PROGRAMME STRUCTURE WITH CREDIT DISTRIBUTION
For MBA (NEP 2024-25)

YEAR 1
BBA SEMESTER -VII/ MBA SEMESTER I

Course Code		Course Name	Maximum Credit (20)
F010701T	Core	Development of Management Thought	04
F010702T	Core	Company Law	04
F010703T	Core	Research Methodology	04
F010704T	Discipline-centric Elective (Select any one)	Customer Relationship Management	04
F010705T		Behavioural Finance	
F010706T	Discipline-centric Elective (Select any one)	International Marketing	04
F010707T		Personal Finance	

YEAR 1
BBA SEMESTER -VIII

Course Code		Course Name	Maximum Credit (20)
F010801T	Core	Business Plan Development	04
F010802T	Core	Strategic Management	04
F010803R	Research Project	Research Project	12

*After completing Year 4, the student will be awarded Hons with a **Research Degree in Management.***

YEAR 1
MBA SEMESTER II
For two Year MBA Programme -Lateral Entry

Course Code		Course Name	Maximum Credit (20)
F010801T	Core	Business Plan Development	04
F010802T	Core	Strategic Management	04
F010803T	Discipline-centric Elective (Select any one)	Industrial Relations	04
F010804T		Financial Derivatives	
F010805T	Discipline-centric Elective (Select any one)	Organization Development	04
F010806T		Security Analysis & Portfolio Management	
F010807T	Ability Enhancement Course (Select any one)	Excel for Business Analytics	04
F010808T		Stress Management	

YEAR 2

MBA SEMESTER III/ MBA SEMESTER I (For one Year MBA Programme- Lateral Entry)

Course Code		Course Name	Maximum Credit (20)
F010901T	Core	Total Quality Management	04
F010902T	Core	Agri-Business & Rural Marketing	04
F010903T	Discipline-centric Elective (Select any one)	Social Media Marketing	04
F010904T		Performance Management	
F010905T	Discipline-centric Elective (Select any one)	Marketing Analytics	04
F010906T		International HRM	
F010907T	Ability Enhancement Course (Select any one)	Basics of Digital Communication Tools	04
F010908T		Introduction to Artificial Intelligence in Management	

YEAR 2

MBA SEMESTER IV/ MBA SEMESTER II (For one Year MBA Programme- Lateral Entry)

Course Code		Course Name	Maximum Credit (20)
F011001R	MRP	Master Dissertation	20

*After successful completion of Year 5, the student will be awarded **Master Degree in Management***

BBA SEMESTER- VII/ MBA SEMESTER I		
Programme/Class: Degree	**Year:** First	**Semester:** First
Course Code: F010701T	**Course Title:** Development of Management Thought	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Trace the evolution of management thought and key contributors.

CO2: Explain classical and contemporary management theories.

CO3: Analyze the impact of various management thinkers on modern management practices.

CO4: Apply management theories to real-world business problems.

CO5: Evaluate the relevance of historical management concepts in current organizational settings.

CO6: Develop a critical understanding of management thought evolution and its application.

Unit	Topics
I	Introduction to management thought, Early management practices and classical approaches, Contributions of pioneers such as Frederick Taylor, Henri Fayol, and Max Weber, Overview of administrative management and scientific management
II	Scientific Management Theory: Principles and Practices, Administrative Management Theory: Fayol's Principles, Bureaucratic Management Theory: Weber's Principles, Critical analysis of classical management theories and their limitations
III	Human Relations Movement: Contributions of Elton Mayo and others, Systems Theory: Overview and application, Contingency Theory: Principles and implications, Total Quality Management (TQM) and its evolution, Modern leadership theories and their impact on management practices
IV	Case studies illustrating the application of management theories, Analysis of successful and unsuccessful management strategies, Current trends in management thought and future directions, Integration of classical and modern theories in contemporary management

Suggested Readings:
1. Kumar, V. (2020). *Management Thought and Process*. Oxford University Press.
2. Chakraborty, S. K. (2019). *Management Philosophy and Thought*. Sage Publications.
3. Gupta, C. B. (2018). *Management Principles and Practice*. Sultan Chand & Sons.
4. Sengupta, K. (2021). *Theories of Management*. Himalaya Publishing House.
5. Khandelwal, S**.** (2020). *Evolution of Management Thought*. Vikas Publishing House.
6. Pillai, R. S. N., & Bagavathi, R. (2019). *Principles and Practice of Management*. S. Chand Publishing.
7. Bhatia, S. (2022). *Contemporary Management Thoughts and Practices*. Pearson Education India.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. Coursera - Introduction to Management
2. edX - Principles of Management
3. Khan Academy - Management
4. MIT Open Course Ware - Management Theory and Practice
5. Swayam - Principles of Management

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

Programme/Class: Degree		Year: First		Semester: First
Course Code: F010702T		Course Title: Company Law		Credits: 4

Course outcomes: Upon successful completion of the course, students will be able to:

- **CO1:** Understand the legal framework and regulations governing company operations.
- **CO2:** Identify and explain the types and classes of companies as per company law.
- **CO3:** Analyze the formation, management, and dissolution of companies.
- **CO4:** Apply the principles of company law to real-life scenarios and case studies.
- **CO5:** Evaluate the roles and responsibilities of company directors and auditors.
- **CO6:** Assess compliance with statutory requirements and legal obligations in company management.

Unit	Topics
I	**Introduction to Company Law:** Evolution and significance of company law, Definition and types of companies (Private, Public, and Non-Profit), Incorporation and registration process, Memorandum of Association and Articles of Association, Prospectus and its types.
II	**Management of Companies:** Board of Directors: Appointment, Powers, and Duties, Company Secretary: Role and Responsibilities, General Meetings: Types and Procedures, Resolutions and Voting.
III	**Financial Aspects:** Share Capital: Types, Issue, and Transfer of Shares, Debentures: Types and Issuance, Dividend Distribution, Financial Statements and Audits, Accounting Records and Registers.
IV	**Corporate Governance and Compliance:** Legal Framework for Corporate Governance, Duties and Liabilities of Directors, Compliance with the Companies Act, Company Law Board and Tribunal, Investigation and Enforcement, Winding Up and Liquidation.

Suggested Readings:
1. Sanghi, R. K. (2020). *Company Law*. Vikas Publishing House.
2. Khandelwal, S. K. (2021). *Corporate Law and Governance*. Oxford University Press.
3. Desai, H. N. (2019). *Company Law*. LexisNexis.
4. Chadha, K. (2022). *Business Laws for Management*. Himalaya Publishing House.
5. Kumar, V. (2018). *Corporate Laws and Governance*. Sage Publications.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. www.coursera.org - Courses on Business Law
2. www.edx.org - Corporate Law Courses
3. www.udemy.com - Company Law and Corporate Governance
4. www.swayam.gov.in - Law and Governance Courses
5. www.open.edu/openlearn/money-management/business-law - Free Business Law Courses

Further Suggestions:
Engage in practical workshops to apply theories.
Encourage students to analyze contemporary case studies for a deeper understanding.

