press; 2018 or Latest edition. 5. R.S. Dwivedi; Human Relations and Organisational Behaviour a Global Perspective; Macmillan Publishers India Pvt. Ltd.; 2008 or Latest edition.
Course Outcomes	<p>The participant will be able to understand management processes, people's behavior at work-place, and take managerial decisions</p>

[\(Back to top\)](#)

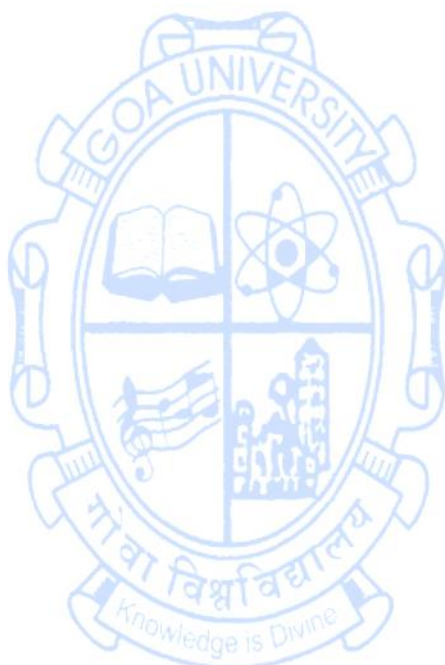


Name of the Programme : MBA
Course Code : MGA-501
Title of the Course : Economics
Number of Credits : 4 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To understand the impact of Macroeconomic trends and Micro Economic theories on the functioning of the firm.	
Content:	Unit I Demand and Supply Demand: Meaning, Factors influencing Demand, Demand Theories, Elasticity, Estimation and Forecasting, Impact on Marketing, Finance & Human Resource decisions Supply: Meaning, Factors affecting Supply, Theories of Supply, Elasticity, Supply Budgeting, Impact on Marketing, Finance & Human Resource decisions	15 hours
	Unit II Economic Theories Production Theory, Cost theory, Decisions of the Firm: Market Structure and Pricing, Risk, Uncertainty and Game Theory	15 hours
	Unit III National Income and Policies National Income Accounting Frameworks and its usefulness in understanding Economic Environment, Classical, Keynesian Micro-Economic Theories, IS - LM analysis and their Policy Implication for Monetary and Fiscal Policies	15 hours
	Unit IV Economic Planning and Policies Open Economy, Macro- economics for understanding international linkages, Evolution of Planned Development in India, and regulatory mechanisms in the Indian economy The process of structural adjustment and economic reforms: Industrial Policy, Sectoral Reforms, Disinvestment in Public Enterprises, Corporate governance, Foreign Direct Investment and evaluation of the processes of Globalization in India	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	

References/ Readings	<ol style="list-style-type: none"> 1. Samuelson, Paul A. and William D. Nordhaus; Economics; Tata McGraw–Hill, 2019 or Latest edition. 2. Nellis, Joseph G. and David Parker; The Essence of Business Economics; Prentice–Hall of India Private Limited; New Delhi; 1997or Latest Edition. 3. R.T. Froyen; Macroeconomics: Theories and Policies; Pearson Education and Prentice Hall of India; 2014 or Latest Edition. 4. Pindyck, Robert, Daniel L. Rubinfeld and Prem L Metha; Microeconomics; Pearson Education and Prentice Hall of India; New Delhi. 2009 or Latest Edition. 5. Frederic S. Mishkin; Macroeconomics: Policy & Practice; Pearson Education and Prentice Hall of India; 2016 or Latest Edition.
Course Outcomes	The participant will be able to relate macro economic factors to micro economic issues and take decisions

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-507
Title of the Course : Production and Operations Management
Number of Credits : 2 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To create an awareness of the functions of Production and Operations Management	
Contents:	Unit I Production & Operations Management Classification of operations, Responsibilities of Operations Manager, Process types in manufacturing and Services, Plant layout & Location, Production Planning and Control, Quality Management, Quality Control, Tools for improving Quality, Total Quality Management, Quality Assurance, Six Sigma, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, Total Productive Maintenance (TPM)	15 hours
	Unit II Productivity Improvement Techniques Work study and Time Study, Lean Manufacturing: Concept and Types, Introduction to Operations Research and Linear Programming, Transportation and Assignment Models, Network Analysis including PERT and CPM. Decision Theory and Decision Tree Model	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
Readings/ References	1. Adam Jr Everet E. R J; Production and Operations Management; Prentice-Hall;1992 or latest Edition. 2. Krajewski, Lee J. and Larry P. Ritzman; Operations Management: Strategy and Analysis; Pearson Education India; 2002 or Latest Edition. 3. Taha H, Operations Research- An Introduction; Prentice-Hall India;2016 or Latest Edition. 4. Krishnaswamy, K. N. Cases in production / Operations Management; Prentice Hall of India Private Ltd.; New Delhi, 2008 or Latest edition. 5. R., Panneerselvam; Production and Operations Management; PHI Learning Pvt. Ltd.; 2012 or Latest edition.	
Course Outcomes	An ability to take basic decisions in production and operations in a Manufacturing and Service setup.	

Name of the Programme : MBA
Course Code : MGA-503
Title of the Course : Basic Computing Tools for Management
Number of Credits : 2 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To introduce the fundamental Informational Technology Skills required to work in any organisation	
Content:	Unit I Writing and Presentation Tools Creating reports, citations, indexing, Bibliography, Cross Referencing, inserting tables and pictures, macros, mail-merge. Creation of multimedia presentations	15 hours
	Unit II Computational Tools Use of general functions, creation of visual tools, data validation, use of filters, data sorting, creating formulas, use of statistical functions, use of finance functions, macros, Management Information System as a decision support system	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings	1. Francisco Innaeillo; Excel for business; Atlantic Publisher;2016 or Latest Edition. 2. John Limbart& Frye; Microsoft Office 2019 Step by Step;Pearson Education;2019 or Latest Edition. 3. Rajaraman V, Adabala N; Fundamentals of Computers; Prentice Hall India Learning Private Limited; 2014or Latest Edition. 4. Ashok Arora; Computer Fundamentals and Applications;Vikas Publishing House Pvt. Ltd.; 2015or Latest Edition. 5. Tiwari H N; Fundamentals of Computers and Information Systems; International Book House; 2013 or Latest Edition.	
Course Outcomes	An ability to use IT tools in making managerial decisions, reporting and presenting them	

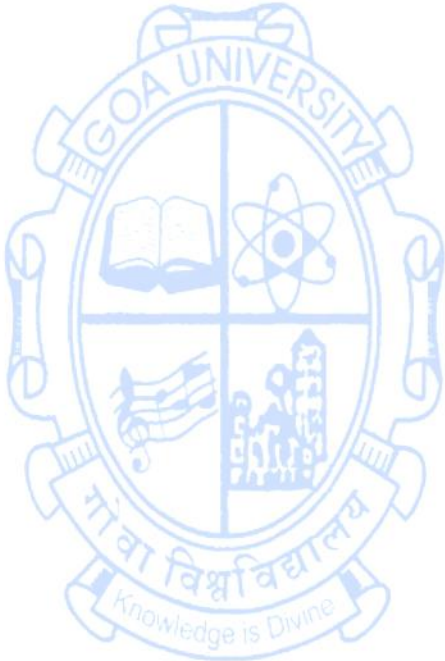
[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-511
Title of the course : Communication Skills
Number of credits : 2
Effective from AY : 2024-25

Pre-requisites for the Course:	Nil	
Course Objectives:	To introduce the essentials of effective communication in different context and to introduce the basics of writing resumes and preparatory skills required to face interviews	
Content:	Unit I: Introduction Difference between formal and informal communication; Communication process, types, Effectiveness in communication – the Roles of Sender, Receiver and the medium; Role of culture in communication; Importance of Non-Verbal Communication.	5 hours
	Unit II: Oral Communication Skills required for effective interpersonal and group communication, effective public speaking, noise in communication and its prevention, barriers and gateways in communication.	10 hours
	Unit III: Written Communication Fundamentals of effective writing; different forms of written communication; report writing, creative writing; structure and content of various types of reports.	10 hours
	Unit IV: Creativity in Communication Competitive versus collaborative communication, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation.	5 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Anjaneethi, Bhavna Adhikari, Effective Business Communication, Tata Mc Graw Hill Education, 2009 or Latest Edition. 2. Prasad, Hari Mohan, How to prepare for Group Discussion and Interview, Tata McGraw Hill, 2005 or Latest Edition 3. Courtland L Bovee, John V Hill, Roshan Lal Raina, Business Communication Today, Pearson, 2021 or Latest Edition 4. Raymond V Lesilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, Business Communication -Connecting in a Digital World, Tata McGraw Hill, 2015 or Latest Edition 5. Innovative Interview Questions, Vibrant Publishers, 2020 or Latest Edition 	
Course Outcomes:	At the end of the session the participants will be able to: <ol style="list-style-type: none"> 1. Improve their verbal, written and interpersonal communication, and 	

	participate in group discussions. 2. Improve Business and Creative Writing Skills
--	--

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-510
Title of the Course : Strategic Management
Number of Credits : 2 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To create an awareness of strategic tools used for industry and firm analyses.	
Content:	Unit I Introduction to Strategy Strategy meaning & importance, Strategy development process, Vision, Mission statements, Objectives of the company External and Internal Analyses of Firms Evaluating company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Evaluating company's internal environment (Strength Weakness Opportunity Threats (SWOT) Analysis), Resource capabilities, & Competitive environment	15 hours
	Unit II Crafting Strategy Five Generic Competitive Strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy Strategy Implementation Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings	<ol style="list-style-type: none"> 1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III, Arun K. Jain; Crafting and Executing Strategy; McGraw Hill Education; 2022 or Latest edition. 2. Bowman, Cliff; The Essence of Strategic Management; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition. 3. Faulkner, David and Cliff Bowman; The Essence of Competitive Strategy; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition. 4. Thomas Wheelen, David Hunger; Strategic Management and Business Policy; Pearson Education Inc; 2012 or Latest edition. 5. Charles Hill, Gareth Jones; Essentials of Strategic Management; South-Western; 2012 or Latest edition. 	
Course Outcomes	An ability to analyse the structure of an industry and indicate sustainable strategies for competitive advantage of a firm.	

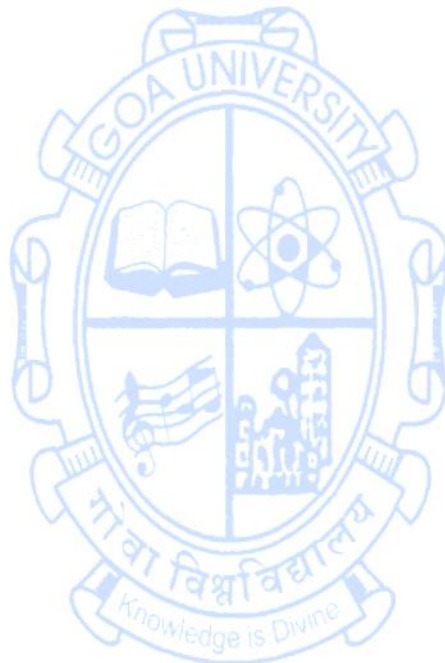
SEMESTER II

Name of the Programme : MBA
Course Code : MGA-505
Title of the Course : Financial Management
Number of Credits : 4
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To introduce fundamentals of financial management for basic financial decision making.	
Content:	Unit I Elementary Analysis of Annual Reports Concepts and Conventions of Accounting, Reading of Annual Report, Balance Sheet, Profit and Loss Account, Vertical Form, Cash Flow statements	15 hours
	Unit II Analysis of Financial Statements Comparative statements, Common Size Statements, Profitability Ratios, Basic Accounting Standards, Directors' Report, Auditor's Report, Notes to Accounts, Understanding Annual Reports of Companies with Ratio Analyses	15 hours
	Unit III Capital Budgeting Decisions Scope of Financial Management, Creating Shareholder Value, Agency Issues, Time Value of Money, Forecasting cash flows, Estimation of Project Cost, Techniques of Capital Budgeting: Net Present Value, Internal Rate of Return, Discounted Payback, Profitability Index, Cost of Capital: Meaning and Concept, Calculation of Weighted Average Cost of Capital, Capital Structure and Leverage: concept	15 hours
	Unit IV Working Capital Management Basics of Working Capital, Operating cycle, Estimation of Working Capital, Components of Working Capital, namely, Cash, Inventory and Debtors, Sources of Long term and Short term finance	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	

References/Readings	<ol style="list-style-type: none"> 1. N. Ramchandran, Ram Kumar Kakani: 'Financial Accounting for Management, Tata McGraw-Hill Pvt Ltd: Latest edition 2. Bhattacharyya, S. K. And John Dearden; 'Accounting for Management'; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition 3. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition. 4. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. 5. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition.
Course Outcomes	An ability to analyse financial information that facilitates long term and short term financial decisions.

[\(Back to top\)](#)

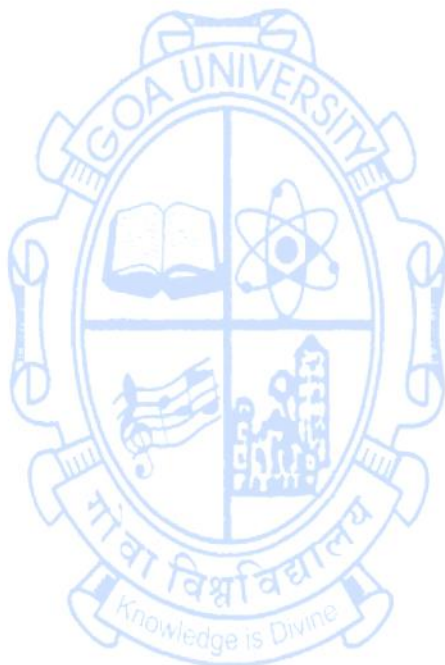


Name of the Programme : MBA
Course Code : MGA-506
Title of the Course : Human Resource Management
Number of Credits : 4 credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To understand the Human Resource practices of a firm.	
Content:	Unit I Fundamentals of HR Management Concepts and Perspectives, Corporate objectives and challenges of HR, Job Analysis: Job description and Job Specifications, Human Resource Planning: Demand and Supply, Downsizing and Retention	15 hours
	Unit II Human Resource Functions Recruitment and Selection, Compensation and Reward Management: Job Evaluation, methods and types of compensation, Performance Management, Potential assessment and Competency development, Training and Development: Training process and methods	15 hours
	Unit III Employee Relations and Trade Unions Trade Union movement and status in India, Politics and Unions, Negotiations, Grievance Redressal, Dispute Resolution and Conflict Management, Employee Empowerment, Employee health orientation and managing Sickness/Absenteeism at workplace	15 hours
	Unit IV Organizational strategy Structure, culture and change, and their implications for HRM, Technology in HR, Green HRM and Sustainability, Introduction to International HRM	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings	<ol style="list-style-type: none"> Noe R A, Hollenbeck JR, Gerhart B and Wright P M; Human Resource Management: Gaining a competitive advantage; McGraw Hill;2022 or Latest Edition. Dessler, Gary; A Framework for Human Resource Management; Pearson Education India; 2012 or Latest Edition. Armstrong M, Taylor S; Armstrong's Handbook of Human Resource Management Practice; Kogan Page, 2020 or Latest Edition. P. Jyothi, D.N. Venkatesh; Human Resource Management; Oxford 	

	University Press; 2012 or Latest edition. 5. John Ivancevich; Human Resource Management; Tata McGraw Hill; 2016 or Latest edition.
Course Outcomes	An ability to take basic decisions in Human Resource Management

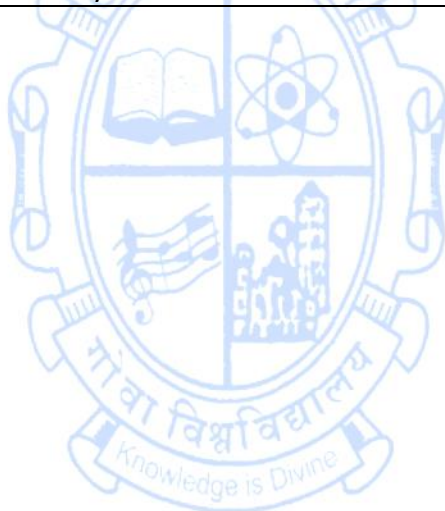
[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-502
Title of the Course : Marketing Management
Number of Credits : 4 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective	Familiarisation of Marketing Frameworks, Theories and Analytical Tools for analyzing and decision making in the area of Marketing.	
Contents	Unit I Introduction to Marketing Role of Marketing, Core Concepts of Needs, Wants and Demands, Marketing Orientation of Companies, Strategic Planning and Marketing Management Process, External Environment including Customers and Suppliers Consumer markets, Theories of Consumption Behaviour, Buying Process and decision making process. Types of Buying behaviour; Organisational Buying behaviour; Industrial Market, Reseller Markets, Government Markets, Segmentation, Targeting and Positioning, Basis & Types of Segmentation	15 hours
	Unit II Product Related Decisions Product Concept and Hierarchy, Product decisions, Branding and Packaging Decisions, New Product Development, Diffusion of Innovation, Product Life Cycle (PLC) concept, Strategies at stages of PLC, Strategies for Leaders, Followers, Challengers and Niches, Pricing and setting of Price, Methods of Pricing and initiating responses to Price Cuts	15 hours
	Unit III Distribution and Marketing Communication Channels of Distribution: Role and Types of Channel, Distribution Channel: design, management and modification, Retailing and Wholesaling Advertising and Integrated Marketing Communication, Advertising decisions, Media decisions, Sales promotion and designing, Sales Management and Personal Selling, Digital Marketing and Social Media Marketing	15 hours
	Unit IV Marketing and Controls Marketing Plan, Process and Evaluation, Process Audits and Control of Marketing Decisions: Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control	15 hours

Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project
References /Readings.	<ol style="list-style-type: none"> 1. Majarao, Simon; The Essence of Marketing; Prentice Hall of India Limited; New Delhi; 1993 or Latest edition. 2. Kotler, Philip, Keller Kevin, Koshy Abraham, and Jha Mithileshawar; Marketing Management: A South Asian Perspective; Pearson Education India; 2009 or Latest edition. 3. Ramaswami, Namkumari; Marketing Management Global Perspective, McMillan IndiaLtd., New Delhi; 2009 or Latest Edition. 4. Baines, Paul, Chris, Fill, Kelly, Page Sinha, Piyush Kumar; Marketing Management; Oxford Press, India; 2013 or Latest Edition. 5. Blythe, J., Essentials of Marketing, Prentice Hall; 2001 or Latest Edition.
Course Outcomes	An ability to take basic marketing decisions with understanding of theories and analytical tools.