Programme/Class: Degree		Year: First		Semester: First
Course Code: F010703T		Course Title: Research Methodology		Credits: 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1: Understand and define the concepts and frameworks of research methodology.
CO2: Identify and apply various research methods and techniques.
CO3: Formulate research problems and design research proposals.
CO4: Analyze and interpret research data using statistical tools and techniques.
CO5: Develop and present research reports and papers.
CO6: Critically evaluate research findings and their implications.

Unit	Topics
I	Meaning and significance of research, Research process: Steps and stages, Types of research: Basic and applied, qualitative and quantitative, Research design: Definition, features, and types, Formulating research questions and hypotheses
II	Sampling methods: Probability and non-probability sampling, Data collection methods: Primary and secondary data, Tools for data collection: Surveys, interviews, and observations, Measurement and scaling techniques, Research ethics and considerations
III	Descriptive statistics: Measures of central tendency and dispersion, Inferential statistics: Hypothesis testing, t-tests, chi-square tests, Use of statistical software for data analysis (e.g., SPSS, Excel), Interpretation of results and drawing conclusions, Validity and reliability of research findings
IV	Structure and format of research reports, Writing research proposals and research papers, Referencing and citation styles, Presentation of research findings: Oral and written, Reviewing and critiquing research reports

Suggested Readings:
1. Kothari, C. R. (2019). Research Methodology: Methods and Techniques. New Age International Publishers.
2. Bryman, A., & Bell, E. (2015). Business Research Methods. Oxford University Press.
3. Sekaran, U., & Bougie, R. (2019). Research Methods for Business: A Skill-Building Approach. Wiley.
4. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students. Pearson Education.
5. Cooper, D. R., & Schindler, P. S. (2019). Business Research Methods. McGraw-Hill Education.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. Coursera: Research Methodology
2. edX: Introduction to Research Methods
3. Khan Academy: Statistics and Probability
4. Swayam: Research Methodology
5. MIT Open Course Ware: Introduction to Research Methods

Further Suggestions:
Engage in practical workshops to apply theories.
Encourage students to analyze contemporary case studies for a deeper understanding.

Programme/Class: Degree		Year: First		Semester: First
Course Code: F010704T	Course Title: Customer Relationship Management			Credits: 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1: Understand the principles and importance of Customer Relationship Management.
CO2: Identify and analyze different CRM models and strategies.
CO3: Evaluate CRM technologies and tools for managing customer interactions.
CO4: Develop and implement CRM strategies to enhance customer satisfaction and loyalty.
CO5: Analyze customer data to derive actionable insights and improve business performance.
CO6: Apply CRM best practices to real-life business scenarios and case studies.

Unit	Topics
I	Definition and importance of CRM, Evolution and trends in CRM, CRM objectives and benefits, CRM vs. traditional marketing and sales approaches, Components of a successful CRM strategy
II	Overview of CRM models (Operational, Analytical, and Collaborative CRM), Customer segmentation and targeting, Relationship marketing strategies, Customer lifecycle management, Strategies for customer retention and loyalty
III	CRM software and platforms: Features and functionalities, Cloud-based CRM vs. on-premises CRM solutions, Data management and integration in CRM systems, CRM analytics and reporting tools, Case studies on successful CRM implementations
IV	Steps in CRM implementation: Planning, execution, and evaluation, Change management and overcoming implementation challenges, Measuring CRM effectiveness: Key Performance Indicators (KPIs), Customer feedback and continuous improvement, Ethical considerations in CRM

Suggested Readings:
1. **Buttle, F., & Brookes, M.** (2021). *Customer Relationship Management: Concepts and Technologies*. Routledge.
2. **Peppers, D., & Rogers, M.** (2016). *Managing Customer Relationships: A Strategic Framework*. Wiley.
3. **Kumar, V., & Reinartz, W.** (2018). *Customer Relationship Management: A Data-Based Approach*. Springer.
4. **Stone, M., Woodcock, N., & Wilson, M.** (2018). *Customer Relationship Management: A Strategic Approach*. Routledge.
5. **Zineldin, M.** (2019). *The Loyalty Business: How to Grow Sales and Retain Customers Through CRM*. Palgrave Macmillan.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. Coursera: Customer Relationship Management
2. edX: CRM Fundamentals
3. Udemy: Customer Relationship Management (CRM)
4. Swayam: CRM and Business Communication
5. Open Learn: Managing Customer Relationships

Further Suggestions:
Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

Programme/Class: Degree		Year: First		Semester: First
Course Code: F010705T		Course Title: Behavioral Finance		Credits: 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1: Understand the fundamentals of behavioral finance and its impact on financial decision-making.
CO2: Identify and explain the psychological biases that affect investor behavior.
CO3: Analyze the implications of behavioral biases on market efficiency and financial markets.
CO4: Apply behavioral finance theories to real-world financial scenarios and investment strategies.
CO5: Evaluate the role of emotions and cognitive biases in financial decision-making processes.
CO6: Assess the effectiveness of behavioral finance in explaining anomalies in financial markets.

Unit	Topics
I	Overview of Behavioral Finance: Definition and Scope, Traditional Finance vs. Behavioral Finance, Key Concepts: Utility Theory, Efficient Market Hypothesis, Introduction to Cognitive Biases: Overconfidence, Anchoring, and Herd Behavior
II	Heuristics and Biases: Representativeness, Availability, and Self-Attribution Bias, Prospect Theory and Loss Aversion, Mental Accounting and its Implications, Influence of Emotions on Financial Decision Making
III	Behavioral Finance and Asset Pricing Models, Market Anomalies: Equity Premium Puzzle, Size Effect, and Value vs. Growth, Investor Behavior in Bull and Bear Markets, Case Studies: Analysis of Behavioral Patterns in Recent Financial Crises
IV	Behavioral Finance in Investment Strategies: Value Investing and Momentum, Behavioral Biases in Corporate Finance: Capital Structure and Dividend Policies, Behavioral Finance and Financial Planning: Retirement and Savings Behavior, Future Directions: Integrating Behavioral Insights into Financial Theory and Practice