[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-509
Title of the Course : Management Accounting
Number of Credits : 2 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To introduce Cost Concepts that are used in an organisation to facilitate cost management.	
Content:	Unit I Cost concepts Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet Decisions using cost data Cost Volume Profit (CVP) Analysis, Marginal Costing, CVP Analysis for managerial decision making, Break Even Point, Margin of Safety, Marginal Costing and Absorption Costing	15 hours
	Unit II Variance Analysis Direct, Indirect Cost Variance (Material, Labour, Fixed & Variable Overhead Variance, Calendar Variance, Capacity Variance), Revenue & Profit Variance Activity Based Costing (ABC) Design of traditional Activity Based Cost System, Application of ABC to improve operations, Assign marketing, distribution, and selling expenses to customers, Analyse and manage customer profitability	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings	1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar; Management Accounting; Pearson Education Publication;2011 or Latest Edition. 2. William Lanen, Shannon Anderson & Michael Maher; Fundamentals of Cost Accounting; Tata McGraw Hill Publication;2022 or Latest Edition. 3. Satish B. Mathur, Accounting for Management, McGraw Hill Publication, 2010 or Latest Edition 4. Khan M. & Jain P., Management Accounting, McGraw Hill Education; 2017 or Latest edition. 5. Hansen Don &Mowen Maryanne, Management Accounting, South-Western/Thomson Learning; 2007 or Latest edition.	
Course Outcomes	An ability to take managerial decisions considering the impact of costs on the operations of an organisation	

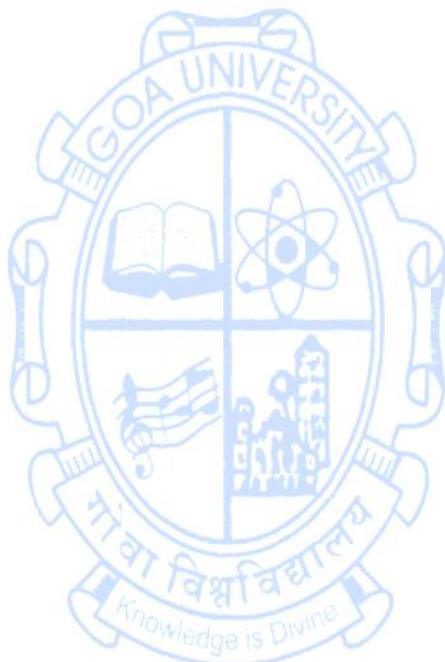
[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-512
Title of the Course : Leadership
Number of Credits : 2 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective	To introduce the concepts of leadership and developing leaders at work-place.	
Contents	Unit I Introduction to Leadership Leadership and Person, Personality, cultural values and ability, Leadership that gets results, Emotional Intelligence, Models of Leadership, Leadership theories: Traits, Situational, and Functional leadership, Leadership and Power, Leadership and Influence: Interpersonal Conflict and Negotiation, Leadership in Groups and Teams	5 hours
	Unit II Leadership and Organisation Organizations as Complex Systems: Strategy, Structure & Environment, Organizational Culture, Leading Teams: Design and Structure, Leadership and Communication, Leading Change	10 hours
	Unit III Leadership Development Identifying potential leaders, Leader Development Vs Leadership Development, Process of leadership Development, Developmental Readiness of employees, Tools and interventions for developing leadership	10 hours
	Unit IV Special Leadership dimensions Identifying potential dark/ Negative leadership, Corrective measures, Public Leadership, Academic Leadership, Spiritual Leadership, Transformational leadership, Leadership in different types of organisations: Small businesses, Family Businesses, Global Organisations	5 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	

References/ Readings.	<ol style="list-style-type: none"> 1. 'Leadership' by RL Hughes, RC Ginnett, GJ Curphy, latest edition, Tata McGraw Hill 2. The Leadership Challenge. James Kouzes & Barry Posner. Jossey-Bass. Latest edition 3. The Leadership Skills Handbook by J Owen, Kogan Page Publishing, latest edition 4. 'Cases in Leadership' by WG Rowe, L Guerrero, latest edition, Sage Publications 5. 'The Extra ordinary Leader' by JH Zenger & JR Folkman, latest edition, Tata McGraw Hill
Course Outcomes	An ability to be effective leaders and to promote leadership among others at workplace.

[\(Back to top\)](#)



DISCIPLINE SPECIFIC ELECTIVE COURSES**SEMESTER I**

Name of the Programme : MBA
Course Code : MGA-524
Title of the Course : Business Research Methods
Number of Credits : 4 Credits
Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective:	To introduce research methods used to arrive at business decisions.	
Content:	Unit I: Introduction Research Problem, Framing of Research Question, Research Design, Qualitative Design, Descriptive Design, Experimental Design, Constructs, Variables, Statement of Hypotheses. Measurement and Scaling: Nominal, Ordinal, Interval and Ratio	15 hours
	Unit II: Data Collection Questionnaire Design, Data Collection, Nature of Sampling, Steps in Sampling, Probability Sampling, Non Probability Sampling, Determination of Sample Size	15 hours
	Unit III: Data Management and Basic Analysis Coding and Entering of Data, Managing Data, Methods of Analysis such as Descriptive Statistics, Frequencies, Cross Tabulation, T Tests, Analysis of Variance (ANOVA), Correlation	15 hours
	Unit IV: Multivariate Analysis and Reporting Regression: Simple and Multiple Regression, Factor analysis, Cluster analysis, Interpretations of Results, Report Writing, Familiarity with the usage of a statistical package	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/Readings	1. Cooper D R and Schindler; Business Research Methods; Tata McGraw-Hill, New Delhi;2017 or Latest Edition. 2. William G. Zikmund, Barry J. Babin, Jon C Carr,Mitch Griffin; Business Research Methods;Cengage India Private Limited; 2013 or Latest Edition. 3. Deepak Chawla, NeenaSondhi; Research Methodology Concepts and Cases; Vikas Publishing House; 2016 or Latest Edition. 4. S.L Gupta, Hitesh Gupta; Research Methodology Text and Cases with SPSS Applications; International Book House Pvt. Ltd; 2011 or Latest Edition. 5. Darrren George, Paul Mallery; SPSS for Windows Step by Step; Pearson Education Inc; 2010 or Latest Edition.	
Course Outcomes	An ability to conduct research and write a research report	

[\(Back to top\)](#)

SEMESTER II**DISCIPLINE SPECIFIC ELECTIVE COURSES**

Name of the Programme : MBA
Course Code : MGA-523
Title of the Course : Legal Aspects of Business and Ethics
Number of Credits : 4 Credits
Effective from AY : 2024-25

Pre-requisites for the Course:	Nil	
Objectives:	To familiarize with legal aspects for the necessary compliance while taking business decisions and to familiarize with business ethics in a variety of business contexts.	
Content:	Unit I Indian Legal system Structure and processes, basics of the courtroom, legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents Contract Act: Introduction, essentials of a valid contract, Consideration, free consent and Void agreements Breach of Contract and its consequences, Indemnity and Guarantee, Bailment, Pledge, and Agency, Incorporation, memorandum and articles of Association of the company including prospectus, Shares and debentures	15 hours
	Unit II Business Laws The Companies Act 2013: Nature and Kinds of Companies, Formation of a Company, Company Management and Company Meetings Competition Act 2002: Anti-Competitive Agreements, Abuse of Dominant Position, Inquiry into certain agreements and dominant position of enterprise Consumer Protection Act 2019: Consumer, Complaint and Complainant, Rights of Consumer, Role and Powers of Consumer Forums, Procedure for Consumer Grievance Redressal Transfer of Property Act 1882: Sale, Rights and Liabilities of Buyer and Seller, Mortgage, Rights of Mortgagor, Lease, Rights and Liabilities of Lessor and Lessee	15 hours
	Unit III Individual, Societal and Professional Ethics Ethical philosophies governing humans, organizations, state, and society, corporate ethics: Nature, Meaning, Importance, and Factors influencing Business Ethics, Developing Business System Ethics, Marketing Ethics, Role of Business Ethics in Developing Civilized Society, Concept of Corporate Social Responsibility, Managerial Values and Business Ethics from various Perspectives: the normative debate about ethical universalism and relativism in the business context	15 hours

	<p>Unit IV Applied Business Ethics Ethical Consumerism: Business Ethics and Consumer Protection, Consumerism and Ethical Responsibility, Environmental Ethics, Role of Various Agencies in Ensuring Ethics in Corporations, Corporate Governance and its Significance, Relationship between Business Ethics & Corporate Social Responsibility (CSR), Critical Assessment of CSR and Environmental Responsibilities, Unethical Business Practices and Causes</p>	<p>15 hours</p>
Pedagogy:	<p>Case discussions, lectures, videos and group work to unravel the ethical and governance aspects in a particular situation. Discussions on actual cases, judgments and the logic behind the judgments.</p>	
References/ Readings:	<p>Minimum depth of coverage will be at the level of the following books reading;</p> <ol style="list-style-type: none"> 1. 'Nabhi's Business Law'; Jain Book Agency (Latest Edition) 2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition) 3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition) 4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition) 5. Business Ethics - O.C. Ferrell, John Paul Fraedrich, Linda Ferrell, Cengage India Private Limited; Latest Edition 6. Governance ethics and social responsibility of business – Neeru Vasishth and Namita Rajput, Taxmann Publications Private Limited, Latest Edition. 7. Business Ethics: Concepts and Cases – Manuel G. Velasquez 8. Corporate Governance and Business Ethics, Springer Dordrecht Heidelberg London New York- Alexander Brink 	
Course Outcomes:	<p>An ability to ensure compliance with legal aspects and to recognise and resolve ethical issues in business</p>	

[\(Back to top\)](#)



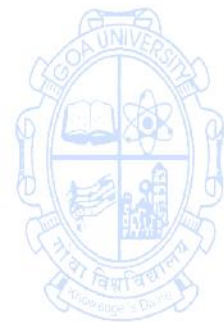
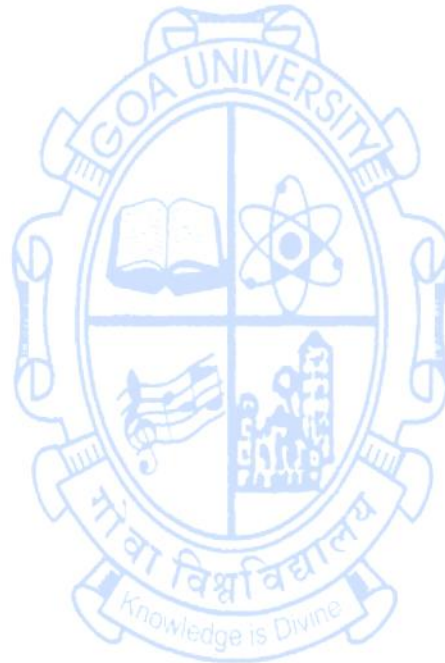
MARKETING**Semester III**

Name of the Programme : MBA
Course Code : MGA-600
Title of the course : Product Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable participants to devise product strategies and make product-related decisions.	
Content:	Unit I: Introduction Product and Market Focused Organisations, Product Levels, Product Classification, Buy grid Analytic Framework, Product Life Cycle Analysis, Product-portfolios, BCG Growth-Share Matrix, Product-Line Strategies and Pricing decisions, Packaging and Labelling Decisions.	5 hours
	Unit II: Product Strategy and Competition Product Strategy and Planning, Product Positioning, Product Differentiation Strategies, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, Product Eliminations.	10 hours
	Unit III: New Product Development Models and Process, New Product Strategy, Idea Generation and Screening, Product Concept Development and Product testing and Commercialization, managing new product growth, and managing the mature product.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Donald R. Lehmann and Russell S. Winer; Product Management; Tata McGraw Hill; 2002 or Latest Edition 2. Majumdar R; Product Management in India; Prentice Hall India; 2007 or Latest Edition 3. Michael Baker and Susan Hart; Product Strategy and Management; FT Publishing International; 2008 or Latest Edition 4. Merle Crawford, Anthony Benedetto; New Products Management; Tata McGraw Hill; 2020 or Latest Edition 5. Paul Trott; Innovation Management and New Product Development; Pearson; 2009 or Latest Edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Analyze and manage products and product lines 2. Identify product opportunities for developing new products 3. Create new product development strategies. 	

4. Develop a new product independently

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-601
Title of the course : Brand Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable participants to create, execute, and manage brands.	
Content:	Unit I: Introduction to Brands The rationale for Building Brands, Branding Challenges and Opportunities, Brand Equity – Concepts, Measures and Elements, Brand Design, Brand management process, Customer-based Brand Equity, Crafting Brand Positioning, Brand Building and Brand Value Chain.	10 hours
	Unit II: Brand Strategy Brand Equity Building, Product Strategy, Pricing Strategy, Channel Strategy, Communication Strategy, Brand Leveraging, Brand Audits, Brand Equity Management System, Measuring Brand Outcomes and Market Performance.	10 hours
	Unit III: Managing Brands Brand reinforcement, Re- vitalizing Brands, Brand Portfolio Management, Brand Extension, E-Branding, Umbrella Branding, Brand architecture strategy, Brand Hierarchies, Corporate Branding, and Global Brand Strategy.	10 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> Kevin Keller, Vanitha Swaminathan Ambi Parameswaran; Strategic Brand Management: Building, Measuring, and Managing Brand; Pearson; 2020 or Latest Edition. Kirti Dutta; Brand Management, Principles, and Practices; Oxford University Press; 2022 or Latest Edition. Tapan Panda; Product and Brand Management; Oxford University Press; 2016 or Latest Edition. Jean-Noël Kapferer; The New Strategic Brand Management; Kogan Page; 2012 or Latest Edition. Johny Johansson, Kurt Carlson; Contemporary Brand Management; SAGE Publications; 2014 or Latest Edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> Evaluate the role of brands Analyze brand management activities Analyze the approaches to build brand equity Design a plan to launch a new or existing brand 	

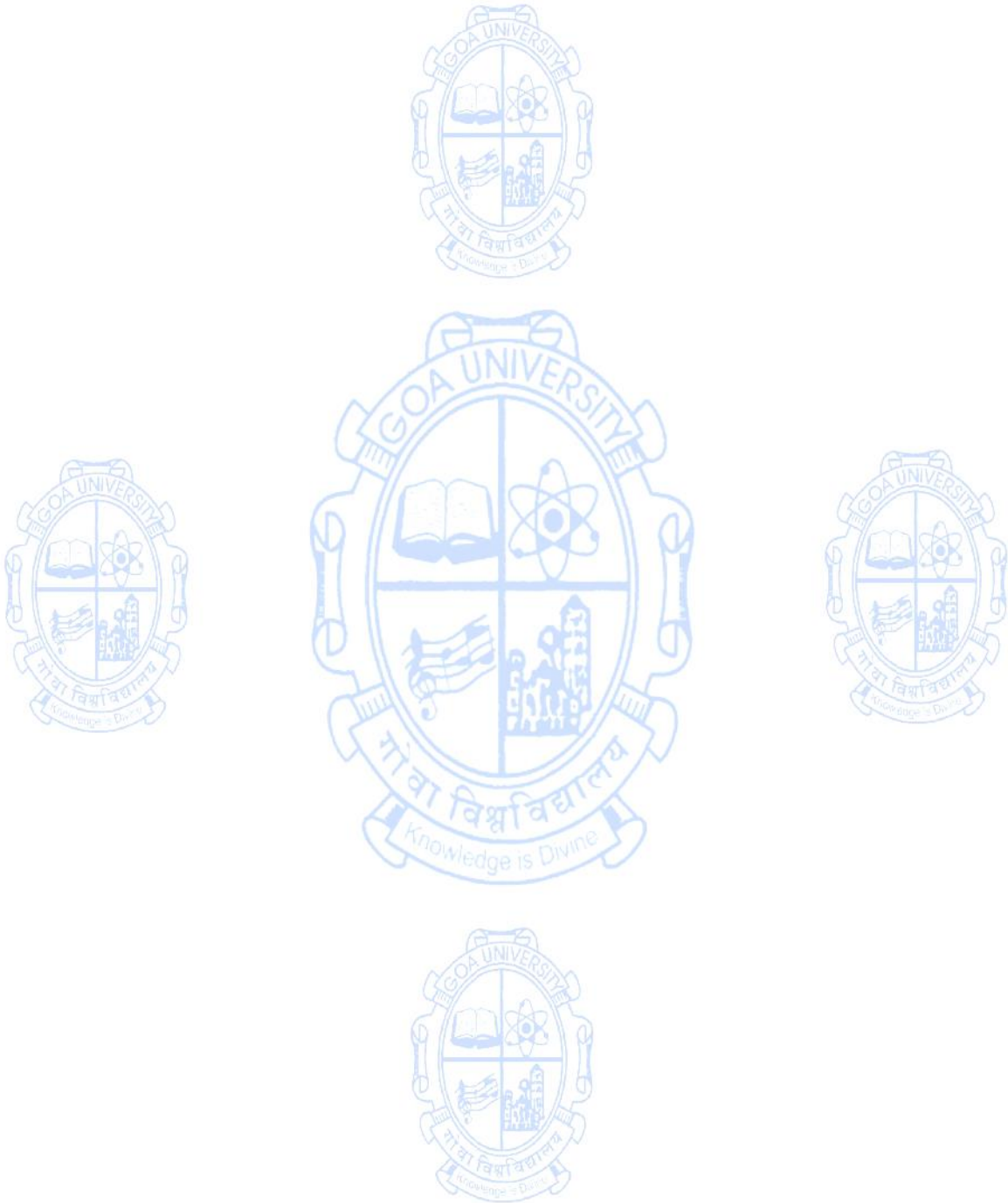
[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-602
Title of the course : Integrated Marketing Communications
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participant to design effective integrated marketing communication strategies.	
Content:	Unit I: Introduction Promotional Mix, IMC Planning Process, Role of IMC - Marketing Strategy and Analysis, Target Marketing Process, Developing Marketing Planning Program, Role of Client in IMC.	5 hours
	Unit II: Advertising Strategy, Platforms, and Design Type of advertising agencies, services offered by various agencies, Criteria for selecting the agencies and evaluation, Client agency relationship, Models of Communication, Response Process, Involvement and Cognitive Processing of Communication, Source, Message and Channel Factors, Creativity Strategy and Process in Advertising, Appeals and Execution Style, Ad Design and Copywriting.	10 hours
	Unit III: Media Buying, Planning, and Evaluation Determining Promotional Objectives, DAGMAR Approach, Budgeting methods and approaches, Media Buying, Developing the media plan, Evaluation and follow-up of Media and Emerging media trends. Measuring Advertising Effectiveness, Advertising Testing Process.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. George Belch, Michael Belch & Keyoor Purani; Advertising & Promotion- An Integrated Marketing Communications Perspective; TATA McGraw Hill; 2021 or Latest Edition 2. Sandra Moriarty, William Wells, Nancy Mitchell; Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition 3. Kenneth Clow; Integrated Advertising, Promotion and Marketing Communications; Tata McGraw Hill; 2014 or Latest Edition 4. Jaishri Jethwaney & Shruti Jain; Advertising Management; Oxford University Press; 2012 or Latest Edition 5. Ritu Narang; Advertising, Selling & Promotion; Pearson; 2020 or Latest Edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Apply the key terms, definitions, and concepts used in integrated marketing communications. 	

	<ol style="list-style-type: none">2. Evaluate, select and schedule media for IMC campaign plan.3. Create IMC campaign plan and evaluate its effects.
--	---

[\(Back to top\)](#)



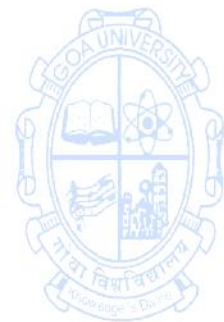
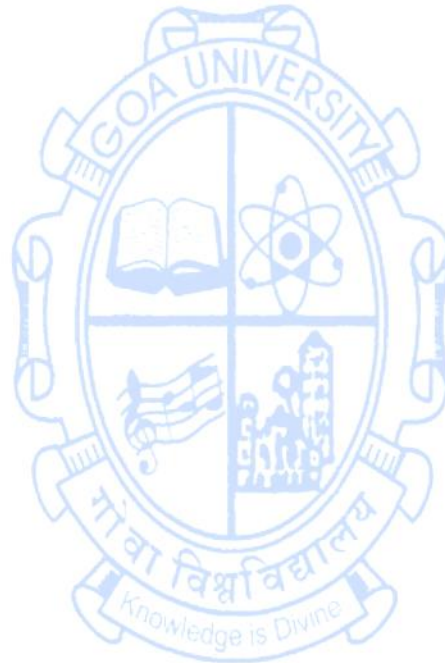
Name of the Programme : MBA
Course Code : MGA-603
Title of the course : Consumer Behaviour
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to analyse the impact of consumer decisions on marketing strategies.	
Content:	Unit I: Introduction Consumer Behaviour and Marketing Strategy, Market Analysis Components, Market Segmentation, Consumption, Consumer Decisions- Outcomes, Nature and Process.	5 hours
	Unit II: External and Internal influences Culture, Sub-Culture, Cross Culture, Cultural Values, Demographics and social stratification, Family Decision Making and Household Life Cycle, Consumer Socialization, Group Influences, Diffusion of Innovation, and Adoption Process. Consumer Perception, Consumer learning, Consumer Memory, Consumer Involvement and Motivation, Motivation, Personality, Emotion, Consumer Attitude, Self-concept and Lifestyles.	10 hours
	Unit III: Decision-making process Situational Influences, Types of Consumer Decisions, Problem Recognition Process, Information Search Process, Alternative evaluation and selection, Outlet selection and purchase, post-purchase processes: dissonance, disposition, satisfaction, dissatisfaction, repeat purchases, customer commitment. Differences between Organizational and Individual buying behavior.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. David Mothersbaugh, Del Hawkin and Susan Kleiser and Amit Mookerjee; Consumer Behavior: building marketing strategy; Tata McGraw Hill; 2022 or Latest Edition 2. Sangeeta Sahney; Consumer Behaviour; Oxford University Press; 2017 or Latest Edition. 3. Leon Schiffman, Leslie Kanuk and Joseph Wisenblit; Consumer Behavior; Pearson; 2019 or Latest Edition. 4. Michael Solomon; Consumer Behaviour; Pearson; 2020 or Latest Edition. 5. S. Ramesh Kumar, Leon Schiffman, Leslie Lazar Kanuk; Consumer Behaviour; Pearson; 2019 or Latest edition 	
Course	At the end of the course, the participants will be able to:	

Outcomes:

1. Apply consumer behaviour in developing the marketing strategy.
2. Evaluate internal and external factors that influence consumer behaviour.
3. Analyse the impact of consumer decision-making on marketing strategies.