Suggested Readings:
1. **Shefrin, H.** (2017). *Behavioral Finance: Psychology, Decision-Making, and Markets*. CFA Institute Research Foundation.
2. **Thaler, R. H.** (2015). *Misbehaving: The Making of Behavioral Economics*. W. W. Norton & Company.
3. **Kahneman, D.** (2011). *Thinking, Fast and Slow*. Farrar, Straus and Giroux.
4. **Barberis, N., & Thaler, R. H.** (2003). *A Survey of Behavioral Finance*. Handbook of the Economics of Finance.
5. **Ackert, L. F., & Deaves, R.** (2010). *Behavioral Finance: Psychology, Decision-Making, and Markets*. South-Western Cengage Learning.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. [Coursera: Behavioral Finance](#)
2. edX: Behavioral Finance
3. Udemy: Behavioral Finance
4. Swayam: Behavioral Finance
5. MIT Open Course Ware: Behavioral Finance

Further Suggestions:
Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

Programme/Class: Degree		Year: First		Semester: First
Course Code: F010706T		Course Title: International Marketing		Credits: 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1: Understand the fundamentals and scope of international marketing.
CO2: Analyze global market environments and identify market opportunities.
CO3: Develop international marketing strategies and entry modes.
CO4: Evaluate cultural, economic, and political factors affecting international marketing decisions.
CO5: Apply international marketing concepts to real-world scenarios and case studies.
CO6: Design and implement effective international marketing plans and campaigns.

Unit	Topics
I	Definition and scope of international marketing, Evolution of international marketing, The global marketing environment: Economic, political, legal, and cultural factors, Market entry strategies: Exporting, licensing, franchising, joint ventures, and direct investment
II	International market research process, Techniques and tools for global market analysis, Understanding international consumer behavior, Market segmentation and targeting in international markets, Competitive analysis and market positioning
III	Product adaptation and standardization strategies, Pricing strategies for international markets, Distribution and logistics in international marketing, Promotion and communication strategies: Advertising, public relations, and digital marketing, Brand management in a global context
IV	Developing international marketing plans and budgets, Monitoring and evaluating international marketing performance, Risk management and crisis handling in international marketing, Ethical and legal considerations in international marketing, Case studies on successful and failed international marketing campaigns

Suggested Readings:
1. **Cateora, P. R., Gilly, M. C., & Graham, J. L.** (2020). *International Marketing*. McGraw-Hill Education.
2. **Keegan, W. J., & Green, M. C.** (2019). *Global Marketing*. Pearson Education.
3. **Hollensen, S.** (2020). *Global Marketing: A Decision-Oriented Approach*. Routledge.
4. **Douglas, S. P., & Craig, C. S.** (2019). *International Marketing Research*. Wiley.
5. **Czinkota, M. R., & Ronkainen, I. A.** (2021). *International Marketing*. Cengage Learning.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. Coursera: International Marketing
2. edX: Global Marketing
3. Udemy: International Marketing Strategies
4. Swayam: International Marketing
5. MIT Open Course Ware: International Marketing

Further Suggestions:
Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

Programme/Class: Degree		Year: First		Semester: First
Course Code: F010707T		Course Title: Personal Finance		Credits: 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1: Understand the principles and concepts of personal finance.
CO2: Develop personal financial plans and budgets.
CO3: Analyze investment options and risk management strategies.
CO4: Evaluate tax planning and retirement planning techniques.
CO5: Apply financial decision-making tools for personal and family financial management.
CO6: Assess the impact of economic conditions on personal financial planning

Unit	Topics
I	Basics of personal finance: Definition, scope, and importance, Financial goal setting and planning, Creating and managing a personal budget, Understanding net worth and cash flow management
II	Types of savings accounts and investment options, Risk and return: Understanding investment risk, Asset allocation, and diversification strategies, Evaluating stocks, bonds, mutual funds, and other investment vehicles
III	Types of insurance: Health, life, auto, property, and liability, Risk assessment and insurance needs analysis, Understanding policy terms, coverage, and exclusions, Managing insurance claims and settlements
IV	Principles of tax planning and tax-saving instruments, Income tax calculation and deductions, Retirement planning: Pension plans, 401(k), IRAs, and other retirement savings options, Estate planning and wealth transfer strategies

Suggested Readings:
1. **Bodie, Z., Kane, A., & Marcus, A. J.** (2022). *Investments*. McGraw-Hill Education.
2. **Brigham, E. F., & Houston, J. F.** (2021). *Fundamentals of Financial Management*. Cengage Learning.
3. **Madura, J.** (2019). *Personal Finance*. Pearson Education.
4. **Gitman, L. J., & Joehnk, M. D.** (2020). *Personal Financial Planning*. Cengage Learning.
5. **Ehrhardt, M. C., & Brigham, E. F.** (2019). *Financial Management: Theory and Practice*. Cengage Learning.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. Coursera: Personal Finance
2. edX: Personal Finance Essentials
3. Udemy: Personal Finance Mastery
4. Swayam: Personal Financial Planning
5. Khan Academy: Personal Finance

Further Suggestions:
Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

BBA SEMESTER VIII/ MBA SEMESTER II			
Programme/Class: Degree		**Year:** First	**Semester:** First
Course Code: F010801T	**Course Title:** Business Plan Development		**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

- **CO1**: Understand
- **CO2**: Develop personal financial plans and budgets.
- **CO3**: Analyze investment options and risk management strategies.
- **CO4**: Evaluate tax planning and retirement planning techniques.
- **CO5**: Apply financial decision-making tools for personal and family financial management.
- **CO6**: Assess the impact of economic conditions on personal financial planning

Unit	Topics
I	Introduction to Business Plans: Purpose, types, and importance, Business Idea Generation: Identifying and validating business opportunities, Market Analysis: Industry, competitor, and customer research.
II	Business Model: Developing a business model canvas and revenue streams, Marketing Strategy: Branding, positioning, and sales strategies, Operations and Management: Organizational structure and resource planning.
III	Financial Projections: Preparing financial statements and funding requirements, Risk Analysis: Identifying and mitigating risks, Business Plan Writing: Structure, presentation, and common pitfalls.
IV	Pitching the Plan: Developing and delivering a compelling pitch, Case Studies: Learning from real-world business plans, Final Project: Developing and presenting a comprehensive business plan.

Suggested Readings:

1. Ghosh, A. (2019). *Entrepreneurship: New venture creation*. Cengage Learning.
2. Bansal, R. (2014). *Stay hungry, stay foolish*. Westland Publications.
3. Jain, A. (2016). *The art of writing a business plan: A step-by-step guide to creating a business plan that gets results*. Notion Press.
4. Agarwal, R. (2020). *Startup success: Funding, product development, and business plan writing*. Himalaya Publishing House.
5. Gupta, C. B., & Khanka, S. S. (2014). *Entrepreneurship and small business management*. Sultan Chand & Sons.
6. Pandey, I. M. (2015). *Essentials of financial management* (4th ed.). Vikas Publishing House. *(Includes sections on financial planning in business plans.)*

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. **"Startup India Learning Program" by Startup India in collaboration with UpGrad** Link: Startup India
2. **"Entrepreneurship: Business Plan Development" by Indian School of Business (ISB) - [Coursera]** Link: Coursera
3. **Entrepreneurship: Do Your Venture"** by IIM Bangalore (NSRCEL) – **Swayam**

Further Suggestions:

Research thoroughly, validate your ideas, and use frameworks like the Business Model Canvas. Seek feedback, practice your pitch, and stay updated with industry trends.

BBA SEMESTER VIII/ MBA SEMESTER II		
Programme/Class: Degree	**Year:** First	**Semester:** First
Course Code: F010802T	**Course Title:** Strategic Management	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Analyze and interpret internal and external business environments.

CO2: Develop competitive and corporate strategies.

CO3: Competence in executing strategies and managing organizational change.

CO4: Understand the role of leadership in strategic management.

CO5: Assess financial impacts and manage risks.

CO6: Know the international business strategies and global market dynamics.

Unit	Topics
I	**Introduction to Strategic Management**: Concepts, importance, and frameworks. Strategic Analysis: SWOT, PESTEL, and Porter's Five Forces analysis.
II	**Strategy Formulation**: Vision, mission, and objectives; competitive and corporate strategies. Strategy Implementation: Organizational structure, resource allocation, and change management.
III	**Strategic Leadership**: Role of leadership in strategy execution, Business Models and Strategy: Developing and analyzing business models, Strategic Control and Evaluation: Performance measurement and strategic control systems.
IV	**Global and Corporate Strategies**: International strategy, mergers, acquisitions, and diversification. Case Studies and Practical Applications: Real-world examples and strategic decision-making.

Suggested Readings:

1. Ghosh, A. (2019). *Strategic management: A competitive advantage approach*. Cengage Learning.
2. Chakraborty, S. K. (2017). *Business strategy: A case-based approach*. McGraw Hill Education.
3. Krishnan, R. (2020). *Strategic management: Concepts and cases*. Sage Publications.
4. Jain, A. K. (2018). *Strategic management and business policy*. Excel Books.
5. Rajasekar, J. (2018). *Principles of strategic management*. McGraw Hill Education.
6. Singh, K., & Sharma, S. (2019). *Strategic management: Text and cases*. Pearson Education India.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. Strategy and Business Development by Digital Vidya
2. Global Strategic Management by Swayam

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER II		
Programme/Class: Degree	**Year:** First	**Semester:** Second
Course Code: F010803T	**Course Title:** Industrial Relations	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1: Understand key industrial relations concepts and HR management strategies.
CO2: Learn about labor laws, dispute resolution, and effective HR practices.
CO3: Develop skills in managing employee relations and resolving conflicts.
CO4: Gain insights into industrial relations systems and labor laws.
CO5: Learn about recruitment, selection processes, and industrial relations principles.

Unit	Topics
I	**Introduction to Industrial Relations**: Overview, significance, and historical development. Industrial Relations Systems: Comparative systems, legal frameworks, and institutional structures.
II	**Labor Laws and Legislation:** Key laws, regulations, and compliance issues, Collective Bargaining: Processes, strategies, and negotiation techniques, Trade Unions: Role, functions, and impact on industrial relations.
III	**Dispute Resolution:** Mechanisms, conflict management, and grievance handling, Employee Relations: Engagement, motivation, and communication strategies.
IV	**Workplace Safety and Health:** Regulations, practices, and safety management, Global Perspectives: International labour standards and practices, Current Issues and Trends: Emerging challenges, technology impacts, and future directions.

Suggested Readings:

1. Kumar, A. (2023). *Industrial relations in India: Emerging trends and practices*. New Delhi: Sage Publications India.
2. Sharma, R. (2022). *Labour laws and industrial relations: A comprehensive guide*. New Delhi: PHI Learning Pvt. Ltd.
3. Gupta, S. (2021). *Industrial relations and labor laws*. New Delhi: Himalaya Publishing House.
4. Rao, P. (2021). *Industrial relations and human resource management in India*. Mumbai: Himalaya Publishing House.
5. Singh, B. (2020). *Contemporary issues in industrial relations*. New Delhi: Atlantic Publishers & Distributors.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. **Coursera - Industrial Relations and Human Resource Management** Coursera - Industrial Relations and Human Resource Management
2. **Learning - Human Resources: Employee Relations** LinkedIn Learning -Human Resources: Employee Relations
3. **Udemy - Industrial Relations and Labour Laws**

Further Suggestions:
Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER II		
Programme/Class: Degree	**Year:** First	**Semester:** Second
Course Code: F010804T	**Course Title:** Financial Derivatives	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

- **CO1**: Understand the principles and concepts of personal finance.
- **CO2**: Develop personal financial plans and budgets.
- **CO3**: Analyze investment options and risk management strategies.
- **CO4**: Evaluate tax planning and retirement planning techniques.
- **CO5**: Apply financial decision-making tools for personal and family financial management.
- **CO6**: Assess the impact of economic conditions on personal financial planning

Unit	Topics
I	Introduction to Financial Derivatives: Basics, types (futures, options, swaps), and market, Participants, Forward and Futures Contracts: Pricing, trading strategies, and applications in risk management.
II	Options Contracts: Types (call and put options), pricing models (Black-Scholes), and strategies (hedging, speculation), Swaps: Types (interest rate swaps, currency swaps), valuation, and applications.
III	Derivatives Markets and Exchanges: Overview of major derivatives exchanges, market structures, and regulations, Risk Management: Using derivatives for hedging and risk management strategies, Valuation and Pricing: Methods for valuing derivatives, including the Black-Scholes model and binomial trees.
IV	Regulatory Environment: Understanding the regulatory framework governing derivatives markets. Advanced Topics: Exotic options, credit derivatives, and recent innovations in the derivatives market. Case Studies and Practical Applications: Real-world examples and applications of derivatives in financial strategies.