[\(Back to top\)](#)

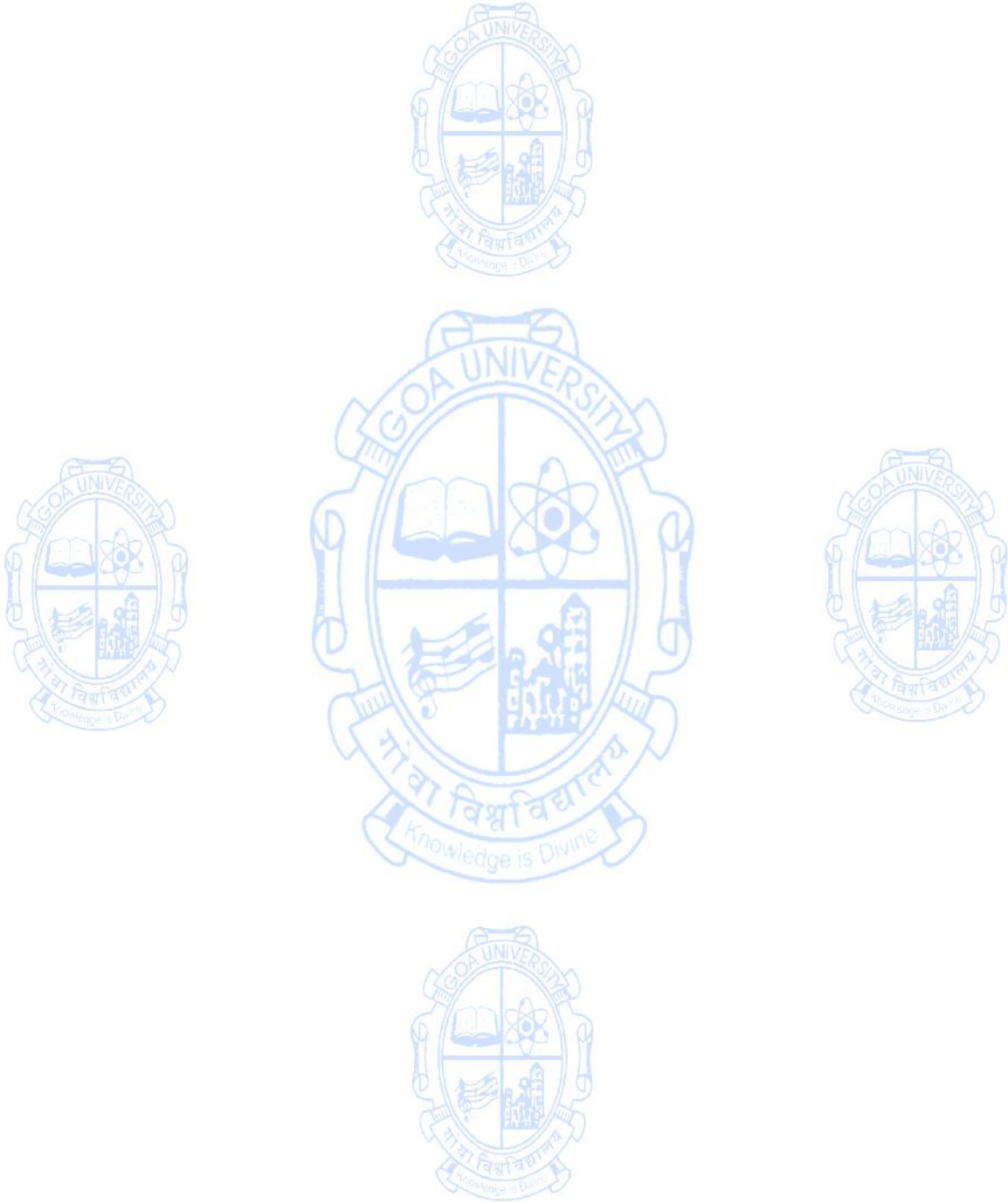


Name of the Programme : MBA
Course Code : MGA-605
Title of the course : Services Marketing
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable participants to design and deliver services.	
Content:	Unit I: Introduction Characteristics of services, service marketing mix, GAPS Model, Service Expectations, Customer Perceptions, Customer satisfaction, Service Quality, Service Encounters, Servicescape,	5 hours
	Unit II: Service Design and Delivery Service innovations, Service blueprinting, Setting Service Standards, Customer-defined service standards and development, Service culture, the role of service employees, customer-oriented service delivery, roles of customers, capacity constraints, demand patterns, matching capacity and demand strategies, yield management, waiting line strategies.	15 hours
	Unit III: Service Promises and Recovery Service failure and recovery strategies, Service Guarantees, Service communication challenges, strategies to match service promises with delivery, customer's perception towards service pricing, approaches to pricing services, service evaluation and control.	10 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; Services Marketing: Integrating customer focus across the firm; Tata McGraw-Hill; 2018 or Latest Edition. 2. Vinnie Jauhari, Kirti Dutta; Services Marketing; Oxford University Press; 2017 or Latest Edition. 3. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee; Services Marketing: People, technology and strategy; World Scientific, 2021 or Latest Edition. 4. K. Douglas Hoffman, John E. G. Bateson; Services Marketing Concepts, Strategies, & Cases; South-Western College Publishing; 2016 or Latest Edition. 5. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee, Gopal Das; Essentials of Services Marketing; Pearson; 2019 or Latest edition. 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Design service blueprints 2. Identify and evaluate service gaps 	

	<ul style="list-style-type: none">3. Measure and analyze service quality4. Create service communication and pricing strategies
--	---

[\(Back to top\)](#)

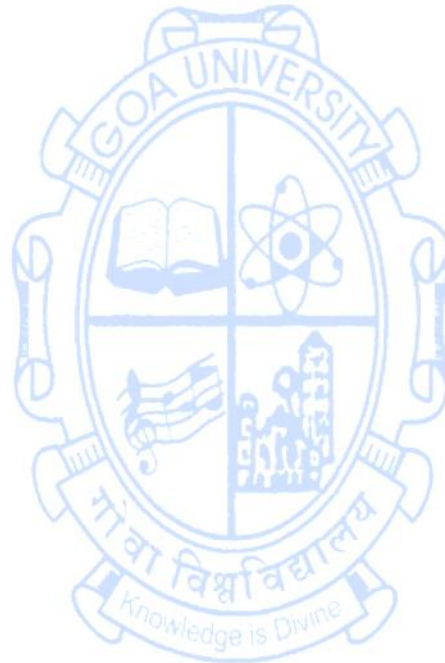


Name of the Programme : MBA
Course Code : MGA-607
Title of the course : Retail Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to manage a retail outlet.	
Content:	Unit I: Introduction to Retailing Retailing – Role, Relevance, functions and trends, Retail organization structure, Merchandise mix, Retail formats, methods of customer interaction, Retail in India and Global, Retail customer, Retail market segmentation, Evaluating retail performance.	5 hours
	Unit II: Store Location and Layout Retail Location Strategies and Decisions, Types of Retail Locations, Site Selection Analysis, Estimate of Store Sales, Retail Location Theories, Location Assessment Procedures, Store Design and Layout, Visual Merchandising, Retail Space Management.	10 hours
	Unit III: CRM and Merchandising Planning, Buying, Procurement CRM in retailing, reviews and feedback mechanism, Merchandise – objectives, acquisition, control, handling, systems, Retail pricing – objectives, approaches and strategies, Promotion in Retailing: Advertising, Sales promotion, Store operations, new retail formats.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Michael Levy, Barton Weitz, Dhruv Grewal; Retailing Management; Tata McGraw Hill; 2021 or Latest Edition. 2. Bajaj, Tuli and Srivastava; Retail Management; Oxford University Press; 2016 or Latest Edition. 3. David Gilbert; Retail Marketing Management; Pearson; 2006 or Latest Edition. 4. Swapna Pradhan; Retail Management: Text and Cases; Tata McGraw Hill; 2020 or Latest Edition 5. Barry Berman, Joel R. Evans, Patrali Chatterjee, and Ritu Srivastava; Retail Management: The strategic approach; Pearson; 2017 or Latest Edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Analyze retail business scenarios and their working mechanisms. 2. Analyze the merchandising strategies. 	

3. Evaluate existing retail outlets.

[\(Back to top\)](#)



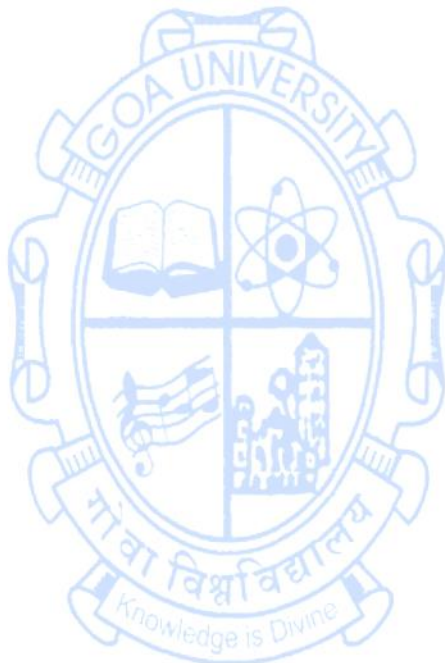
Semester IV

Name of the Programme : MBA
Course Code : MGA-604
Title of the course : Digital and Social Media Marketing
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to use the tools and techniques required for marketing in digital and social media.	
Content:	Unit I: Introduction Importance of digital marketing, Difference between traditional and digital marketing, recent trends, Website Planning and Creation, Importance of Design. Search Engine Optimisation (SEO) Various search engines and their applications, Advertising on social media, search engine result page (SERP), Ads platform,	5 hours
	Unit II: Digital Media Planning and Buying Search Engine Marketing (SEM), Various factors affecting on-page and off-page optimization, keywords research, meta tags, meta description, link building, E-mail, SMS and WhatsApp Marketing, Media Planning to optimize cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR), platform-based Ad space, and media planning and budgeting, Web Remarketing.	10 hours
	Unit III: Social Media Marketing Keyword Planners -search volume, cost-per-click (CPC), customer lifetime value (CLV) and other such metrics, social media strategies on various platforms, Target audience, building social media campaign, writing ad copies and ad creatives, Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM), Effective content writing, Fundamentals of blogging, email marketing, mobile marketing, Building subscriber lists, database segmenting, App store optimization (ASO).	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Dave Chaffey, Fiona Ellis-Chadwick; Digital Marketing: Strategy, Implementation & Practice; Pearson; 2015 or Latest Edition. 2. Seema Gupta; Digital Marketing; McGraw Hill; 2022 or Latest Edition. 3. Damian Ryan; Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation; Kogan Page; 2016 or Latest Edition. 4. Eric Enge, Stephan Spencer, Jessie Stricchiola; The Art of SEO; O'Reilly Media; 2015 or Latest Edition.	

	5. Jan Zimmerman, Deborah Ng; Social Media Marketing All-in-one Dummies; For Dummies; 2021 or Latest Edition.
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Make digital and social media marketing decisions. 2. Evaluate the effectiveness of various digital and social media platforms. 3. Create digital and social media marketing campaigns.

[\(Back to top\)](#)

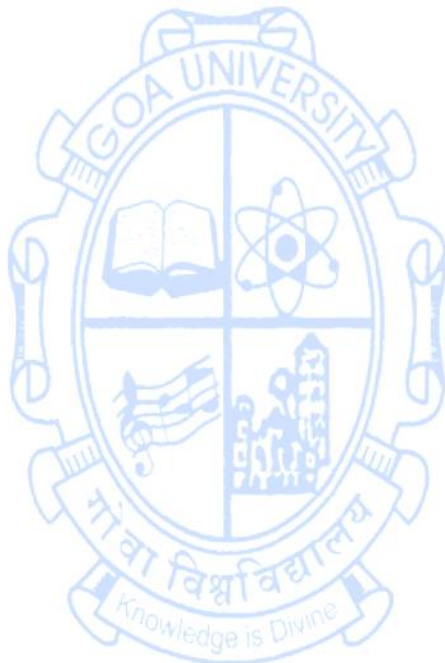


Name of the Programme : MBA
Course Code : MGA-606
Title of the course : Sales and Distribution Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participant to develop the ability to handle channel sales and make distribution sales decisions.	
Content:	Unit I: Introduction Sales Management Objectives, Sales Executives as Coordinators, Personal selling, Buyer-Seller Dyads, Theories of Selling: AIDAS Theory, Right set of circumstances Theory, Buying Formula Theory, and Behavioural Equation Theory, Types of Personal-Selling Objectives, Market and Sales Potential, Sales-related Marketing Policies, Personal-Selling Strategy, Impact of Industry and Size of the firm on the distribution network.	5 hours
	Unit II: Sales Force Organization Effective Sales Executives, Sales Organizational Structures, Sales Personnel – Staffing, Training, Motivation, Compensation, Evaluation and Control of the Sales Force, Sales Forecasting Methods, Sales Budget and Targets, Sales Territory Management, Setting Quotas, Sales Control and Cost Management.	10 hours
	Unit III: Channel Management Systems Customer-Oriented Marketing Channel, Functions of Channel Partners, Selecting Channel Partners, Channel intensity, Managing Channel Partners, Supply Chain and Logistics, Channel Relationships Management, Managing the Channel Conflict, Channels Information System, Evaluation of Channel Performance, Differences between consumer sales management and institutional sales management, Role of E-commerce in distribution sales.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Richard Still, Edward Cundiff, Norman Govoni and Sandeep Puri; Sales and Distribution Management: Decisions, Strategies & Cases; Pearson; 2017 or Latest Edition. 2. K Krishna Havaldar and M V Cavale; Sales and Distribution Management: Text and Cases; Tata McGraw Hill; 2017 or Latest Edition. 3. David Jobber, Geoffrey Lancaster; Selling and Sales Management; Pearson; 2018 or Latest Edition. 4. William Cron and Thomas DeCarlo; Sales Management: Concepts and 	

	<p>Cases; Wiley; 2010 or Latest Edition</p> <p>5. Tapan Panda, Sunil Sahadev; Sales and Distribution Management; Oxford University Press; 2019 or Latest Edition</p>
Course Outcomes:	<p>At the end of the course, the participants shall be able to:</p> <ol style="list-style-type: none"> 1. Design a personal selling process and demonstrate a sales pitch. 2. Analyse and decide on organizing and controlling the salesforce. 3. Evaluate and examine various distribution channels. 4. Develop a distribution sales plan for an organization.

[\(Back to top\)](#)



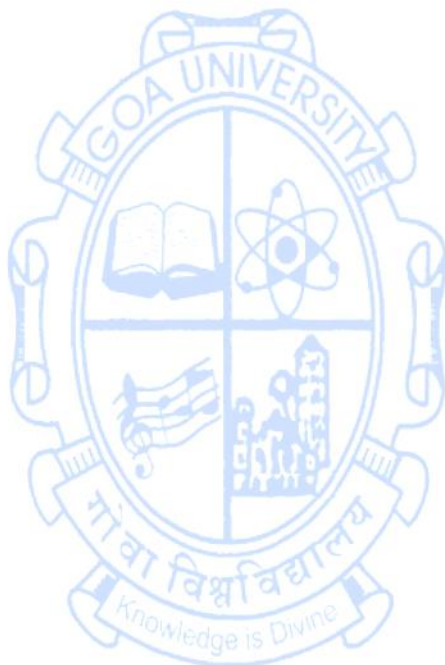
FINANCE**Semester III**

Name of the Programme : MBA
Course Code : MGA-608
Title of the course : Corporate Finance
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To enable the participants to take Financing and capital budgeting decisions by using Financing Theories and analysing risks.	
Content:	Unit I: Capital Budgeting Decision Types of Investment Decisions – Expansion & Diversification; Replacement and Modernisation; Mutually Exclusive Investments; Contingent Investments; Investment Decisions Under Inflation and Complex Investment Decisions. Investment Evaluation Criteria – Cash Flow Investment Analysis; NPV, IRR, PI, Discounted Payback, ARR and MIRR; Investment under Capital Rationing.	10 hours
	Unit II: Cost of Capital Introduction - Significance of The Cost of Capital; Designing Debt Policy; Opportunity Cost of Capital. Determining components of cost of capital - Cost of Debt (Issued at Par, Premium and Discount; Tax Adjustment and Cost of Existing Debt); Cost of Preference Capital; Cost of Equity (Internal & External Equity Dividend Growth Model; CAPM); Risky Debt and CAPM; WACC. Risk analysis in Capital Budgeting - Theories of Capital Budgeting (Utility theory); Risk and Uncertainty; Expected NPV; Risk Adjusted Discounting; Sensitivity Analysis; Decision Tree.	10 hours
	Unit III: Financing Theories and Decision Financial and Operating Leverage – Shareholders’ return, Combining Financial and Operating Leverage and Leverage and Shareholders’ Risk. Theories of Financing (Net Income, MM Hypothesis, Trade-off, Agency Cost, Pecking Order Theory).	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition. 2. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2019 or Latest Edition. 3. Brealey, Myers, Allen and Mohanty; Principles of Corporate Finance; Tata McGraw-Hill; 2018 or Latest Edition. 4. Khan M.Y & Jain P.K.; Financial Management; McGraw Hill; 2018 or Latest Edition.	

	5. Watson, Denzil and Antony Head; Corporate finance: Principles and Practice; Pearson Education; 2013 or Latest Edition.
Course Outcomes:	At the end of the course, participants will be able to: 1. Take Capital Budgeting Decisions by evaluating risks associated with Capital Investments. 2. Take Capital Structure Decisions.