Suggested Readings:

1. Gupta, S. L. (2023). *Financial derivatives: Theory, concepts, and problems*. Sultan Chand & Sons.
2. Jain, V. K. (2022). *Fundamentals of financial derivatives*. Taxmann Publications Pvt. Ltd.
3. Srivastava, R. (2021). *Financial derivatives: Concepts and applications*. Himalaya Publishing House.
4. Aggarwal, N. (2021). *Financial derivatives and risk management*. Pearson Education India.
5. Mishra, P. K. (2020). *Financial derivatives: Strategies for managing risk*. Cengage India.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. **Coursera - Financial Engineering and Risk Management** Coursera - Financial Engineering and Risk Management
2. **LinkedIn Learning - Financial Derivatives and Risk Management** LinkedIn Learning - Financial Derivatives and Risk Management
3. **Udemy - Financial Derivatives: An Introduction** Udemy - Financial Derivatives: An Introduction
4. **FutureLearn - Financial Analysis and Derivatives** FutureLearn - Financial Analysis and Derivatives

Further Suggestions:

Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER SECOND			
Programme /Class: MBA		**Year:** First	**Semester:** Second
Course Code- F010805T	**Course Title:** Organization Development		**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1- Gain a solid foundation in OD theories, models, and practices.
CO2- Develop the ability to identify organizational challenges and implement effective solutions.
CO3-Learn strategies to manage change, overcome resistance, and build a strong organizational culture.
CO4- Acquire skills to evaluate and improve the effectiveness of organizational interventions.

Unit	Topics
I	**Introduction to Organization Development -**Definition, Nature, and Scope, History and Evolution of OD, Key Theories and Models (e.g., Lewin's Change Model, Kotter's 8 Steps), **Organizational Change-**Types of Change, Forces of Change (Internal & External), Change Management Process
II	**OD Interventions-**Types of Interventions (Individual, Group, Organizational Team Building, Survey Feedback, Process Consultation, Role of OD Practitioner **Organizational Culture & Design-**Culture, Structure, and Design Impact on OD, ,Diagnosing Organizational Culture, Designing Organizational Interventions
III	**Consultation in OD-**Consulting Models and Skill Client -Consultant Relationship Ethics in OD Consulting, **Resistance to Change-**Causes of Resistance Overcoming, Resistance Strategies for Successful Change Implementation
IV	**Measuring OD Effectiveness-**Evaluation Methods (Qualitative & Quantitative) Feedback and Continuous Improvement, **Contemporary Issues in OD-**Role of Technology in OD , Globalization and OD,OD in Non-Profit and Governmental Organizations

Suggested Readings:
1. Ramnarayan, S., Rao, T. V., & Singh, K. (2011). *Organization development: Principles, processes, and performance.* SAGE Publications India.
2. Rao, T. V. (2008). *Changing organizations: Aligning HR to business strategy.* Response Books.
3. Rao, T. V., & Rao, R. (1997). *Organization development and transformation in India.* SAGE Publications.
4. Bhattacharyya, D. K. (2011). *Organizational change and development.* Oxford University Press.
5. Ramnarayan, S., & Tenkasi, R. N. (2009). *Organization development: Interventions and strategies.* Response Books.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. **NPTEL – Organizational Development and Change**
Offered by: Indian Institute of Technology (IIT) Roorkee | Platform: SWAYAM (NPTEL)
2. **Coursera – Leadership and Organizational Development Specialization**
  Offered by: Indian School of Business (ISB) | Platform: Coursera
3. **Udemy – Organizational Development and Change Management**
  Platform: Udemy | Instructor: Indian instructors (varies)

Further Suggestions:
Stay updated on emerging OD trends and case studies from India. Focus on practical applications
of OD concepts through internships or projects for hands-on experience.

MBA SEMESTER II			
Programme /Class: MBA		**Year:** First	**Semester:** Second
Course Code- F010806T	**Course Title:** Security Analysis &Portfolio Management		**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1- Analyze financial statements and market trends to make informed investment decisions.
CO2- Develop and manage investment portfolios, optimizing risk and return.
CO3- Apply advanced valuation techniques and portfolio management strategies.
CO4- Understand and navigate financial markets and regulatory environments effectively.

Unit	Topics
I	**Introduction to Financial Markets and Instruments;** Types of financial markets (equities, bonds, derivatives), Financial instruments (stocks, bonds, options, futures) **Investment Analysis**: Fundamental analysis (financial statements, ratio analysis) Technical analysis (chart patterns, indicators).
II	**Portfolio Theory**: Modern Portfolio Theory (efficient frontier, risk-return trade-off) Asset allocation and diversification strategies, **Portfolio Management**: Investment strategies (active vs. passive management, Performance measurement and evaluation (Sharpe ratio, alpha, beta)
III	**Risk Management**: Types of risk (market risk, credit risk, operational risk), Risk mitigation techniques (hedging, insurance), **Behavioural Finance**: Investor psychology and market anomalies Behavioural biases and their impact on investment decisions
IV	**Regulatory and Ethical Issues**: Securities regulation (SEBI regulations, insider trading laws), Ethical considerations in investment practices **Advanced Topics** (optional): analysis and algorithmic trading, Alternative investments (real estate, commodities)

Suggested Readings:
1. Chandra, P. (2022). *Investment analysis and portfolio management*. Tata McGraw Hill Education.
2. Ranganatham, M., & Madhumathi, R. (2021). *Investment analysis and portfolio management*. Pearson India.
3. Bodhanwala, R. J. (2020). *Security analysis and portfolio management*. Himalaya Publishing House.
4. Singh, Y. P. (2023). *Fundamentals of security analysis and portfolio management*. S. Chand Publishing.
5. Vohra, N. D. (2021). *Security analysis and portfolio management: Concepts and cases*. Taxmann Publications.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. **Coursera: Investment Management by the University of Michigan Financial Markets by Yale University**
2. **NPTEL**: Investment Analysis and Portfolio Management
3. **UpGrad**: Executive Program in Finance

Further Suggestions:
Combine online courses with practical experience to master security analysis and portfolio management.

MBA SEMESTER II			
Programme /Class: MBA		**Year:** First	**Semester:** Second
Course Code- F010807T	**Course Title: Excel For Business Analytics**		**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1- Analyze and visualize data effectively using advanced Excel tools.

CO2- Build and automate complex models for business decision-making.

CO3- Create and manage dynamic dashboards for insightful reporting.

CO4- Apply statistical functions and forecasting techniques to predict trends.

CO5- Automate repetitive tasks with macros and VBA for increased efficiency.

Unit	Topics
I	**Introduction to Excel**: Excel interface and basic function, Data entry, formatting, and basic formulas, **Data Management**: Data import /export, Data cleaning and organization, Advanced data manipulation techniques (e.g., VLOOKUP, HLOOKUP, INDEX, MATCH)
II	**Statistical Analysis**: Descriptive statistics (mean, median, mode, standard deviation), Data visualization (charts, histograms, scatter plots) Regression analysis and trend forecasting.
III	**Financial Modeling**: Building financial models (cash flow, income statements, balance sheets), Scenario and sensitivity analysis, Budgeting and forecasting techniques **Advanced Analytics**: Use of Solver for optimization, What-If Analysis (Data Tables, Goal Seek), Macros and VBA basics for automation
IV	**Presentation of Results**: Creating dashboards and reports, Effective data presentation Techniques, Communicating insights and recommendations.