[\(Back to top\)](#)

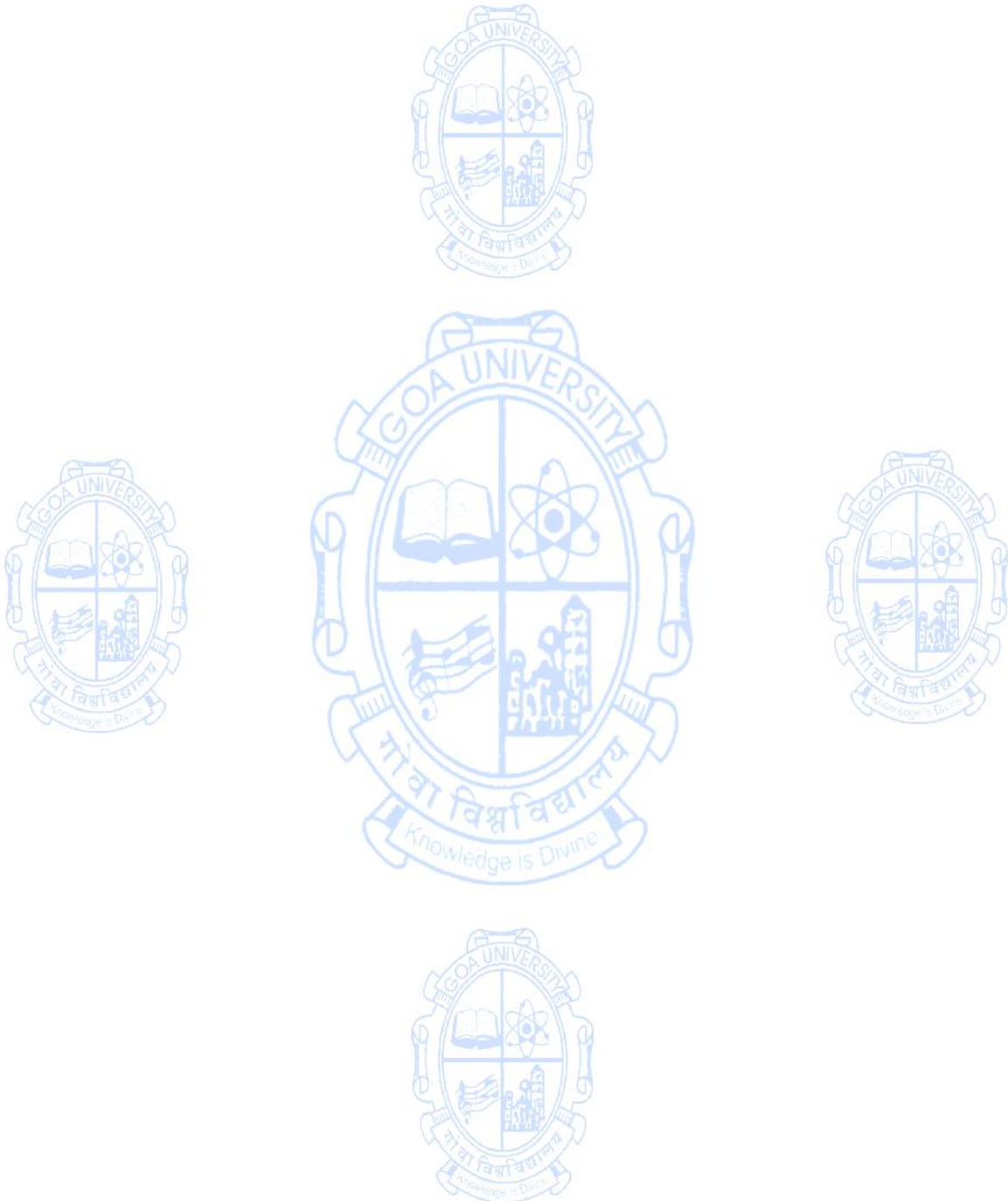


Name of the Programme : MBA
Course Code : MGA-610
Title of the course : Taxation
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to Compute Taxable Income, calculate the income tax payable by Individuals and file income tax returns.	
Content:	Unit I: Computation of Total Income Definitions- Income, agricultural income, Person, Assessee, Company, Previous year and Assessment Year, Residential Status and the scope of total Income, Incomes exempt from Tax, Heads of Income– Income from Salary, Income from House Property, Profits & Gains from Business & Profession, Capital Gains and Income from Other Sources – Definitions, Basis of Charge, Deductions specific to these heads, Taxable Income under each head, Gross Total Income, Special Provision sec. 5A.	20 hours
	Unit II: Computation of Taxable Income, Income Tax and Filing of Return Computation of Taxable Income- Set off and carry forward of losses; Deductions under Chapter VI-A- 80C, 80D, 80E , 80G, 80 GG, Computation of Tax; Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Singhanian, V. K., and Singhanian M.; Students Guide To Income Tax including GST; Taxmann Publications (P) Ltd.; 2022 or Latest Edition. 2. Manoharan T. N. & Hari G. R.; Students' Handbook on Taxation; Snow White Publications Pvt.; 2020 or Latest Edition. 3. G. Sekar; Handbook On DIRECT TAXES; Commercial Law Publishers (India) Pvt. Ltd.; 2020 or Latest Edition. 4. Singhanian Vinod and Singhanian Kapil; Direct Taxes Law and Practice with special reference to Tax Planning; Taxmann Publications (P) Ltd.; 2022 or Latest Edition. 5. Dr. R. G. Saha and Dr. Usha Devi N.; Income Tax (Direct and Indirect Taxes), Himalaya Publishing House (P) Ltd.; 2021 or Latest Edition. 	
Course Outcomes:	At the end of the course, participants will be able to: <ol style="list-style-type: none"> 1. Compute taxable Income under various heads and total taxable Income and Income Tax. 2. Analyse the impact of changes in the Income Tax Act on an Individual's taxable income. 	

3. File Individual's Income Tax return.

[\(Back to top\)](#)

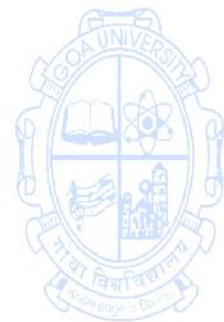
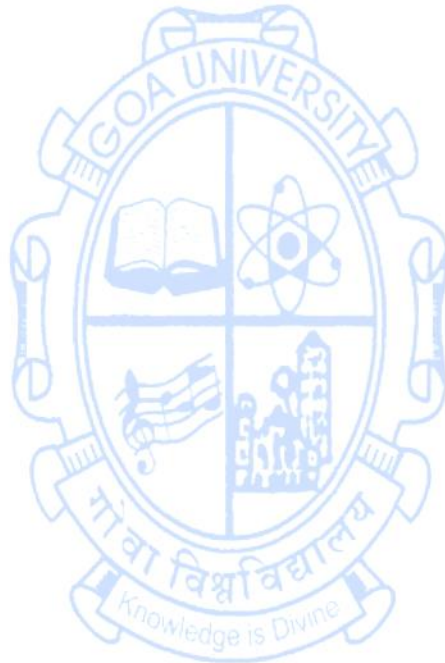


Name of the Programme : MBA
Course Code : MGA-611
Title of the course : International Finance
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to evaluate and manage the financial risk in International Business.	
Content:	Unit I: Foreign Exchange Rates Introduction to Foreign Exchange Rates – Rate changes, Volatility and Exposure, Supply and Demand, Central Bank and BoP, Speculators, Triangular Arbitrage. FX and Purchasing Power – APPP & RPPP. Forward FX – Long and Short forward positions, Forward FX contract and Hedging FX Exposure, Synthetic FX forward, Mark-to-Market FX Contract. FX and Interest Rates	10 hours
	Unit II: Long-Term Foreign Exchange Exposure FX Operating Exposure – Foreign Subsidiary Exposure, Operational Hedging and Operational Leverage, Examination of Operating Exposure, Forecasting FX Exposure. Debt and FX Exposure – Debt and FX Net Cash Flows, Value Exposure, Equity Exposure, Hedging FX Exposure, Unlevering Estimated FX Equity Exposure. Currency Swaps – Interest Rate Swaps, Swap driven Financing, Unlevering estimated FX Exposure.	10 hours
	Unit III: Cost of Capital and Cross-Border Investment Decisions Global Finance & Cost of Capital –The CAPM Model, Global Equity Beta and Cost of Capital, Risk-Free Rate, WACC, Systematic FX Risk, Risk Adjusted Uncovered Interest Rate Parity. Cost of Capital for Overseas Investments – Operating Risk, Accounting Beta, Country Beta, Emerging Market Investments, Cost of Capital in Foreign Currency, Unlivering Equity Betas, WACC & Operating Risk, FX Exposure & Beta, Risk-Return in Foreign Currency. Overseas Acquisition, Production Relocation,	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Thomas O'Brien; International Finance; Oxford University Press; 2007 or Latest Edition. 2. Prakash G. Apte; International Finance A Business Perspective; McGraw Hill Education (India), Pvt Ltd.; 2020 or Latest Edition. 3. Siddaiah T.; International Financial Management: An Analytical	

	<p>Framework; Pearson Education India; 2015 or Latest Edition.</p> <p>4. John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education, India; 2018 or Latest Edition.</p> <p>5. Prasanna Chandra; Strategic Financial Management; McGraw Hill Education (India) Pvt. Ltd.; 2020 or Latest Edition.</p>
Course Outcomes:	<p>At the end of the course, participants will be able to:</p> <ol style="list-style-type: none"> 1. Analyse FX rates and associated risks. 2. Manage Long Term FX exposure. 3. Take overseas business investment decisions.

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-612
Title of the course : Derivatives and Risk Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to manage portfolio risks using Derivatives.	
Content:	Unit I: Risk Management using Derivatives Derivatives, Types – Forwards, Futures, Options, Swaps – underlying assets, contracts specification, Features, Market Mechanics – Settlement, Trading, Margins, Determining Cash Flows, Calculating Portfolio Risk using Derivatives.	15 hours
	Unit II: Derivative Pricing and Trading Strategies Pricing of Derivative Instruments – Futures and Options, Trading Strategies using Derivatives like Forwards, Futures, Options and Swaps. Hedging, Speculation and Arbitrage with Futures and Options.	15 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education India; 2018 or Latest Edition. 2. Jayant Rama Varma; Derivatives and Risk Management; McGraw Hill; 2019 or Latest Edition. 3. A.N.Sridhar; Futures & Options, Equities & Commodities; SPD Publications; 2008 or Latest Edition. 4. Chance Don M.; An introduction to derivatives and risk management; Australia: South - Western Cengage Learning; 2019 or Latest Edition. 5. Kolb, Robert W.; Financial derivatives: pricing and risk management; Hoboken, NJ: Wiley; 2019 or Latest Edition. 	
Course Outcomes:	At the end of the course, participants will be able to: <ol style="list-style-type: none"> 1. Evaluate and manage portfolio risk using Derivatives. 2. Determine price of Derivative contracts. 3. Create a Derivative portfolio to manage risks. 	

[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-613
Title of the course : Security Analysis and Portfolio Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable participants to analyse securities and various asset classes to create and manage the portfolio over long-term horizons.	
Content:	Unit I: Security analysis Working (Market Mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various Investment Avenues, Valuation of Shares and Fixed Income Securities, Fundamental Analysis and Technical Analysis.	15 hours
	Unit II: Portfolio Management Portfolio creation, Theories of Portfolio Management – Active and Passive, Markowitz Theory, Portfolio Return and Risk, Efficient Market Hypotheses-Strong, Semi-Strong & Weak form - Leveraged Portfolio - Corner Portfolio, Portfolio-Evaluation Measures.	15 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Jordan & Fischer; Security Analysis & Portfolio Management; Prentice Hall India; 2018 or Latest Edition. 2. Prasanna Chandra; Investment Analysis & Portfolio Management; McGraw Hill Education India Pvt. Ltd., 2021 or Latest Edition. 3. S. Kevin; Security Analysis and Portfolio Management; PHI Learning Pvt. Ltd; 2017 or Latest Edition. 4. Bodie, Kane, Marcus; Investments; Tata McGraw Hill; 2017 or Latest Edition. 5. A.K.Dash.; Security Analysis And Portfolio Management; Wiley; 2021 or Latest Edition.	
Course Outcomes:	At the end of this course, participants will be able to: 1. Evaluate various Investment Classes. 2. Create and manage a portfolio considering the Efficient Frontiers.	

[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-614
Title of the course : Behavioural Finance
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to make financial decisions by evaluating biases and the behaviour of individual investors, fund managers and corporate managers.	
Content:	Unit I: Overview of Behavioural Finance Overview of behavioural finance - Biases in individual Investors and Professional Investors, Heuristics, Disposition effect, Risk perceptions, Portfolio Management - Herding and Social Interaction, Familiarity and representativeness, Prospect Theory.	15 hours
	Unit II: Behavioural Finance and Decision Making Decision Frames, Emotions and Investment Decisions Behavioural biases and Corporate Decision-making-Valuation, Capital Budgeting, Capital Structure Dividend Policy and Mergers & Acquisitions	15 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Satish, D. and Kishore, P. Krishna; Behavioral Finance; The ICFAI University Press; 2006 or Latest Edition. 2. Nofsinger, J.; The Psychology of Investing; Pearson; 2017 or Latest Edition. 3. Shefrin, H.; Behavioral Corporate Finance; McGraw-Hill; 2005 or Latest Edition. 4. Forbes, W.; Behavioural Finance; John Wiley; 2009 or Latest Edition. 5. Ackert, L. and Deaves, R.; Behavioral Finance: Psychology, Decision-Making, and Markets; South-Western; 2012 or Latest Edition.	
Course Outcomes:	At the end of the course, participants will be able to: 1. Evaluate the biases and errors of judgment that affect financial decisions. 2. Use behavioural patterns in making financial decisions.	

[\(Back to top\)](#)

SEMESTER IV

Name of the Programme : MBA
Course Code : MGA-609
Title of the course : Financial Modeling
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to use Spreadsheets to make Financial Decisions by building models.	
Content:	Unit I: Understanding Financial Modelling Overview of designing models using a spreadsheet – Attributes of the spreadsheet, Common faults, Design Process, Examining User needs and required user interface, Breaking down the calculations into manageable groups, Producing individual modules, Menu structure, Management reports and Summaries, Development, Auditing and sensitivity testing, Documentation. Features and Techniques.	10 hours
	Unit II: Building a Financial Model Using Spreadsheet Analysing performance (P&L Account, Balance Sheet, Key Ratios, Trend Analysis, Sustainability), Cash Flow (Deriving Cash Flow, Strained Cash Flow and Overtrading), Forecasting Models (Regression, Data Smoothing, Cyclicity and Seasonality), Variance Analysis (Budget Variances, Flash Reports and Graphics), Cost of Capital (CAPM, WACC, growth model), Bonds (Pricing, Yield Measurement, Convexity and Sensitivity and Portfolio Duration), Risk Analysis, Depreciation, Company Valuation, Optimisation, Decision Trees.	20 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Shmuel Oluwa; Hands-On Financial Modelling with Microsoft Excel; Packt; 2019 or Latest Edition. 2. Daniel Stein Fairhurst; Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals; Wiley; 2015 or Latest Edition. 3. Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition. 4. M Y Khan and P K Jain; Management Accounting, Text, Problems and Cases; McGraw Hill Education; 2018 or Latest Edition. 5. Alastair L. Day; Mastering Financial Modelling in Microsoft Excel; Pearson; 2012 or Latest Edition. 	
Course Outcomes:	At the end of this course, the participants will be able to: <ol style="list-style-type: none"> 1. Design and build Financial Models using Spreadsheets to make business decisions. 	

Name of the Programme : MBA
Course Code : MGA-615
Title of the course : Working Capital Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To enable the participant to manage working capital in an organisation.	
Content:	Unit I: Working Capital and Cash Management Working Capital, Sources, Types, Policies, Estimation of Working Capital, Factors affecting Working Capital requirement, Operating Cycle. Management of Cash - Facets, Motives for Holding Cash, Cash Forecasting and Budgeting, Managing Cash Collections and Disbursement.	15 hours
	Unit II: Current Assets Management Inventory EOQ, Reorder Level, Safety Stock, Control Techniques, Investment in Debtors, Credit Management Decisions Concerning Risk-Return Trade-Off, Credit Policy Variables, namely Credit Standards, Collection Period, Discounts, Economic Credit Policy, Monitoring Tools like Aging Schedule, Sources of Long Term and Short-Term Finance.	15 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Hrishikesh Bhattacharya; Working Capital Management: Strategies and Techniques; PHI Learning; 2021 or Latest Edition. 2. Prasanna Chandra; Financial Management: Theory and Practice; McGraw Hill Education; 2019 or Latest Edition. 3. Bhalla, V. K.; Working Capital Management: Text and Cases; Anmol Publications Pvt. Ltd.; 2012 or Latest Edition. 4. Rustagi, R. P.; Working capital management; Taxmann Publications (p) Ltd; 2021 or Latest Edition. 5. Frederick C. Scherr; Modern Working Capital Management: Text and Cases; Prentice Hall; 1988 or Latest Edition.	
Course Outcomes:	At the end of the course, participants shall be able to: 1. Determine an organisation's working capital requirements. 2. Manage various Current Assets determining working capital.	

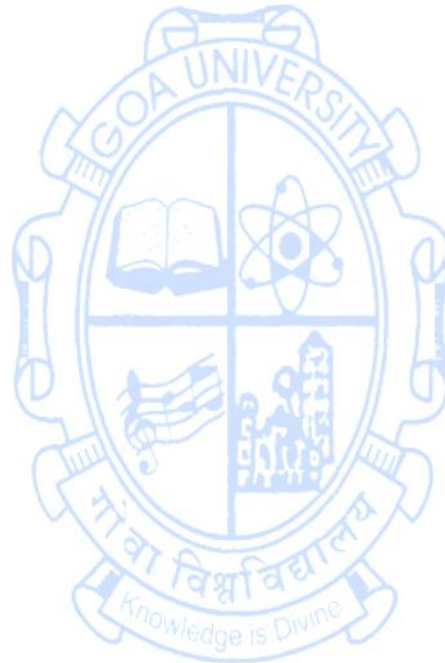
[\(Back to top\)](#)

HUMAN RESOURCE**SEMESTER III****Name of the Programme : MBA****Course Code : MGA-617****Title of the course : Compensation and Benefits Management****Number of credits : 2****Effective from AY : 2024-25**

Prerequisite for the course	NIL	
Objective:	To equip participants with necessary skills and techniques for designing an effective compensation structure	
Content:	Unit I: Introduction Job Evaluation and Strategic compensation, Methods of Job Evaluation, Principles of compensation, Compensation Structures, Labour Market Concept, National Wage Policy: Objectives, Concepts, Wage Law, Implications in Income Tax, Professional Tax, PF, ESIC, Bonus and other labour acts	10 hours
	Unit II: Process Compensation Determination, Pay Grades, Economic Principles, External Equity: Salary Surveys, Salary Components; Compa-Ratio, Cost-to-Company Structure, Fixed remuneration, Variable Pay, Rationale and Design in Executive/ Workmen Compensation Take Home Pay, Designing an Increment Cycle, Budgeting	12 hours
	Unit III: Benefits and Perquisites Benefits and Perquisites: Rationale, Key Concepts, Principles of Designing a Benefits/Perquisites Program, Types of Benefits and Perquisites, Reward and Recognition Systems, Compensation Management in MSMEs	8 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. GT Milkovich; JM Newman; CSV Ratnam; Compensation; Mc Graw Hill; 2017 or Latest edition 2. DK Bhattacharya; Compensation Management, Oxford Higher Education; 2009 or Latest edition 3. RL Henderson; Compensation Management in a knowledge-based world; Pearson Publishing; 2005 or Latest edition 4. Joseph J Martocchio; Strategic Compensation; Pearson Education; 2020 or latest edition 5. Jerry M. Newman; Barry Gerhart; et al Compensation; McGraw Hill; 2020 or Latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Identify the legal requirements of compensation & implications of strategic compensation.	

2. Devise an effective compensation plan.

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-618
Title of the course : Learning and Development
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To enable the participants design and deliver training initiatives.	
Content:	Unit I: Introduction A Systematic Approach to Learning and Development, Challenges, Issues and Trends, Strategic Alignment, Role of top Management, L & D professionals, Adult learning styles, Training Policy, Training Models	10 hours
	Unit II: Analysis and Design Learning Needs Analysis, Training Calendar, Identifying Objectives, Internal vs External trainers, Choosing Content, Approaches to L & D Instructional Design Process, Methodology	10 hours
	Unit III: Delivery and Evaluation Training Delivery: Instructional Techniques, Training Department and Trainers' Roles, Transfer of Training, Training Evaluation, Moving from Training to Performance, Emerging Trends, Learning Orientation in MSMEs	10 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Devendra Agochiya; Every Trainer's Handbook; Sage Publications; 2009 or Latest edition 2. P.N. Blanchard; J W Thacker; V A Anand Ram; Effective Training; Pearson; 2015 or Latest edition 3. Raymond Noe; Employee Training and Development; Mc.Graw-Hill Education; 2019 or Latest edition 4. Dipak Kumar Bhattacharya; Training and Development – Theories and Applications; Sage Textbooks; 2015 or Latest edition 5. Rolf P Lynton; Training for Development; Sage India; 2015 or Latest edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Design training programs based on learning need analysis using appropriate methodologies. 2. Evaluate training for effectiveness. 	

[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-620
Title of the course : Labour Laws and Industrial Relations
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with knowledge of legal provisions and acts for organisational compliance	
Content:	Unit I: Labour Laws History of Labour Laws, New Labour Code in India & Implications for the industry: The Code on Wages 2019, the Industrial Relations Code 2020, the Code on Social Security 2020 and the Occupational Safety, Health and Working Conditions Code 2020	20 hours
	Unit II: Industrial Relations The Indian IR Framework- The Role of Government, Regulative and Participative Bodies, Various Approaches, Trade Unionism in India, Emergence, History, Growth, Recognition and Registration, Trade Union and Politics, Industrial Relations in the MSME sector	10 Hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. S. D. Puri; Sandeep Puri; Labour Laws for Everyday Made Easy; Snow White Publications; 2017 or Latest edition 2. P. Subba Rao; Labour Welfare and Social Security; Himalaya Publishing Co; 2014 or Latest edition 3. Anamitra Roy Chowdary; Labour Law Reforms in India Taylor & Francis; 2018 or Latest edition 4. S C Srivastava; Industrial Relations and Labour Laws; Vikas Publishing House; 2022 or Latest edition 5. Parul Gupta; Industrial Relations and Labour Laws for Managers; Sage; 2019 or Latest edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Comprehend and comply with relevant labour laws 2. Manage situations related to Industrial relations at workplace 	

[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-621
Title of the course : Organisational Development
Number of credits : 2
Effective from AY : 2024-25

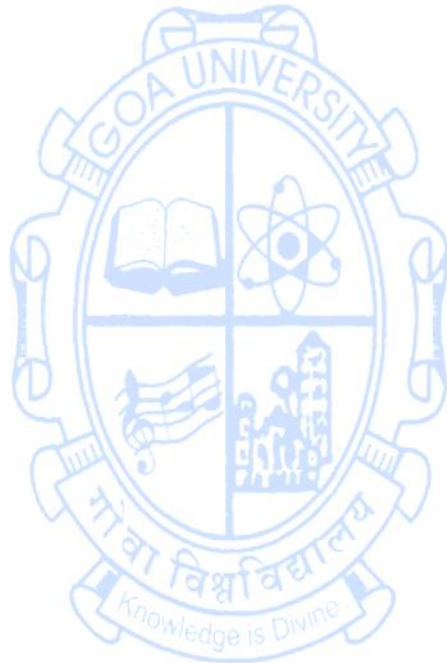
Prerequisite for the course	NIL	
Objective:	To equip participants with tools and techniques for organizational change and development initiatives for transforming organisations	
Content:	Unit I: Planned Organisational Change Organisational Change Management: Understanding Organisational Transformation, Transformation Strategies, Process of Organisational Transformation	5 hours
	Unit II: Foundations of Organisational Development (OD) Entry and Contract, Organisational Diagnosis – Methods of Diagnosis, Feedback and OD, OD Interventions: Individual and Interpersonal Interventions, Team / Group Interventions, Inter-group Interventions, Comprehensive Interventions, Success and Failure of OD, Future of OD & New Perspectives	10 hours
	Unit III: Management Consultancy The Structure, Conduct, and Performance of the Management Consulting Industry, Types of Consultants Key Strategic and Organizational Issues, Ideas, Tools, and Frameworks, Business Process Analysis, Consulting People Skills, Client Relations, Management Consulting Careers, Ethical Issues, Coaching, Counselling	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. French, Bell, Organisational Development; Sage Publishing; 2008 or Latest edition. 2. S Allcorn; Organizational Dynamics and Intervention – Tools for changing workplace; Prentice Hall India; 2015 or Latest edition 3. Simon A Bertonshaw-Gunn; Essential Tools for Management Consulting; Wiley & Sons; 2010 or Latest edition 4. Richard Newton; The Management Consultant; Pearson; 2010 or Latest edition 5. Dipak Kumar Bhattacharya; Organisational Change and Development; Oxford University Press; 2011 or Latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Diagnose need for organisation development interventions 2. Design change management interventions 3. Work as a management consultant/ choose consultant at workplace	

Name of the Programme : MBA
Course Code : MGA-622
Title of the course : Negotiations and Conflict Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with techniques of negotiation, collective bargaining and conflict management at workplace.	
Content:	Unit I: Negotiating a Contract Pre-negotiation - Preparing the Charter of Demands, Creating the Bargaining Team, Costing of Labour Contracts, The Negotiation Process - Preparing for Negotiation, Communication Style, Breaking Deadlocks, Strategy and Tactics/Games Negotiators Play, Closing Successfully, Negotiating Integrative Agreements, Reviewing.	10 hours
	Unit II: Collective Bargaining Definition, Characteristics, Critical Issues in Collective Bargaining, Theories of Collective Bargaining, Collective Bargaining in India: Role of Government, Levels of Bargaining, Agreements, Concept of Managerial Prerogatives, Challenges, Negotiation & Collective Bargaining, Approaches and Phases and Administration of the Agreement	10 hours
	Unit III: Conflict and Grievance Management Conflict Management and Conflict Dynamics, Role of Communication, Origins of Conflict, Dispute Prevention, Assessment of Conflict, Conciliation, Mediation, Causes/Sources of Grievances, Legislative Aspects of a Grievance Procedure, Grievance Resolution	10 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Malhotra, D., M. Bazerman; Negotiation Genius; NY: Bantam Dell; 2008 or Latest edition. 2. Stone; Patton; Heen, Difficult Conversations; NY: Viking Press; 2010 or Latest edition 3. John Mattock; J Ehrenborg; How to be a better Negotiator; Kogan Page Publishing; 2012 or Latest edition 4. Deborah Kolb; Jessica Porter; Negotiating at Work: Turning Small Wins into Big Gains; Jossey-Bass; 2015 or Latest edition 5. Johnson C; Keddy J; Managing Conflict at Work; Kogan Page; 2010 or Latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Use Tools of Collective Bargaining for Effective Negotiations 2. Manage Conflicts at the Workplace	

3. Devise Systems for Grievance Management

[\(Back to top\)](#)

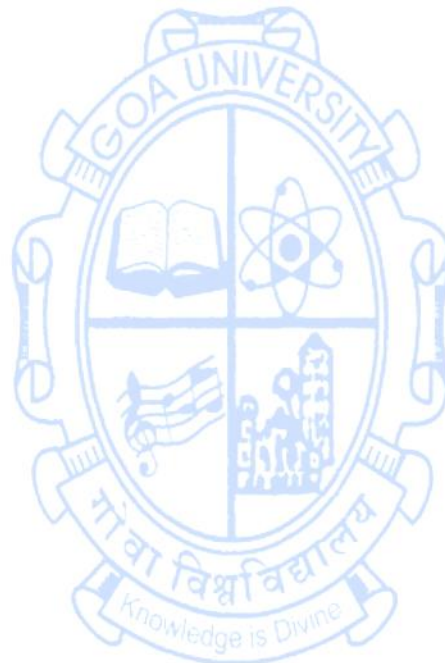


Name of the Programme : MBA
Course Code : MGA-623
Title of the course : Occupational Health and Safety Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with Occupational Health and Safety Training in a Workplace.	
Content:	Unit I: Occupational Health Hazards Classification, Permissible Exposure Limits, Threshold Limit Value, Occupational Diseases due to Metals & Dusts, Fumes & Chemical Compounds, Behavioral-based Safety, Role of Ergonomics in Employee Safety & Health	5 hours
	Unit II: Accident Causes and Prevention Factors Leading to Accidents, Need for Prevention and Preventive Measures, Personal Protective Equipment	5 hours
	Unit III: Safety Nature, Philosophy, Terminology, Total Safety Concept, Safety Psychology, Safety Management & Responsibilities of Employees at Different Levels, Safety Organization, Safety Measures required in Different Industries, Safety Areas, Electrical Safety, Protection from Fire and Explosion, Basic First Aid and CPR	10 hours
	Unit IV: Hazards & Risk Risk Identification, Assessment and Control Techniques, Hazards, Risks & Detection Techniques, Preliminary Hazard Analysis & Hazard Analysis, Failure Mode Effect Analysis, Operability study, Hazard Ranking, Fault Tree Analysis, Event Tree Analysis, Major Accident Hazard Control, Onsite and Off-Site Emergency Plans.	10 hours
Pedagogy:	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. R. K. Mishra; Occupational Health Management; Aitbs Publishers and Distributors; 2015 or Latest edition 2. Charles D. Reese; Occupational Health and Safety Management: A Practical Approach; CRC Press; 2016 or Latest Edition 3. Akhil Kumar Das; Principles of Fire Safety Engineering; PHI Learning Pvt Ltd; 2020 or Latest edition 4. Sharon Clarke; Occupational Health and Safety; Taylor & Francis; 2016 or Latest edition 5. S. Z. Mansdorf; Handbook of Occupational Safety and Health, Wiley; 2019 or Latest edition 	

Course Outcomes:	At the end of the course, the participants will be able to: 1. Assess Occupational Health and Safety Hazards and Causes of Accidents in the Workplace. 2. Design a Safety Management System 3. Establish a Risk Management and Monitoring System in the Workplace.
-------------------------	---

[\(Back to top\)](#)

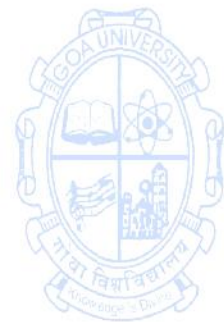
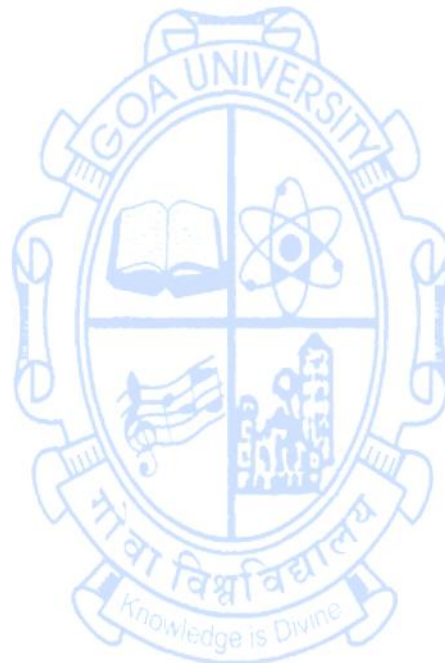


Name of the Programme : MBA
Course Code : MGA-624
Title of the course : Indian Ethos and Human Quality Development
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants to apply philosophies of Indian culture in building organizational culture	
Content:	Unit I: Indian Ethos in Management Foundation of Management, Indian Ethics and the Spirit of Development, Indian Ethos & Indianity, Indian Model of Corporate Development	5 Hours
	Unit II: Management Ideas in Arthashastra Philosophy of Arthashastra, Leaders as achievers, Use of Authority & Power, Arthashastra and Modern Management, Kautilya Theory of Motivation, Management Competencies and Excellence in Men	5 Hours
	Unit III: Corporate Veda Essence of Indian Ethos, PREM Approach to Management, HOPE Model for Existence, Emergence of Corporates as State, VEDA Model of Leadership.	5 Hours
	Unit IV: Indian Theory of Relationship Management Assumption of Theories X, Y and Z, Theory K & Relationship Management, Sama-Dam-Danda-Bhed and New Theories, Ethical Dimension in Theory K, OSHA Model	5 Hours
	Unit V: Total Quality of Management Means Ends Analysis for Managerial Actions, Karma Theory & Market; Management Principles from Gandhian Thought;	5 Hours
	Unit VI: Models of Self-Development Three Level of Self, Three Types of Struggles, Three Levels of Existence, Three State of Mind, Three Views of Life, Three Types of Leadership, Three Styles of Management	5 Hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Subhash Sharma; New Mantras in Corporate corridors From Ancient Routes to Global Roots; New Age International Publishers; 2007 or Latest Edition 2. Subhash Sharma; Western Windows Eastern Doors Management; New Age International Publishers; 2019 or Latest Edition 3. S.K. Chakraborty; Values for Ethics for Organization: Theory & Practice; Oxford University Press; 1999 or Latest edition 4. N M Khandelwal; Indian Ethos and Values for Managers; Himalaya Publishing; 2019 or Latest edition 	

	5. R.S. Naagarazan; A Textbook On Professional Ethics And Human Values New Age International (P) Limited; 2007 or Latest edition
Course Outcomes:	At the end of the course, the participants will be able to: 1. Appreciate Management Concepts discussed in Indian Scriptures 2. Discover Self, using Models of Self-Development 3. Apply Theories of Relationship Management and Total Quality Management at the Workplace

[\(Back to top\)](#)



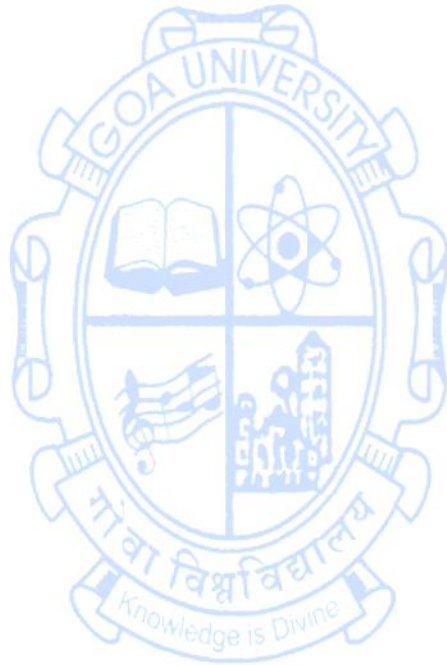
SEMESTER IV

Name of the Programme : MBA
Course Code : MGA-616
Title of the course : Performance Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with the necessary skills and techniques for effective performance management.	
Content:	Unit I: Introduction Relationship between Development Strategies and Business Performance, Interpersonal dynamics in Performance Management, Cultural Factors in Performance Management, Mapping Competencies for Effective Performance, Performance Management Cycle	10 hours
	Unit II: Process Setting SMART objectives, Understanding and Designing Performance Appraisal Systems, Performance Appraisal – Methods, Documentation, Feedback, Legal and Ethical Considerations, Role of Appraisers, Conducting Performance Review meetings, Performance Feedback and Coaching	10 hours
	Unit III: Outcomes Career planning, Compensation, Learning & Development, Performance Orientation & Culture, Auditing Performance Management Process, Best Practices, Performance Management in MSMEs	10 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. A.S. Kohli; T. Deb; Performance Management, Oxford Higher education Press; 2009 or Latest edition 2. Michael Armstrong; Armstrong's Handbook of Performance Management; Kogan Page; 2022 or Latest edition 3. T.V. Rao; Performance Management: Towards Organisational Excellence; Sage Publications; 2015 or Latest edition 4. Herman Aguinis; Performance Management; Pearson Education; 2013 or Latest edition 5. Dipak Kumar Bhattacharyya; Performance Management Systems and Strategies, Pearson Publication; 2011 or Latest edition 	
Course Outcomes:	At the end of the course, the students will be able to: <ol style="list-style-type: none"> 1. Define SMART objectives 2. Conduct effective appraisal interviews 	

3. Create an effective performance management system

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-619
Title of the course : Recruitment and Selection
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with tools and techniques for manpower planning and recruitment & selection	
Content:	Unit I: Manpower Planning Forecasting Methods, Factors affecting and Designing a Manpower Plan, Job Analysis: Methods and Sources, Defining Competencies, Role in Recruitment and Selection, External and Internal factors	10 hours
	Unit II: Effective Hiring Tools Identification of Talent, Sources of Talent – Internal & External, Criteria for Hiring, Screening, Validity and Reliability of Selection Instruments, Conducting Tests, Selection Methods	10 hours
	Unit III: Technology and Culture Role of Technology, Industry 4.0 in Hiring, Organisation Culture & Person-Job Fit, Challenges, Ethics, Impact on Individual, Team, and Organizational Effectiveness, Hiring in MSMEs	10 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. D Arthur; Recruiting, Interviewing, Selecting & Orienting New employees; Prentice Hall India;2013 or Latest edition 2. R Edenborough; Assessment Methods in Recruitment, Selection & Performance; KoganPage; 2007 or Latest edition 3. Carrie A Picardi; Recruitment and Selection: Strategies for Workforce Planning & Assessment; Sage Texts; 2020 or Latest edition 4. Dipak Kumar; Recruitment and Selection – Theory and Practices; Cengage Learning; 2016 or Latest edition 5. Gerard V McMohan; Recruitment and Selection – How to get it Right; Prentice Hall India; 2006 or Latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Create a Manpower plan 2. Conduct a job analysis 3. Analyse various sources of recruitment and employee selection methods 4. Use technology in recruitment and selection process	

[\(Back to top\)](#)

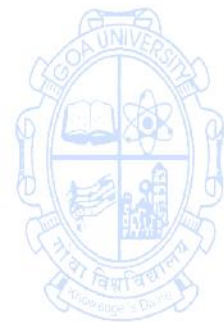
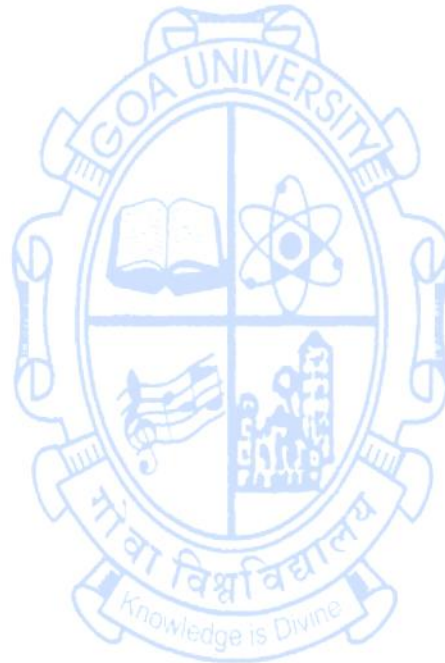
RESEARCH SPECIFIC COURSES

Name of the Programme : MBA
Course Code : MGA-625
Title of the course : **Advanced Business Research Methods**
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To enable the participants to apply the research methods to make business decisions and also understand academic papers in their area to be implemented in practice.	
Content:	Unit I: Qualitative Research Methods Objectives and Classifications of Qualitative Research, Focus Group Interviews, In-Depth Interviews, Projective Techniques, Survey, Observation Techniques, Ethnographic Research, Causal Research, Grounded Theory, Content Analysis- Bibliometric Analysis, Meta Analysis, Semiotics, Thematic Analysis.	15 hours
	Unit II: Quantitative Research Methods Multiple regression analysis, Logistic regression in decision making - binary and multinomial, factor analysis, cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis, introduction to structural equation modeling. (Usage of statistical software)	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Cooper D R and Schindler; Business Research Methods; Tata McGraw-Hill, New Delhi; 2017 or Latest Edition. 2. Alan Bryman, Emma Bell; Business Research Methods; Oxford University Press; 2016 or Latest Edition. 3. Joe F. Hair Jr., Mary Celsi, Arthur Money, Michael Page, Phillip Samouel; The Essentials of Business Research Methods; Taylor & Francis; 2015 or Latest Edition. 4. Päivi Eriksson, Anne Kovalainen; Qualitative Methods in Business Research; SAGE Publications; 2015 or Latest Edition. 5. SadanoriKonishi; Introduction to Multivariate Analysis Linear and Nonlinear Modeling; Taylor & Francis; 2015 or Latest Edition. 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Analyze academic research paper and draw appropriate inferences for business decisions. 2. Analyze data using appropriate research methods for business decisions. 3. Conduct a complete business research for a given problem. 4. Draw inferences from research output and make recommendations for business decisions. 	

5. Prepare and present research reports to facilitate business decisions.

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGA-626
Title of the course : Structural Equation Modeling
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To enable the participants to develop analytical skills for marketing research.	
Content:	Unit I: Introduction Foundations of structural equation modeling, the nature of latent variables and specifying the measurement model (reflective/formative), Introduction to PLS-SEM, Model estimation: the PLS-SEM algorithm and the weighted PLS-SEM algorithm (WPLS), Assessing measurement model results and bootstrapping, Assessing structural model results and prediction-oriented assessment of PLS-SEM results, goodness of fit criteria in PLS-SEM and mediation.	15 hours
	Unit II: Advanced PLS-SEM Fundamentals of PLS-SEM model evaluation and Importance performance map analysis, Higher-order constructs, Endogeneity and Gaussian copulas, Measurement model invariance assessment (MICOM) and Multigroup analysis, Moderation (interaction effects) and Nonlinear relationships (quadratic effects), Uncovering groups: Finite mixture partial least squares, Prediction-oriented segmentation.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> Hair, J.F., Hult, G.T.M., Ringle, C. M., Sarstedt, M.; A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM); Sage; 2022 or latest edition. Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P; Advanced Issues in Partial Least Squares Structural Equation Modeling (PLS-SEM); Sage; 2018 or latest edition. Rick H. Hoyle; Handbook of Structural Equation Modeling; Guilford Publications; 2018 or latest edition. Rex B. Kline; Principles and Practice of Structural Equation Modeling; Guilford Publications; 2018 or latest edition. Niels Blunch; Introduction to Structural Equation Modeling Using IBM SPSS Statistics and Amos; SAGE Publications; 2013 or latest edition. 	
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> Analyze data using appropriate PLS-SEM methods for business decisions. Draw inferences from structural model for business decisions. 	