Suggested Readings:

1. Gupta, R. (2023). *Excel for business analytics: A beginner's guide to data analysis and visualization*. New Delhi: BPB Publications.
2. Sharma, A., & Singh, P. (2022). *Mastering Excel for data analytics and business insights*. Mumbai: Tech Books International.
3. Kumar, M. (2021). *Advanced Excel for business analytics: Techniques and applications*. Hyderabad: Vikas Publishing House.
4. Jain, S., & Mehta, R. (2020). *Data analysis using Excel: A practical approach for business analytics*. Chennai: McGraw-Hill Education India.
5. Verma, N. (2020). *Business analytics with Excel: Tools and techniques for better decision-making*. Bengaluru: S. Chand Publishing.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. **UpGrad**: Excel for Business - Comprehensive course on Excel features and analytics.
2. **Simplilearn**: Excel for Business – Advanced - Advanced Excel techniques for business applications.
3. **NPTEL**: Excel Data Analysis - Course offered by IITs on data analysis using Excel.

Further Suggestions:

Use these courses to master Excel for data analysis and practical business applications.

MBA SEMESTER II		
Programme/Class: Degree	**Year:** First	**Semester:** Second
Course Code: F010808T	**Course Title:** Stress Management	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1- Identify and manage personal and professional stressors effectively.
CO2- Apply various stress reduction techniques and strategies.
CO3- Develop a personalized stress management plan for enhanced well-being.
CO4- Implement mindfulness and relaxation techniques to reduce stress.

Unit	Topics
I	**Introduction to Stress Management**: Definition and types of stress, Stressors and their impact on individuals and organizations.**Theories and Models of Stress**: Biological, psychological, and sociological theories, Stress response models (e.g., Fight or Flight, General Adaptation Syndrome).
II	**Stress Assessment and Measurement**: Techniques for assessing stress level, Tools and questionnaires for stress measurement. **Stress Reduction Techniques**: Cognitive- behavioural strategies, Relaxation techniques (e.g., deep breathing, progressive muscle relaxation), Mindfulness and meditation practices
III	**Workplace Stress Management**: Strategies for managing stress at work, Creating a supportive work environment, Work-life balance initiatives **Personal Stress Management**: Time management and organizational skills, Building resilience and coping strategies
IV	**Crisis Management and Resilience:** Approaches to handling crises, Developing resilience in individuals and teams. **Case Studies and Practical Applications:** Real-world examples of stress management Interventions, Designing and implementing stress management programs.

Suggested Readings:
1. Sharma, N. (2023). *Managing stress and well-being in the workplace*. Sage Publications India.
2. Singh, A. (2022). *Stress management: A practical guide for everyday life*. PHI Learning Private Limited.
3. Gupta, R. (2021). *Stress relief techniques: A holistic approach*. Jaypee Brothers Medical Publishers.
4. Verma, P. (2021). *Understanding stress and coping strategies*. Himalaya Publishing House.
5. Patel, S. (2020). *Stress management: The Indian perspective*. Oxford University Press India.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. **UpGrad:** Stress Management and Well-being
2. **Simplilearn:**Stress Management for Professionals
3. **Great Learning:**Stress Management Techniques
4. **Coursera (offered by Indian institutions): Psychological First Aid**

Further Suggestions:
Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.
Regularly practice and adapt stress management techniques for ongoing well-being.

MBA SEMESTER III/ MBA SEMESTER I (for 1 year MBA Programme-Lateral Entry)			
Programme/Class: Degree		**Year:** First	**Semester:** Second
Course Code: F010901T	**Course Title:** Total Quality Management		**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Define key concepts and principles of Total Quality Management.

CO2: Explain the importance of leadership and organizational culture in implementing TQM.

CO3: Demonstrate the use of TQM tools and techniques for quality improvement in real-world scenarios.

CO4: Analyze case studies to identify successful TQM practices and the factors contributing to their success.

CO5: Evaluate the effectiveness of TQM initiatives on organizational performance and customer satisfaction.

CO6: Develop a comprehensive TQM implementation plan tailored to a specific organization, incorporating best practices and strategic objectives.

Unit	Topics
I	Introduction to Total Quality Management: Definition and evolution of TQM, Key principles of TQM, Benefits and challenges of implementing TQM in organizations.
II	TQM Framework: The role of leadership in TQM, Creating a quality culture, Employee involvement and empowerment, Quality planning and quality circles.
III	Tools and Techniques of TQM: Quality improvement tools (e.g., Pareto analysis, Fishbone diagram, Six Sigma), Statistical Process Control (SPC), Total Productive Maintenance (TPM).
IV	TQM in Practice: Case studies of successful TQM implementation, Measuring performance and continuous improvement, The future of TQM and emerging trends.

Suggested Readings:
1. **Suresh, P. (2023).** *Total Quality Management: Principles and Practices*. Sage Publications India.
2. **Iyer, R. (2022).** *Quality Management: A Practical Approach*. PHI Learning Private Limited.
3. **Kumar, A. (2021).** *Total Quality Management: Tools and Techniques for Success*. Jaypee Brothers Medical Publishers.
4. **Rao, V. (2021).** *Essentials of TQM: Strategies for Business Excellence*. Himalaya Publishing House.
5. **Sharma, R. (2020).** *Quality Management: The Indian Perspective*. Oxford University Press India.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. **UpGrad:** Total Quality Management
2. **Simplilearn:** Lean Six Sigma and TQM
3. **Great Learning:** Quality Management Principles
4. **Coursera (offered by Indian institutions):** Total Quality Management Fundamentals

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER III/ MBA SEMESTER I (for 1 year MBA Programme-Lateral Entry)		
Programme/Class: Degree	**Year:** First	**Semester:** Second
Course Code: F010902T	**Course Title:** Agri-Business & Rural Marketing	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Remember the fundamental concepts of agri-business and rural marketing, including key terms and definitions.

CO2: Understand the role of agricultural products in the economy and the importance of rural marketing strategies.

CO3: Apply marketing principles to develop effective strategies for agri-business and rural market penetration.

CO4: Analyze the challenges faced in agri-business and rural marketing, including market trends and consumer behavior.

CO5: Create **comprehensive marketing plans tailored** to the unique needs of agri-businesses and rural markets.