Name of the Programme : MBA
Course Code : MGA-627
Title of the course : Econometrics
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL.	
Objective:	To enable participants to apply various econometric tools and techniques in solving diverse managerial problems and making business decisions.	
Content:	Unit I: Introduction to Time Series Application of Econometrics in Business; Time Series Econometrics – Stationary and Nonstationary Stochastic Processes, Trend Stationary and Difference Stationary; Forecasting – ARMA Model; Tests of Stationarity - Graphical Analysis, Autocorrelation function (ACF), Correlogram, Unit Root Tests.	8 hours
	Unit II: Time Series Analysis Cointegration, Error Correction Model, Vector Autoregressive, Short-run and Long-run relationship; Volatility Models - GARCH type Models and Volatility Forecasting.	14 hours
	Unit II: Panel Data Analysis Panel Data Analysis - Pooled OLS Regression Model, Balanced Panel vs Unbalanced Panels, Fixed Effect and Random Effect, Model Selection, Fixed Effects Least Squares Dummy Variable (LSDV) Model.	8 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Gujarati, D.; Basic Econometrics; Mc Graw-Hill; 2020 or Latest Edition. 2. A.H. Studenmund; A Practical Guide to Using Econometrics; Peason, Education Ltd.; 2017 or Latest Edition. 3. PeijieWang; Financial Econometrics; Routledge; 2008 or Latest Edition. 4. Brooks, Chris; Introductory econometrics for finance; Cambridge University Press; 2019 or Latest Edition. 5. Oliver Linton; Financial Econometrics: Models and Methods; Cambridge University Press; 2019 or Latest Edition. 	
Course Outcomes:	At the end of the course, participants will be able to: <ol style="list-style-type: none"> 1. Use Econometric methods for analysing business data. 2. Conduct empirical research in an academic or business setting. 	

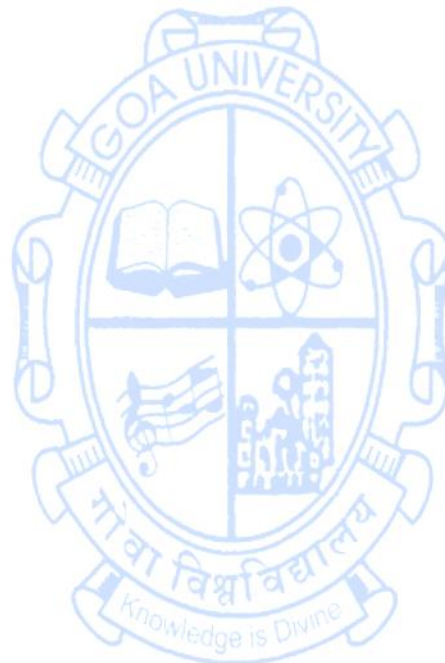
[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGA-628
Title of the course : Human Resources Analytics
Number of credits : 2
Effective from AY : 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with tools and frameworks available for Human Resources Analytics	
Content:	Unit I: Role of Analytics HR Analytics: value creation, Diagnosing HR Challenges, Typical problems, Foundations of Data Science – Role of Artificial Intelligence (AI) and its various component ts such as Statistical Learning (SL), Machine Learning (ML) and Deep Learning Algorithms in Organisational Value Creation, Linking HR Data to Operational Performance.	6 hours
	Unit II: HRA Frameworks Current Approaches to Measuring HR, Strategic HR Metrics versus Benchmarking, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: LAMP Framework, HCM: 21 Framework and Talentship Framework, Component ts	9 hours
	Unit III: Predictive and Prescriptive Analytics Procedure, Determining Key Performance Indicators, Analysing and Report Data, Interpreting the Results and Predicting the Future, Metrics and Regression Analysis and Causation, Insights into Data Driven HRA: Sources, Issues, Building Support and Interest, Obtaining, Cleaning and Supplementing data, HR Metrics, HR Dashboards, Statistical Softwares, Data Visualisation Tools, Story Telling framework, Using Operations Research Tools in Talent Management, Prescriptive Analytics Techniques: Linear Programming, Data Envelopment Analysis	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	1. Jac Fitz- enz; John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest edition 2. Gene Pease Boyce Byerly; Jac Fitz-enz; Human Capital Analytics,Wiley; 2013 or Latest edition 3. Brian E. Becker; Mark A. Huselid; Mark A Huselid; David Ulrich; The HR Scorecard: Linking People, Strategy, and Performance; HBR Press; 2001 or Latest edition 4. Tracey Smith; HR Analytics: The What, Why and How; Numerical Insights LLC; 2017 or Latest edition 5. Dipak Kumar Bhattacharya; HR Analytics – Understanding theories and	

	Applications, Sage, 2017 or Latest edition
Course Outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Use Tools and Frameworks available for HRA 2. Evaluate Various HRA frameworks 3. Design a system for using predictive/ prescriptive analytics

[\(Back to top\)](#)



- **MARKETING**
- **FINANCE**
- **HUMAN RESOURCE**

Semester IV

Name of the Programme : MBA

Course Code : MGA-629

Title of the Course : Entrepreneurship

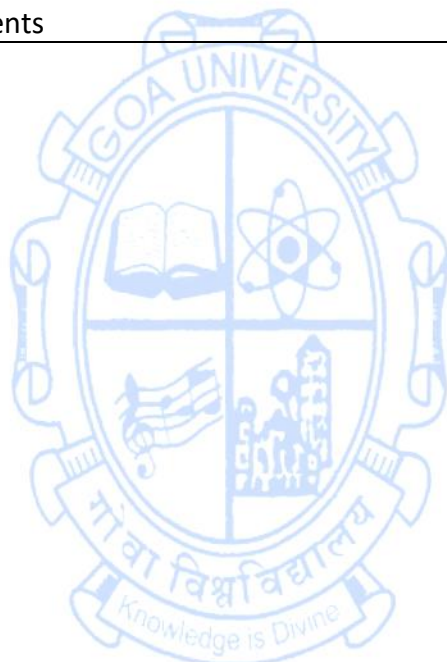
Number of Credits : 2 Credits

Effective from AY : 2024-25

Prerequisites for the course:	Nil	
Objective	Introduce the concepts of entrepreneurship and the essentials of starting new ventures.	
Contents	Unit I Basics of Entrepreneurship Concept, knowledge and skills requirement, characteristic of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, Different forms of businesses	5 hours
	Unit II Starting the venture Opportunity Recognition and Analysis, Gathering the Resources, generating business ideas, creative problem solving, competitor and industry analysis; feasibility study: market feasibility, technical/operational feasibility, financial feasibility, Business plan: preparing project report, presenting to investors	10 hours
	Unit III Functional plans Marketing plan: marketing research, preparing marketing plan, contingency planning, organizational plan: form of ownership, designing organization structure, job design, manpower planning, Financial plan: cash budget, working capital, income statements, Cash flows, Balance sheet, break even analysis, Human Resource Plan: Recruitment, Selection, Staffing, Training and Development; Compensation, Performance Management, Operational Plans: Managing materials, use of Technology	10 hours
	Unit IV Sources of finance & Legal Issues Debt or equity financing, Commercial banks, Venture capital, development financial institutions, legal issues: intellectual property rights: patents, trademarks, copy rights, trade secrets, licensing, franchising, Developing Entrepreneurial Marketing: Competencies, Networks, Rural Entrepreneurship, Social Entrepreneurship, Intrapreneurship	5 hours

Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project
References/Readings.	<ol style="list-style-type: none"> 1. Entrepreneurship by RD Hisrich, MP Peters and DA Shepherd, Tata McGraw Hill Publishing, Latest edition 2. Entrepreneurial Management by S.Bhargava, Response Books, Sage Publishing, Latest edition 3. Business Plans for Dummies by P Tiffany & SD Peterson, Wiley India, Latest edition 4. Guide to Business Planning by G Friend & S Zehle, The Economist publication, latest edition
Course Outcomes	An ability to create new ventures and understand their managerial requirements

[\(Back to top\)](#)

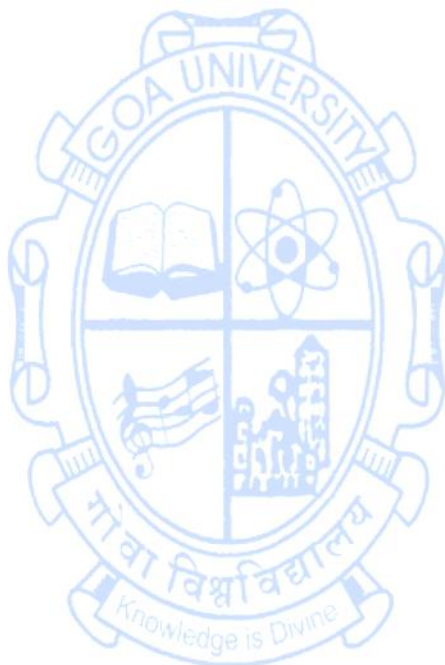


OPERATIONS**SEMESTER III****Name of the Programme : MBA****Course Code : MGO-600****Title of the course : Logistics and Supply Chain Management****Number of credits : 2****Effective from AY : 2024-25**

Prerequisites for the course:	NIL	
Objectives:	To analyse the logistics and supply chain Management concepts in a business	
Content:	Unit I – Logistics Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains	10 hours
	Unit II – Supply Chain Network Distribution Network Design – Role in supply chain, influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design	10 hours
	Unit III – Supply Chain Innovations Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Sunil Chopra, Peter Meindl and DharamVir Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Latest Edition. 2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, Latest Edition 3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Latest Edition. 4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, Latest Edition.	

	5. Pierre David, International Logistics, Biztantra, Latest Edition.
Course Outcomes:	<ol style="list-style-type: none"> 1. Analyse various logistics models and apply the logistics concepts in a given industry. 2. Apply the supply chain network design concepts for various businesses. 3. Analyse the supply chain innovations. 4. Apply the supply chain technological trends for a given industry.

[\(Back to top\)](#)

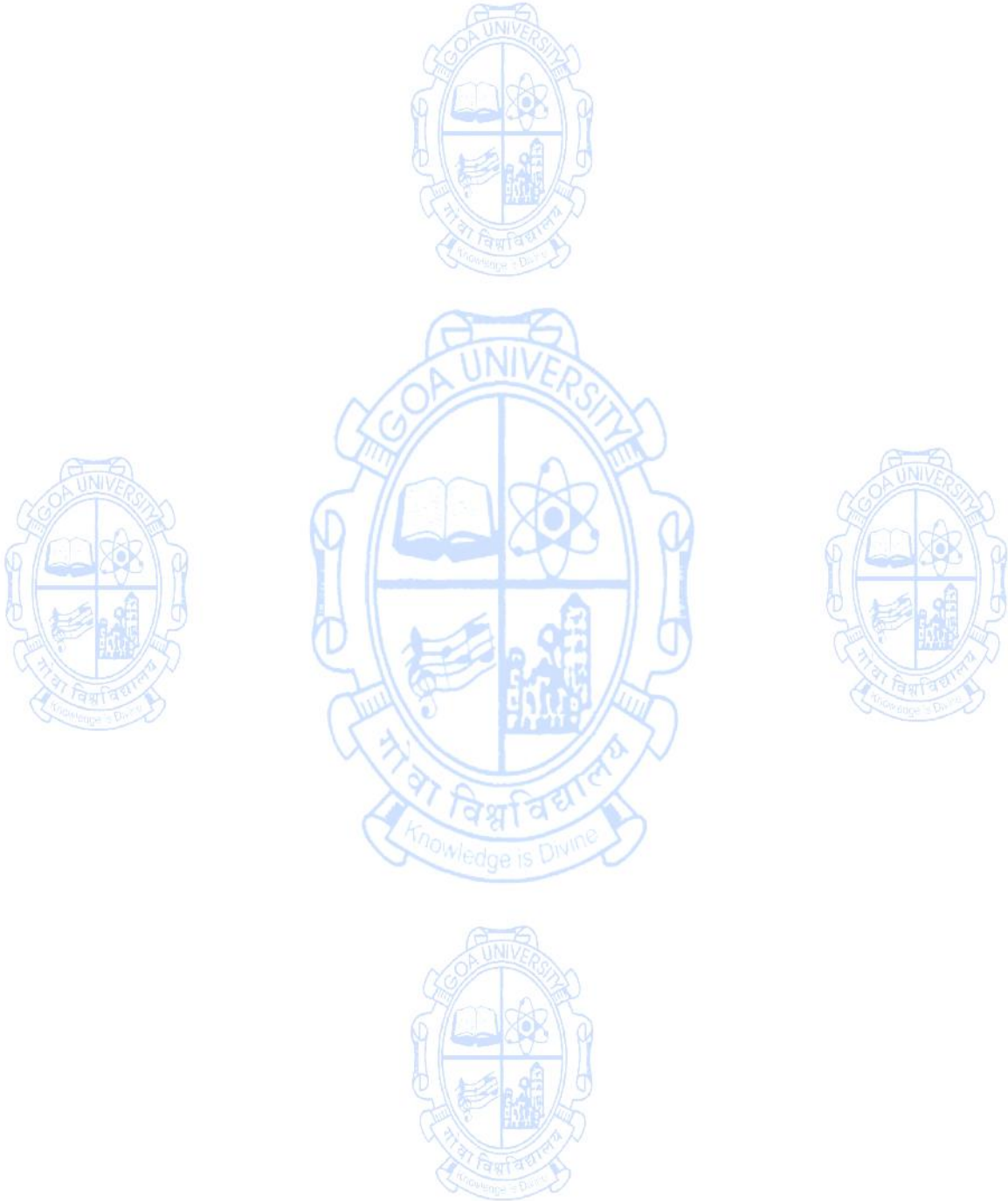


Name of the Programme : MBA
Course Code : MGO-601
Title of the course : Lean Manufacturing
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To apply the Lean manufacturing principles for any given industry.	
Content:	Unit I – Introduction & Elimination of Waste History of lean and Toyota Production System, Production Management and JIT Production System, Introduction to the JIT Production System, Relationship with Profit, Approach to Production as a whole. The Total Elimination of Waste, Types of Wastes, Discovering and Removing Waste.	10 hours
	Unit II – Lean Tools and Change Over 5S Approach, Red Tags & Signboards, Visual Controls, Orderliness; Flow Production, Inventory, Flow Production within and between Factories; Multi-process Operations, difference between Horizontal and Vertical Multi-process Operations, Precautions and Procedures for Multi-Process Operations Changeover Improvement, Procedure and Seven Rules for Improving Changeover; Quality Assurance, Plan for Achieving Zero Defects, The Poke-Yoke System, how to use Poke-Yoke and Zero Defects Check Lists	10 hours
	Unit III – Standard Operations Establishing Standard Operations, Combination Charts and Standard Operations Charts, Standard Operations and Operations Improvements; Jidoka: Steps towards Jidoka, Difference between Automation and Jidoka, separating workers, Ways to Prevent Defects, Extension of Jidoka to the Assembly Line, Maintenance and Safety, CCO: Three Lessons in Maintenance, Preventing Breakdowns, Strategies for Zero Injuries, and Zero Accidents.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Steve Borris, Strategic Lean Mapping, McGraw Hill. Latest Edition 2. Yasuhiro Monden, "Toyota Production System: An Integrated Approach to Just-in-Time", Latest Edition, CRC Press. 3. Pascal Dennis, "Lean Production Simplified: A plain Language Guide to the World's Most Powerful Production System", Latest Edition, Productivity Press. 4. Wilson, How to Implement Lean Manufacturing, McGraw-Hill Professional. Latest Edition	
Course Outcomes:	1. Identify and eliminate various lean wastes and establish process flow. 2. Apply the lean manufacturing tools for improving the business	

	<p>operations.</p> <ol style="list-style-type: none">3. Apply the changeover and poka yoke techniques in improving the business processes.4. Apply the standard operations charts and jidoka principles for improving the business operations.
--	---

[\(Back to top\)](#)

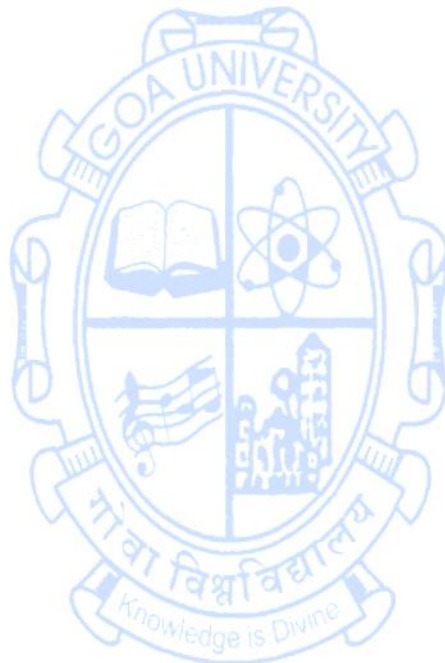


Name of the Programme : MBA
Course Code : MGO-602
Title of the course : Total Quality Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To apply the various principles and practices of quality management for business processes.	
Content:	Unit I – Statistical Process Control Statistical Process Control (SPC) – Meaning, Significance. construction of control charts for variables and attributes. Process capability – meaning, significance and measurement. Six sigma-concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Total quality management (TQM) technology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.	10 hours
	Unit II – Quality Tools and Techniques Quality Tools - The seven traditional tools of quality, New management tools. Six-sigma, Benchmarking, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) – Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal to noise ratio.	10 hours
	Unit III – Quality Management Systems Introduction Quality management systems – IS/ISO 9004:2000 – Quality System – Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM - culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Hemant Urdhwaresh, Rashmi Urdhwaresh, Total Quality Management (TQM), Latest Edition, Pearson Education. 2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, Latest Edition 3. Poornima M. Charantimath, Total Quality Management, Pearson Education, Latest Edition. 4. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, Latest Edition, Wiley India Pvt Limited.	

	5. Indian standard – quality management systems – Guidelines for performance improvement, Bureau of Indian standards, New Delhi. Latest Edition.
Course Outcomes:	<ol style="list-style-type: none"> 1. Ability to apply statistical process control to enhance quality. 2. Ability to apply quality tools to enhance organization's quality performance. 3. Ability to implement quality management systems in any given industry. 4. Ability to motivate and empower the employees with respect to implementation of quality management systems.

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGO-603
Title of the course : Advanced Operations Research
Number of credits : 2
Effective from : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To apply mathematical tools for managerial decision making and optimizing resources.	
Content:	Unit I – Linear Programming Models Linear Programming Models – Formulation, Solving using Graphical method, General linear planning formulation of the transportation problem - Northwest corner rule – Least cost method. Vogel's approximation method – degeneracy in transportation problem – optimal solution - modified distribution method, unbalanced transportation problems - Hungarian method of solving assignment problem - unbalanced assignment problems. Familiarity with the use of MS Excel solver.	12 hours
	Unit II – Project Scheduling PERT/CPM networks - project scheduling with uncertain activity times - the critical path calculation, Crashing of Projects. Familiarity with the use of MS Project.	10 hours
	Unit III – Job Sequencing and Inventory Management Sequencing: Sequencing of 'n' jobs and '2' machines - 'n' jobs and '3', M machines –Processing two jobs through M machines. Inventory Management - Deterministic models only.	8 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Wayne L. Winston and S. Christian Albright. Practical Management Science, Latest Edition, South-Western College Pub 2. Hamdy Taha, Operations Research, Prentice Hall India, Latest Edition. 3. Kanti Swarup, P.K. Gupta & Manmohan, Operations Research, Sultan Chand & Sons, Latest Edition 4. V.K.Kapoor, Operations research Techniques for Management, Sultan Chand & Son, Latest Edition.	
Course Outcomes:	1. Formulate the given business data in linear programming problem. 2. Able to solve transportation and assignment problems. 3. Apply Project Scheduling techniques in real time Projects. 4. Apply Job Scheduling and inventory management techniques in Manufacturing and service sectors.	

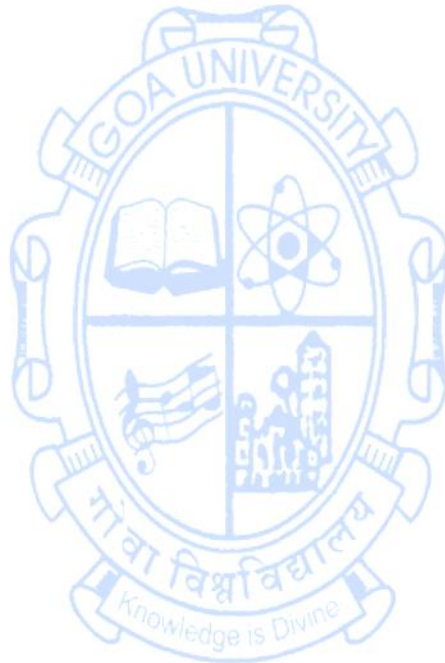
[\(Back to top\)](#)

Name of the Programme : MBA
Course Code : MGO-604
Title of the course : Materials Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To apply the materials management concepts for productivity improvement.	
Content:	Unit I – Materials Planning Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.	10 hours
	Unit II – Purchasing Management Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing.	10 hours
	Unit III – Warehouse Management Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, Latest Edition. 2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, Latest Edition. 3. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, Latest Edition. 4. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, Latest Edition. 5. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , Latest Edition	
Course Outcomes:	1. Apply the materials planning principles and perform coding of the materials. 2. Apply the purchasing and demand management techniques in a given industry.	