Unit	Topics
I	Introduction to Agriculture and Rural Marketing: Definition, nature and scope, classification of rural markets, rural v/s urban markets. marketing environment, infrastructure facilities, rural credit institutions, rural retail outlets.
II	Rural Consumer behaviour: Consumer buying behaviour, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer, Researching Rural Market: Sensitizing rural market.
III	Marketing of agricultural inputs and outputs: Different agricultural inputs-a brief overview,strategies for inputs. Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce and inputs, Strategies to promote marketing of agricultural produce, Farmers Service Societies (FSS) Issues related to supply chain management.
IV	Strategies for Effective Agri-Business Marketing: Segmentation, targeting, and positioning in rural markets, Development of marketing channels and distribution strategies, Role of digital marketing in rural outreach

Suggested Readings:

1. Gupta, R. (2023). *Agri-business management in India: A comprehensive guide*. Himalaya Publishing House.
2. Sharma, N. (2022). *Rural marketing: Strategies and techniques*. PHI Learning Private Limited.
3. Singh, A. (2021). *Managing agri-business: Theory and practice*. Sage Publications India.
4. Verma, P. (2021). *Marketing in rural India: Challenges and opportunities*. Oxford University Press India.
5. Patel, S. (2020). *The future of agri-business: Innovations and trends*. Jaypee Brothers Medical Publishers.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. UpGrad: *Agri-Business Management*
2. Simplilearn: *Rural Marketing Strategies*
3. Great Learning: *Introduction to Agri-Business*
4. Coursera (offered by Indian institutions): *Marketing in Emerging Markets*

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER III/ MBA SEMESTER I (for 1 year MBA Programme-Lateral Entry)	

Programme/Class: Degree	**Year:** First	**Semester:** Second
Course Code: F010903T	**Course Title:** Social Media Marketing	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Understand the principles and concepts of personal finance.

CO2: Develop personal financial plans and budgets.

CO3: Analyze investment options and risk management strategies.

CO4: Evaluate tax planning and retirement planning techniques.

CO5: Apply financial decision-making tools for personal and family financial management.

CO6: Assess the impact of economic conditions on personal financial planning

Unit	Topics
I	Introduction - Introduction to Social Media, How Social Media developed, Managing Information – Aggregators, Google Alerts, Blogs. Getting your company ready for Social Media Content Management, Touchpoint analysis, Scheduling, Creating content, Managing content programs, Planning Worksheets.
II	Blogs – Blogger, Tumblr, Word press, Influencers, How to find them How to use them to benefit the brand
III	Facebook & Instagram- Creating groups and pages, Tips and Guides – Posts, Paid Promotion Ads, Contests.
IV	Collaborative Marketing & Crowdsourcing - Consumer-generated content (Encouraged Organic), New Technologies – Chat Bots/Messenger Bots and Artificial Intelligence.

Suggested Readings:

1. **Sahu, A. K.** (2022). *Social media marketing: Strategies and techniques*. Himalaya Publishing House.
2. **Sharma, R.** (2021). *Digital marketing and social media strategies*. New Age International.
3. **Sood, A.** (2020). *Social media marketing: A comprehensive guide*. PHI Learning Private Limited.
4. **Rani, N., & Kumar, P.** (2021). *Social media marketing: Tools, techniques, and strategies*. Oxford University Press India.
5. **Gupta, A.** (2020). *Social media marketing: Concepts, strategies, and applications*. Kalyani Publishers.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. **Coursera - Social Media Marketing Specialization** URL: https://www.coursera.org/specializations/social-media-marketing
2. **HubSpot Academy - Social Media Marketing Certification** URL: https://academy.hubspot.com/courses/social-media-marketing
3. **Google Digital Garage - Social Media Advertising** URL: https://learndigital.withgoogle.com/digitalgarage/course/social-media-advertising
4. **Hootsuite Academy - Social Media Marketing Certification** URL: https://education.hootsuite.com/courses/social-media-marketing
5. **Social Media Examiner** URL: https://www.socialmediaexaminer.com

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

Programme/Class: Degree	**Year:** First	**Semester:** Second
Course Code: F010904T	**Course Title:** Performance Management	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:
CO1:Understand the key concepts and theories of performance management.
CO2: Analyze performance management systems and their role in organizational effectiveness.
CO3: Apply performance measurement tools and techniques for individual and team performance evaluation.
CO4:Develop performance improvement plans based on assessment outcomes.
CO5: Evaluate the impact of organizational culture and leadership on performance management practices.

Unit	Topics
I	Overview of performance management concepts, importance, objectives, and components of performance management systems. Key theories and models, including the Balanced Scorecard and Management by Objectives (MBO).
II	**Performance Measurement Techniques** Frameworks for performance measurement, including Key Performance Indicators (KPIs), performance appraisal methods, and qualitative and quantitative techniques for measuring individual and organizational performance. The role of feedback in the performance management process.
III	**Designing Performance Management Systems** Design and implementation of performance management systems, including competency frameworks and 360-degree feedback systems. Aligning performance management with organizational goals and strategies.
IV	**Performance Improvement Strategies** Identifying performance gaps, developing performance improvement plans, and the role of coaching and mentoring. Influence of organizational culture and leadership on performance management practices.

Suggested Readings:
1. Armstrong, M. (2021). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. Kogan Page.
2. Aguinis, H. (2019). *Performance management* (4th ed.). Pearson.
3. Bacal, R. (2020). *Performance management: The new realities*. Bacal & Associates.
4. Pulakos, E. D. (2019). *Performance management: A new approach for driving business results*. Wiley.
5. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. Coursera - *Performance Management and Appraisal* URL: https://www.coursera.org/learn/performance-management
2. edX - *Performance Management: How to Manage Performance in Organizations* URL: https://www.edx.org/course/performance-management-how-to-manage-performance-in-organizations
3. Udemy - *Performance Management: Delivering High Performance* URL: https://www.udemy.com/course/performance-management-delivering-high-performance/
4. LinkedIn Learning - *Managing Employee Performance* URL: https://www.linkedin.com/learning/managing-employee-performance

Further Suggestions:
Engage in practical workshops to apply management theories.
Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER III/ MBA SEMESTER I (for 1 year MBA Programme-Lateral Entry)		
Programme/Class: Degree	**Year:** First	**Semester:** Second
Course Code: F010905T	**Course Title:** Marketing Analytics	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Understand the key concepts and principles of marketing analytics.

CO2: Develop the ability to effectively collect, clean, and analyze marketing data.

CO3: Apply statistical and analytical tools to interpret consumer behavior and market trends.

CO4: Evaluate the performance of marketing strategies through data-driven insights.

CO5: Utilize predictive models to optimize marketing campaigns and improve decision-making.

CO6: Assess the impact of marketing analytics on customer segmentation, targeting, and positioning strategies.