3. Apply the warehouse management techniques in a given industry.

[\(Back to top\)](#)



SEMESTER IV

Name of the Programme : MBA
Course Code : MGO-605
Title of the course : Project Management
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	Fundamental knowledge in the field of Operations research.	
Objectives:	To apply the principles and practices of managing projects.	
Content:	Unit I – Planning, Budgeting and Risk Management Project Management – Definition –Goal – Lifecycles. The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.	10 hours
	Unit II – Project Organisation & Conflict Management Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict –Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.	10 hours
	Unit III – Control and Completion Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Latest Edition, Pearson Education. 2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Latest Edition. 3. Gido and Clements, Successful Project Management, Thomson Learning, Latest Edition. 4. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, Wiley-India, Latest Edition. 5. Harvey Maylor, Project Management, Pearson Education, Latest Edition.	
Course Outcomes:	1. To plan and budget projects and analyse the risks in project management. 2. To develop organisation structures and apply the principles of resolving conflicts. 3. To apply the project control methods for proper execution of the project. 4. To analyse the performance of the project and prepare project reports.	

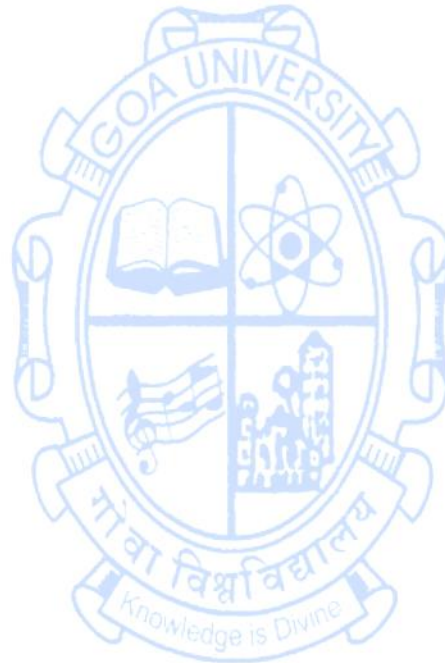
Name of the Programme : MBA
Course Code : MGO-606
Title of the course : Supply Chain Analytics
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	Fundamental knowledge in the field of supply chain management.	
Objectives:	To make the students analyse the supply chain models related to customer, supply, warehouse management and design supply chain network.	
Content:	Unit I – Customer Management Introduction to supply chain analytics and SMART goals. Customer centric supply chain – Benefits, Building customer centric supply chain, Cohort Analysis, RFM Analysis. Introduction to Clustering Algorithms – K-Means Algorithm, DBSCAN, Gaussian Mixture Model.	10 hours
	Unit II – Supply and Warehouse Management Supply Management - Supplier Selection, Evaluation, Capability assessment and Risk management. Introduction to regression algorithms – Linear regression, Decision trees, Cross-validation and Model fine tuning. Warehouse Management – Benefits, Performance Measurement. Warehouse Optimization with PuLP. Introduction to classification algorithms - Logistic Regression, Confusion matrix, Dealing with Imbalanced dataset, Random Forest Classifier.	10 hours
	Unit III – Supply Chain Network Design Locating Facilities – Centre of Gravity Model, Distance-based approach. Alternative Service Levels and Sensitivity Analysis, Adding Capacity to Models. Adding Cost to Two Echelon Supply Chains, Facility Fixed and Variable Costs. Three Echelon and Multiple Echelon Supply Chain Modeling.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Supply Chain Analytics: Concepts, Techniques and Applications, Kurt Y. Liu, Palgrave Macmillan Cham, Latest Editon. 2. Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, Latest Edition. 3. Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, Latest Edition. 4. Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, Latest Edition.	
Course	1. Create customer centric supply chain model and perform cohort, RFM	

Outcomes:

- 1. Analysis on the datasets.
- 2. Apply clustering algorithms for customer segmentation.
- 3. Evaluate and assess the suppliers and use regression algorithms to model the relation between the suppliers and associated factors.
- 4. Apply the warehouse management concepts and classify the suppliers through classification algorithms.
- 5. Design supply chain networks and calculate cost for two, three and multiple echelon supply chain models.

[\(Back to top\)](#)



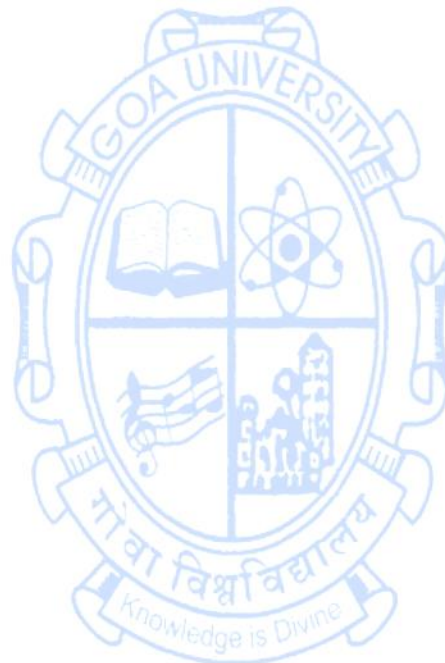
BUSINESS ANALYTICS**SEMESTER III**

Name of the Programme : MBA
Course Code : MGB-600
Title of the course : Essentials of Business Analytics
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To Apply and utilize the statistical methods to extract insights from complex datasets.	
Content:	Unit 1 Introduction & Descriptive Analytics Descriptive Analytics: Visualizing and Exploring Data- Histogram, Bar chart, scatter plot, Coxcomb Chart, tree map. Descriptive Statistical Measures-Measure of Central tendency, Measure of Variation, Skewness & Kurtosis, Probability Theory-Addition theorem, conditional probability, Total probability theory, Bayes theorem, Random Variable, Moments, Probability Distribution-Binomial, Poisson, Normal, Exponential distributions.	10 hours
	Unit 2 Testing Hypothesis Statistics: Sampling Techniques, Confidence Intervals, Testing Hypothesis: Types of Errors, Significance level & rejection region, p-value, Parametric Test: Z-test for single proposition, double proposition, single mean, difference of mean, student's t-test – for single mean, difference of mean, paired t-test, Fishers F-test for variance,	10 hours
	Unit 3 Predictive Analysis Chi-square test for Goodness of fit, test for independence, ANOVA (one-way Classification and two-way classification), Sign test, Mann Whitney U-Test, Kruskal Wallis H-Test. Predictive Analytics: Regression Analysis- Finding the Best-Fitting Regression Line, Validation of the Simple Linear Regression Model, Forecasting Techniques- Moving Average, Exponential Smoothing Models.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Business Analytics: Data Analysis & Decision Making, Latest Edition S. Christian Albright and Wayne L. Winston, Cengage Learning. 2. Business Analytics: Methods, Models, and Decisions by James R. Evans, Pearson Education, Inc., Latest Edition. 3. Database Basics with Microsoft Access: The Science of Data-Driven Decision Making by U Dinesh Kumar, Wiley India Pvt. Ltd. Latest Edition. 4. Business analytics - A management approach by Richard Vidgen, Sam 	

	<p>Kirshner and Felix Tan, Latest Edition.</p> <p>5. Business Analytics, 3e, Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis Sweeney, Thomas A. Williams, Cengage, Latest Edition.</p>
Course Outcomes:	<ol style="list-style-type: none"> 1. Apply probability models for the Business Solution. 2. Evaluate Business problems using Statistical models and tool 3. Evaluation of business problem parameters Using predictive analysis, 4. Achieve Business solutions using optimization techniques and decision analysis.

[\(Back to top\)](#)

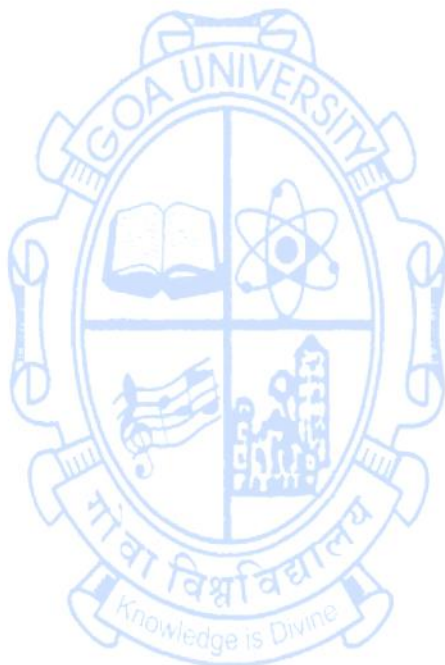


Name of the Programme : MBA
Course Code : MGB-601
Title of the course : Data Analytics with Python
Number of credits : 2
Effective from AY : 2024-25

Prerequisites For the course:	NIL	
Objectives:	To make the students analyse the business data using Python programming language.	
Content:	Unit I Introduction: Features of Python, Execution of Python program, Python Virtual machines, memory management. Data Types: Built-in data types, strings, sets, literals, user defined data types, constants, identifiers. Operators: Arithmetic, assignment, unary, relational, logical, Boolean. Input & output: Output & input statements, command line arguments. Control Statements: If, if-else, if-elif else, while, for, nested loops, break, continue, return statements.	10 hours
	Unit II Array in Python: Advantages of arrays, creating, importing, indexing & slicing, processing of array, types of array, working with single & multi-dimensional arrays using numpy, creating array using array, arrange, zeros, and ones functions, mathematical operations on array, slicing & indexing in single & multidimensional arrays using numpy Arrays, Attributes of arrays (ndim, shape, size). List & Tuples: Creating Lists using range () function, updating concatenating, repetition of lists, Methods to process list, finding biggest & smallest element in a list, sorting the list elements, Tuples, creating, accessing Tuples, basic operations on Tuples, Nested Tuples, inserting, modifying & deleting elements of Tuples.	10 hours
	Unit III Files in Python: Types of files, opening & closing a file, working with text and binary files. Graphical Representation of Data: Selection of Graph, Basic Graphs- histogram, Bar Plot, boxplot, pie etc Libraries: Numpy, Pandas, Matplotlib, Data Wrangling, seaborn, plotline; Advanced Graphs, Exploratory visualization and Explanatory visualization, Exporting Graphs.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Core Python Programming, Dr.R.Nageswara Rao ,Latest edition Dreamtech press	

	<ol style="list-style-type: none"> 2. Fundamentals of Python First Programs, Kenneth. A. Lambert, Cengage, Latest Editon. 3. Python Programming: A Modern Approach, Vamsi Kurama, Pearson. 4. Wes Mc Kinney, “Python for Data Analysis”, O'Reilly Media, Latest Edition
Course Outcomes:	<ol style="list-style-type: none"> 1. Apply the basics of programming in the Python language. 2. Demonstrate coding tasks related to various concepts of data analytics. 3. Analyze the coding tasks related to the fundamental techniques to solve real world problems of business analytics. 4. Examine Python syntax and semantics and be fluent in the use of Python flow control, core data structures and data visualization libraries.

[\(Back to top\)](#)



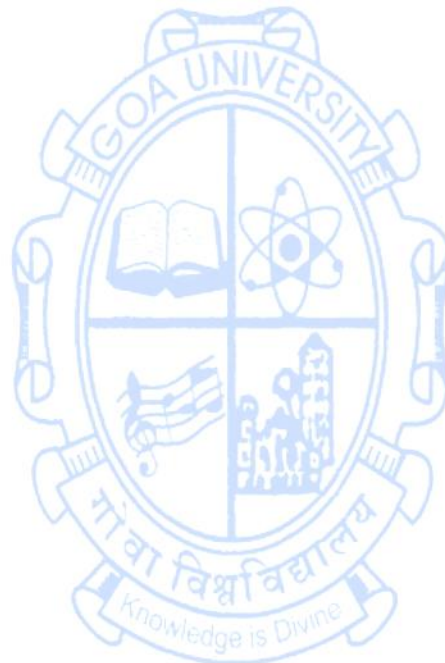
Name of the Programme : MBA
Course Code : MGB-602
Title of the course : Database Management System for Managers
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To make the create and manipulate the database for effective database management and warehousing of businesses.	
Content:	Unit I Introduction: Characteristic of Database approach, advantages of using the DBMS approach, Three schema architecture, Data Models Data Models: The importance of data models, Basic building blocks, Business rules, The evolution of data models, Degrees of data abstraction. Entity –Relationship Model: Entity –Relationship Model, Constraints, Entity-Relationship diagram, Reduction to relational schema, Extended-ER features.	10 hours
	Unit II The Relational Model: Relational model concepts, Constraints and relational Database schema Relational Database Design: Informal design guidelines for relational schemas, Functional dependencies, Normal forms: 1NF, 2NF, 3NF, BCNF. Introduction to Transaction Processing: Transaction and system concepts, desirable properties of transaction. Concurrency control techniques: lock-based protocols.	10 hours
	Unit III Basic SQL: SQL Data Definition and Data Types, Specifying Constraints in SQL, Basic Retrieval Queries in SQL, INSERT, DELETE and UPDATE statement in SQL. More SQL: Complex Queries, Nested Queries, Aggregate Operators, Views. No SQL: Introduction to NoSQL, Types of NoSQL and advantages of NoSQL.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Fundamental of Database systems, Ramez Elmasri, Shamkant B. Navathe, Latest Edition, Pearson. 2. Database System Concepts Abraham Silberschatz, Henry F. Korth, S. Sudarshan, Latest Edition, MC Graw Hill. 3. Rob, Coronel, "Database Systems", Cengage Learning, Latest Edition.	
Course Outcomes:	1. Illustrate the basic concepts and applications of database systems. 2. Apply data manipulation language commands to query, update, and	

manage database.

3. Design and build a simple database system and demonstrate competence with the fundamental tasks involved in modeling, designing, and implementing a DBMS.
4. Illustrate understanding of basic issues of transaction processing

[\(Back to top\)](#)

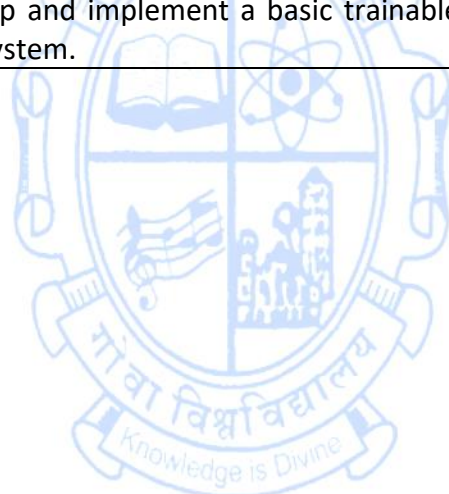
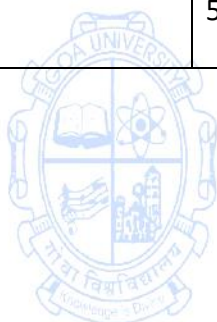


Name of the Programme : MBA
Course Code : MGB-603
Title of the course : Data Mining
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To develop predictive analytical skills and select suitable models for intelligent business decision making.	
Content:	Unit 1 Introduction to Data Mining: Data Mining Architecture and Processes - Data Mining Tasks - Different Types of Dataset - Data Preprocessing - Data Cleaning - Data Integration - Data Transformation - Data Reduction - Discretization - Concept Hierarchy Generation. Measures of Similarity and Dissimilarity - Similarity and Dissimilarity between Simple Attributes - Issues in Proximity Calculation in selecting the Right Proximity Measures Business Intelligence (BI) – Overview of Business Intelligence, Analytics, and Data Science	12 hours
	Unit 2 Classification - Decision Tree Induction - ID3 Algorithm - Bayesian Classification - Naïve Bayes Classifier – Clustering - Partitioning Method - K-Means- Hierarchical Method - Agglomerative Clustering - Outlier Analysis - Importance and applications of Outlier Analysis - Distance Based Clustering Method - DB-SCAN Association Mining - Apriori Algorithm - Support Count - The Apriori Principle - Frequent Itemset Generation - Candidate Generation and Pruning - Rule Generation - Confidence-Based Pruning - Maximal Frequent Itemsets - Closed Frequent Itemsets FP- Growth Algorithm - Construction of a FP Tree - Frequent Itemset Generation - Rule Generation.	10 hours
	Unit 3 Data Wrangling – Definition - Data Wrangling Process - Data Wrangling with R - Data Visualization - Necessity of data visualization - Different Techniques for visualizing different types of datasets Time Series Forecasting - Definition - How does it help in predictive analytics?	8 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education, Latest Edition 2. Data Mining - Concepts and Techniques by Jiawei Han and Micheline	

	<p>Kamber, Elsevier, Latest Edition</p> <ol style="list-style-type: none"> 3. Turban, Efraim., Sharda, Ramesh., Delen, Dursun., King, David. Business Intelligence: A Managerial Approach. United Kingdom: Prentice Hall, Latest Edition. 4. Boehmke, Ph.D., Bradley C., Data Wrangling with R. Germany: Springer International Publishing, Latest Edition. 5. Lipp, Brian., Roychowdhury, Shubhadeep., Sarkar, Tirthajyoti. The Data Wrangling Workshop: Create Your Own Actionable Insights Using Data from Multiple Raw Sources. United Kingdom: Packt Publishing, Limited, Latest Edition. 6. Larose, Daniel T.. Data Mining and Predictive Analytics. Germany: Wiley, Latest Edition.
<p>Course Outcomes:</p>	<ol style="list-style-type: none"> 1. Apply various data mining techniques into various areas of different domains. 2. Analyse the data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants, etc. 3. Apply various prediction techniques. 4. Apply supervised and unsupervised learning technique for business related data. 5. Develop and implement a basic trainable neural network (or) a fuzzy logic system.

[\(Back to top\)](#)

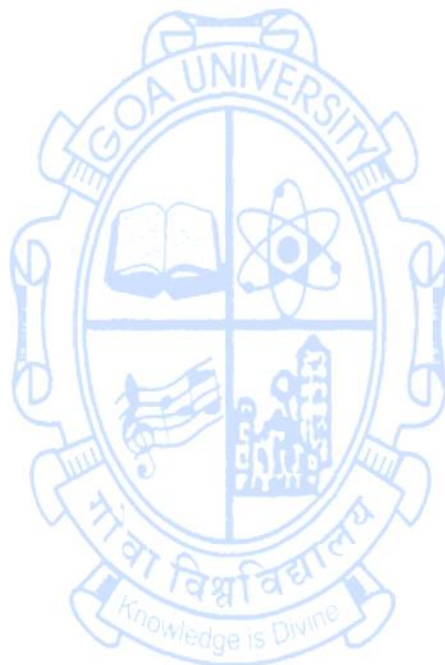


Name of the Programme : MBA
Course Code : MGB-604
Title of the course : Business Intelligence and Data Visualization
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	NIL	
Objectives:	To apply foundational knowledge of Business Intelligence principles and utilize Business Analytics tools and techniques for data visualization.	
Content:	Unit I Introduction to Business Intelligence (BI) - Definition, History and Evolution, Styles of BI, Benefits of BI, Real-time BI, BI Value chain, Architecture of BI. Business Performance Measurement (BPM) - Definition, BPM v/s BI, Summary of BPM Process, Performance measurement, BPM methodologies, BPM architecture and applications, Performance dash boards. Introduction to Data Warehousing - Difference between Operational database Systems and Data Warehouses, Steps for the design and construction of data warehouse.	10 hours
	Unit II OLAP Operations - Roll up, drill down, slice dice, pivot. Multidimensional data Model, and Schemas for Multidimensional data model. Business Analytics and Data Visualization: Business Analytics-Definitions, Tools and techniques of BA, Advanced business analytics Business Analytics and Web usage, Benefits and success factors of Business Analytics. Data Visualization: Definition, New direction in Data Visualization, GIS, GIS v/s GPS.	10 hours
	Unit III Business Intelligence implementation and emerging trends Implementing Business Intelligence-Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration -Types, Need, and Levels of Business Intelligence integration. Emerging trends in Business Intelligence implementation, Social networks and Business Intelligence, Collaborative decision making, Reality mining.	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. Business Intelligence-A Managerial Approach, Turban, Sharada, Delen, King- Pearson -Latest Edition.	

	<ol style="list-style-type: none"> 2. Decision Support and Business Intelligence Systems -Turban, Aaronson, Liang, Sharada- Pearson, and latest Edition. 3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education- Indian Edition. Latest Edition 4. Ramesh Sharda, Turban E, Business Intelligence and analytics, Latest Edition, Pearson Books 5. Anoop V K Kumar, “Business Intelligence demystified” Latest Edition, BPB publications 6. Jarke M, Fundamentals of Data Warehousing, Latest Edition, Springer India publication
Course Outcomes:	<ol style="list-style-type: none"> 1. Apply BI concepts to solve business problems 2. Analyze and assess performance measurement strategies 3. Utilize BA tools for data-driven decision-making 4. Implement BI solutions effectively

[\(Back to top\)](#)



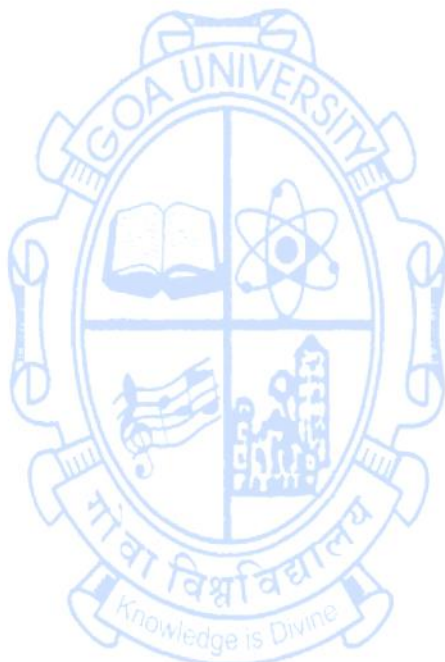
SEMESTER IV

Name of the Programme : MBA
Course Code : MGB-605
Title of the course : Artificial Intelligence and Machine Learning
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	Fundamental knowledge in Data structures and Mathematics.	
Objectives:	To make the students apply the concepts of Artificial intelligence and machine learning for making business decisions.	
Content:	<p>Unit 1: Introduction and Knowledge representation Introduction to Artificial Intelligence and A.I. Techniques. Problems, Problem Spaces & Search. Defining the Problem as state space search. Production Systems, Problem characteristics, Production System Characteristics, Design issues in Searching. Uninformed Search Techniques: BFS, DFS. Knowledge Representation: Representation & Mapping, Approaches to knowledgeRepresentation, Predicate Logic, Representing simple facts & logic. Representinginstance & ISA relationship, Computable functions & predicates. Unification. Resolution.</p>	10 hours
	<p>Unit 2: What Is Machine Learning? Examples of ML Applications. Rule-Based Classification. Metrics for Evaluating Classifier Performance, Holdout Method and Random Subsampling, Cross-Validation, Bootstrap, ROC Curves, Techniques to Improve Classification Accuracy. Support Vector Machines, Classification Using Frequent Patterns, Lazy Learners, Other classification Methods: Genetic Algorithms, Rough set and Fuzzy set Approach, Additional Topics Regarding Classification.</p>	10 hours
	<p>Unit 3: Regression: Linear (simple & multiple), Logistic Regression. Cluster Analysis: Partitioning Methods, Hierarchical Methods, Probabilistic Model-Based Clusters(Fuzzy Clusters). Outlier Detection: Outliers and Outlier Analysis, Outlier Detection Methods.</p>	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Elaine Rich and Kevin Knight; Artificial Intelligence; Latest Edition, TMH 2. Ethem Alpaydin, "Introduction to Machine Learning", MIT Press, Prentice Hall of India, Latest Edition. 3. Jiawei Han and Micheline Kambers and JianPei, "Data Mining Concepts and Techniques", Morgan Kaufman Publications, Latest Edition. 4. Stuart Russell and Peter Norvig; Artificial Intelligence, a Modern Approach, Latest Edition, Pearson Education. 	

	<ol style="list-style-type: none"> 5. Ela Kumar; Artificial Intelligence; I. K. International Publishing House, Latest Edition. 6. Machine Learning, Tom M. Mitchell, McGraw-Hill International Edition, Latest Edition.
Course Outcomes:	<ol style="list-style-type: none"> 1. Apply the concepts of A.I. problem solving. 2. Apply the Knowledge representation schemes. 3. Evaluate the classifier performance using appropriate metrics, and employing techniques to enhance classification accuracy 4. Apply machine learning algorithms and cluster analysis techniques to identify meaningful patterns in data, selecting suitable algorithms for different types of data.

[\(Back to top\)](#)



Name of the Programme : MBA
Course Code : MGB-606
Title of the course : Big Data Analytics
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	Fundamental knowledge in data science.	
Objectives:	To apply the big data analytics techniques for making business decisions.	
Content:	Unit I – Introduction to Big Data Analytics Traits of Big data -Challenges of Conventional Systems -Web Data Evolution of Analytic Scalability - Analytic Processes and Tools - Analysis vs. Reporting - Modern Data Analytic Tools	10 hours
	Unit II - Analytics flow and big data stack Analytics Flow for Big Data- Data Collection, Data Preparation, Analysis Types, Analysis Modes, Visualizations, Big Data Stack- Raw Data Sources, Data Access Connectors, Data Storage, Batch Analytics, Real-time Analytics, Interactive Querying, Serving Databases, Web & Visualization Frameworks	10 hours
	Unit III - Security in Big Data Security, compliance, auditing, and protection pragmatic steps to securing/ big data - classifying data- protecting big data analytics- big data and compliance-the Big Data Applications: Business Specification Examples of Big Data- Financial, Web, Healthcare, Internet of Things, Environment, Logistics & Transportation, Industry, Retail. intellectual property challenge	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, Latest Edition. 2. David Loshin, "Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, NoSQL, and Graph", Morgan Kaufmann/Elsevier Publishers, Latest Edition. 3. Frank J. Ohlhorst, "Big data analytics Training Big Data in to big money", Wiley publishing house, Latest Edition. 4. Bill Franks, "Taming the Big data Tidal Wave: Finding opportunities in huge data streams with advanced analytics", John Wiley & Sons Latest Edition. 5. Raj kamal, Preetisaxena, "Big Data analytics", Tata Mcgraw hill publishing house, Latest Edition. 	
Course Outcomes:	<ol style="list-style-type: none"> 1. Apply the big data analytics tools to make business decisions. 2. Analyse and visualise the big data and big data stack. 3. Apply the security related aspects in big data. 4. Implement big data analytics in a given industry for decision making. 	

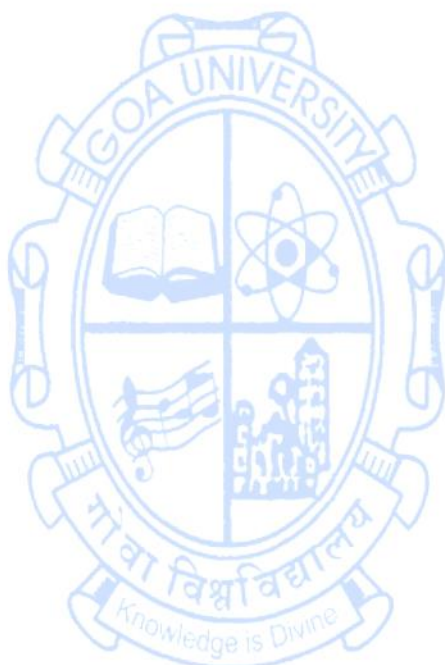
Name of the Programme : MBA

Course Code : MGB-607
Title of the course : Social Media Web Analytics
Number of credits : 2
Effective from AY : 2024-25

Prerequisites for the course:	Fundamental knowledge in social media apps.	
Objectives:	To apply the big data analytics techniques for making business decisions.	
Content:	Unit I – Introduction to Social Media Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Viralness - Social theory and social media	10 hours
	Unit II –Community building and Social Media Policies Keys to Community Building - Promoting Social Media pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies.	10 hours
	Unit III –Web Analytics and Search Analytics Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis. Search Analytics - Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	1. K. M. Shrivastava, social media in Business and Governance, Sterling Publishers Private Limited, Latest Edition. 2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, Latest Edition. 3. Bittu Kumar, Social Networking, V & S Publishers, Latest Edition. 4. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, Latest Edition. 5. Ric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, Latest Edition. 6. Takeshi Moriguchi, Web Analytics Consultant Official Textbook, Latest	

	Edition
Course Outcomes:	<ol style="list-style-type: none"> 1. To apply the social media fundamentals for the benefit of the organisation. 2. Apply community building concepts and social media policies for effective campaigning. 3. Apply the web analytics techniques for a social media campaign. 4. Understand the search analytics techniques of social media.

[\(Back to top\)](#)



GENERIC ELECTIVE COURSES

SEMESTER III

Name of the Programme : MBA
Course Code : MGA-636
Title of the Course : German Language A1 level
Number of Credits : 6
Effective from AY : 2022-23

Pre-requisites for the Course:	Nil	
Course Objectives:	This course develops communicative and critical thinking competencies in the areas of reading, listening, speaking, and writing at the elementary A1 level	
Content:	Unit I: Introduction to the German language and German way of life Communicating in German in basic life contexts: Personal Details, welcome, Spelling, Profile creation on Internet, Numbers 1 to 20, Professions – talking about your own profession and work, ordering and paying, Appointments/dates and time, Visiting Cards, Address Information, Phone number and email addresses, Cities, countries, languages – sightseeing in Europe.	15 hours
	Unit II: The German way of life: Company portrait – Film on Doppelmayr Information on industrial companies, location of factories, Response to reviews, Orientation in the city – transportation, Grammatical Structures: simple clauses – “w” questions, yes/no-questions, statements, negation, verbs: conjugation of verbs in the present tense and simple perfect tense; conjugation of auxiliary verbs 'to be' and 'to have'; past of verb 'to be' and 'to have'; separable verbs, nouns and articles (definite and indefinite), international vocabulary, office structures, furniture and colours.	15 hours
	Unit III: The German way of life: to talk about music and its various genres Musicians, Composers, Songs, Lyrics, Time, Daily routine, Factory Tour- Rules and regulations, Organizational chart, Introduction of company, interviews of employees, occupation and activities, Appointments, trade fair advertisements, exchange information about trade fairs,	10 hours
	Unit IV: The German way of life: to talk about the family Family relationships, Festivities, Culture, Dressing, Hobbies, Sightseeing, Vacations and holidays, Food and shopping for food; Clothing, Health, illness, parts of the body, fitness, going to the doctor, Grammar - compound nouns; plurals of nouns: imperative, cases (nominative, accusative, dative and genitive), personal pronouns, possessive articles (Nom.) – articles (Dat., Acc.), adjectives.	10 hours
	Unit V: The German way of life: to talk about Office Lunch to	15

	<p>plan a purchase Planning work lunches, booking a table, conducting and exchanging small talk- birthdays, weather, family and hobbies, menu, ordering dishes and drinks, paying in the restaurant, an invitation, an event. Grammar- simple sentence connectors, graduation with “zu” (it is too big a question), questions, prepositions of time, prepositions with dative and accusative, time adverbs,</p>	hours
	<p>Unit VI: Film on Liebherr Company Instructions, conversational situations, directions, follow maps, company flyers & their services in email, dictionary articles, timetable and email invitations. Grammar - the pronoun: one, numbers, building vocabulary systematically, compound words; Reading Comprehension in German; Writing simple sentences</p>	10 hours
	<p>Unit VII: The German way of life: Film on Schade Maschinenbau Company Planning, assigning activities, and celebrating a company anniversary, newspaper articles about company anniversaries, understanding job vacancies, expressing one’s opinion about jobs, understanding blogs about jobs, leading conversations, reporting on departments, tasks, weekly logs, interviewing, business conversations, and company development.</p>	15 hours
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ viva/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. By Ilse Sander, Andreea Farmache, Regine Grosser et al. DaFimUnternehmen A1 {course and workbook} Publisher:ErnstKlettSprachen GmbH, Stuttgart, Germany, Year: 2021 or Latest Edition 2. Online dictionary {dict.cc} 3. Additional texts, Audios, Videos 	
Course Outcomes:	At the end of the course, the participant will be able to: <ol style="list-style-type: none"> 1. Interact, ask and answer simple questions 2. Express themselves with a minimum level of correctness and pronunciation that can be understood by a German speaker 3. Write simple, isolated phrases, sentences, and messages, and fill forms. 4. Use German as a communicative language 	

[\(Back to top\)](#)

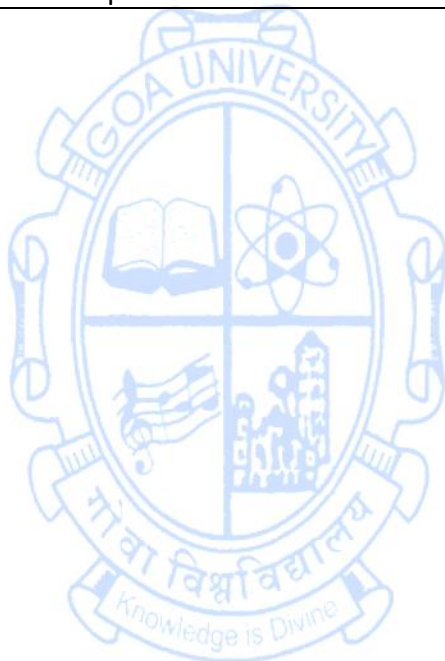
Name of the Programme : MBA
Course code : MGA-638
Title of the Course : Portuguese Language Level 1
Number of Credits : 6
Effective from AY : 2024-25

Prerequisites for the course:	Students must have completed two semesters of the Masters in Business Administration programme at Goa University without prior knowledge of Portuguese.	
Objectives:	<ol style="list-style-type: none"> To focus on developing the students' written and aural/oral communicative competence in Portuguese (including fluency, grammatical and lexical accuracy and range) To facilitate the student's ability to establish and maintain effective social and working relations with Portuguese speakers. 	
Content:	THEMES: 1. Identidade (Personal Identification) <ul style="list-style-type: none"> • Nome próprio; apelido; diminutivo • Lugar e data de nascimento / idade • Nacionalidade • Endereço 	15 hours
	2. Pessoas (People) <ul style="list-style-type: none"> • Caracterização física / partes do corpo (olhos, cabelos...) • Vestuário; calçado • Características da personalidade (simpático, alegre, tímido...) • Ações (realizadas com o corpo: levantar-se...) • Objetos pessoais 	15 hours
	3. Vida familiar e social (Relations with relatives and friends) <ul style="list-style-type: none"> • Relações familiares e sociais (pai... amigo) • Festas (celebrações) • Saúde e higiene • Refeições o Alimentos e bebidas o Objetos / utensílios o Espaços o Hábitos familiares (comidas típicas, horários...) 	15 hours
	4. Educação (School and Education) <ul style="list-style-type: none"> • Escola / espaços • Agentes educativos • Horários e matérias curriculares • Linguagem própria do funcionamento da aula • Mobiliário e material escolar 	15 hours
	5. Lazer (Leisure) <ul style="list-style-type: none"> • No quotidiano (brincar (como; com quem), ler, ver televisão, ir ao cinema, ouvir música ... desportos, jogos...) • Nas férias (praia, campo, viagem ...) 	15 hours
	6. Informação e diversão <ul style="list-style-type: none"> • Meios de comunicação social 	15 hours

	<ul style="list-style-type: none"> • Tecnologia (internet...) <p>ORAL COMPREHENSION / ORAL PRODUCTION AND INTERACTION Reading, conversation skills and interaction. Interaction in a simple way. Questions in areas of immediate need or on very familiar topics. Sentences to describe where I live and people I know. Familiar words and basic phrases concerning myself, my family and immediate concrete surroundings.</p> <p>READING COMPREHENSION Familiar names, words, and straightforward sentences, for example, on notices, posters, or catalogues. Short, simple messages on postcards.</p> <p>WRITING SKILLS Personal details in written form; simple postcard. Numbers and dates, name, nationality, address, age, date of birth; filling out a hotel registration form or other forms. Copy out single words or short texts presented in standard printed form.</p> <p>GRAMMAR AND VOCABULARY</p> <ul style="list-style-type: none"> - Basic vocabulary repertoire of isolated words and phrases related to concrete situations. - Pronunciation: alphabet; explanation of Portuguese pronunciation going into all the nuances and varying sounds involved (vowels, consonants and nasal sounds); - Introduction to the basic rules of sentences structure; - Articles; Nouns: Gender and plural endings of nouns; - Pronouns: Personal pronouns / Subject pronouns; - Adjectives: Agreement of adjectives with Nouns / Plural of Adjectives; - Negative and Interrogative forms; - Verbs: Paradigm of three regular conjugations / Irregular Verbs; Present Tense and Past Definite; Imperative. - Introduction to the use of Prepositions - Vocabulary: acquisition of day-to-day practical vocabulary concerning social life, transportation and nature. 	
<p>Pedagogy:</p>	<ol style="list-style-type: none"> 1. Lectures, seminars, presentations. 2. Communicative approach and teaching-learning process based on classroom tasks. 	
<p>References/ Readings</p>	<ol style="list-style-type: none"> 1. Português XXI Nível 1(Livro do Aluno e CD), by Ana Tavares, edited by LIDEL, Lisboa-Portugal; published by Goyal Publishers & Distributors Pvt. Ltd., India 2. Português XXI Nível 1 - Caderno de Exercícios (Livro segundo o novo Acordo Ortográfico) by Ana Tavares, edited by LIDEL, Lisboa-Portugal; published by Goyal Publishers & Distributors Pvt. Ltd., India 	

Other sources	3. www.youtube.com
Course Outcomes	<p>At the end of this course, students will be able to:</p> <ul style="list-style-type: none"> • understand the basic lexical and grammatical structures and their uses in written and oral communication. • read for information using material of appropriate complexity and length. • listen for information developing study skills: using audio and video aids. • understand and use familiar everyday expressions and basic phrases aimed at the satisfaction of needs of a concrete type. • introduce him/herself and others and can ask and answer questions about personal details such as where they live, people they know and things they have. • interact provided the other person talks slowly and clearly and is prepared to help.

[\(Back to top\)](#)



Guidelines for Industry Internship

Code: MGA-652

1. Total credits = 16 credits (Internship report- 14 credits & Seminar Presentation - 2 credits).
2. Number of hours: 30 hours per week is equivalent to 1 credit of internship. 16 weeks = 480 hours
3. Every student must complete the internship for 16 weeks (4 months) in the area of specialization undergone during semester III.
4. The students must report to their respective mentors once every week. The details of the progress of the research project undertaken shall be discussed during this meeting. The meeting can be offline/online depending on the decision of the mentor.
5. The final internship is graded out of 400 marks (350 marks for a report and 50 marks for a seminar presentation).
6. The student shall submit two reports using the submission link. The Internship Report -I and the Final Internship Report. Internship Report I shall carry 150 marks each and Final Internship Report shall carry 200 marks. The links to submit the reports will be provided prior to the submission dates on Google Classroom.
7. The research area and topic must be in the area of your specialization. The research gaps should be based on the practical/managerial problems identified while working at the organization.
8. Internship Report -I shall contain the following:
 - Profile of the company: Birds Eye View, Products/ Services, Sections within the organizations.
 - Introduction to the research topic
 - Literature review on the research topic
 - Research gaps and Research questions based on Literature Review and practical/managerial problems
 - Research objectives
 - Research methodology
9. The Final Internship Report shall contain the following:
 - Title page as per the format provided by Goa University.
 - Declaration
 - Acknowledgement
 - Offer Letter from Company
 - Internship (Completion) certificate (must include a certificate of completion issued by the company with their permission to make the presentation of the report either in public or on camera)
 - Plagiarism certificate (provided by Goa Business School office after checking for Plagiarism)
 - Table of contents with page numbers
 - Executive summary / Abstract
 - Profile of the company: Company Overview, Industry (to which sector the company belongs), Company Analysis, Products/ Services, and Sections within the organizations.
 - Introduction of Topic of Research, Literature review, Research gaps, Research questions, Research objectives, and Research Methodology (from Internship Report -I)
 - Data Analysis and Results
 - Research findings and Discussion

- Conclusion
- Managerial Implications
- Task Handled
- Learnings
- Challenges
- Appendix I: Samples of the work done
- Appendix II: Photos while you are at work

10. Both Internship Report -I and Final Internship Report are to be submitted in PDF format.

[\(Back to top\)](#)