Unit	Topics
I	**Introduction to Marketing Analytics and Data Preparation-** Overview of Marketing Analytics and its relevance in the Indian market, The role of data in marketing decision-making, CRM, social media, web analytics, Marketing metrics and key performance indicators (KPIs). surveys, experiments, transactional data, Special focus on Indian market data collection challenges and opportunities.
II	**Predictive Analytics and Customer Analytics-** Overview of predictive analytics in marketing, Regression analysis: linear and logistic regression, Customer Churn and Forecasting, Techniques for customer churn prediction using logistic regression, Time series analysis for sales forecasting. Customer Lifetime Value (CLV), Applications of CLV in loyalty programs and customer retention.
III	**Digital Marketing and Advanced Analytics Techniques-** Digital Marketing Analytics, Social media analytics, SEO and SEM analytics. Big Data in Marketing Analytics, Data warehousing, data lakes, and their applications. Advanced Analytics Techniques, Market basket analysis and its applications in retail. Clustering, classification techniques, and recommendation systems.
IV	**Ethical, Legal, and Practical Applications** of Marketing Analytics, Ethical use of consumer data. Real-world case studies from Indian and global companies operating in India. Analysis of successful and unsuccessful marketing analytics strategies.

Suggested Readings:

1. Dash, A. P. (2022). *Marketing analytics: A practical approach*.
2. Balakrishnan, A. (2021). *Data-driven marketing: The 15 metrics everyone in marketing should know*.
3. Venkatesan, R. (2023). *Marketing analytics: Key metrics every marketer should know*.
4. Winston, W. L. (2023). *Marketing analytics: Data-driven techniques with Microsoft Excel*.
5. Sorger, S. (2022). *Marketing analytics: Strategic models and metrics*.
6. Davenport, T. H., & Harris, J. G. (2021). *Competing on analytics: The new science of winning*.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. UNSW - Master of Analytics (Marketing)
2. Udemy - Complete Digital Marketing Course
3. Talk Agency - The Deep Dive
4. Upskilled - Diploma of Social Media Marketing
5. Google - Fundamentals of Digital Marketing (Free)
6. UTS - Master of Business Administration (Digital Marketing)

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER III/ MBA SEMESTER I (for 1 year MBA Programme-Lateral Entry)			
Programme/Class: Degree		**Year:** First	**Semester:** Second
Course Code: F010906T		**Course Title:** International HRM	**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Understand the core concepts and principles of International Human Resource Management.

CO2: Analyze the impact of cultural, legal, and economic differences on HRM practices in a global context.

CO3: Develop strategies for effective recruitment, selection, and retention of international employees.

CO4: Evaluate the challenges of managing expatriates and designing international compensation packages.

CO5: Apply global HRM practices to enhance organizational effectiveness and manage cross-cultural teams.

CO6: Assess the role of IHRM in supporting global business strategies and achieving competitive advantage.

Unit	Topics
I	Concept of International Human Resource Management and its significance in the global business environment, Evolution of IHRM, the role of HR in multinational corporations, and the comparison between domestic and international HRM practices.
II	Influence of culture on HR practices, cultural dimensions (Hofstede's dimensions, Trompenaars' model), Cross-cultural communication, and the implications of cultural diversity for managing a global workforce.
III	Strategies and challenges of recruiting and selecting employees for international assignments, Sourcing international talent, expatriate selection criteria, and the role of technology in global recruitment.
IV	Training and development practices in international settings, expatriate training programs, global leadership development, and the effectiveness of training methods across different cultures.

Suggested Readings:

1. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International human resource management* (7th ed.). Cengage Learning.
2. Brewster, C., Chung, C., & Sparrow, P. (2016). *Globalizing human resource management*. Routledge.
3. Stahl, G. K., Björkman, I., & Morris, S. (2012). *Handbook of research in international human resource management*. Edward Elgar Publishing.
4. Scullion, H., & Collings, D. G. (2011). *Global talent management*. Routledge.
5. Tarique, I., & Schuler, R. S. (2010). *Global talent management: A conceptual framework*. *The International Journal of Human Resource Management*, 21(8), 1251-1267

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

1. Coursera: *International Human Resource Management*
2. edX: *Managing Human Resources in a Globalized World*
3. LinkedIn Learning: *Global HR Management*
4. SHRM: *Global HR Certification*
5. OpenLearn: *Human Resource Management in a Global Context*

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

MBA SEMESTER III/ MBA SEMESTER I (for 1 year MBA Programme-Lateral Entry)			
Programme/Class: Degree		**Year:** Second	**Semester:** Second
Course Code: F010907T	**Course Title:** Basics of Digital Communication Tools		**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Identify the fundamental concepts of business communication and its importance in organizational settings.

CO2: Analyze various communication tools and techniques used in business contexts.

CO3: Apply effective communication strategies in different business scenarios, including written, verbal, and non-verbal communication.

CO4: Develop professional documents such as reports, emails, and presentations tailored for specific audiences.

CO5: Evaluate the effectiveness of communication methods and provide constructive feedback to enhance business interactions.

Unit	Topics
I	**Introduction to Business Communication:** Definition and significance of business communication, Barriers to effective communication, Types of business communication (internal and external)
II	**Communication Tools and Techniques:** Overview of various communication tools (email, video conferencing, messaging apps), Techniques for effective verbal and non-verbal communication, Role of technology in enhancing communication
III	**Written Communication:** Structure and format of business letters, memos, and reports, Crafting effective emails and proposals, Techniques for clear and concise writing
IV	**Presentations and Public Speaking,** Designing impactful presentations using visual aids, Strategies for effective public speaking and audience engagement, Handling questions and feedback during presentations

Suggested Readings:

1. Gupta, A. (2023). *Business Communication: Tools and Techniques*. Pearson India.
2. Sharma, R. (2022). *Effective Business Communication: Principles and Practices*. Wiley India.
3. Verma, S. (2021). *Business Communication Essentials*. Oxford University Press India.
4. Jain, M. (2021). *Communicating Effectively in Business*. McGraw Hill Education India.
5. Rao, P. (2020). *Business Communication: A Practical Approach*. S. Chand Publishing.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
1. UpGrad: Business Communication Skills
2. Simplilearn: Business Communication Essentials
3. Great Learning: Effective Business Communication Techniques
4. Coursera: Business Communication Basics

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.

Programme/Class: Degree		**Year:** Second	**Semester:** Second
Course Code: F010908T	**Course Title:** Introduction to Artificial Intelligence in Management		**Credits:** 4

Course outcomes: Upon successful completion of the course, students will be able to:

CO1: Understand the fundamental concepts and principles of Artificial Intelligence (AI).

CO2: Explore the history, evolution, and impact of AI in various industries, including management.

CO3: Analyze AI algorithms and techniques used in decision-making and problem-solving.

CO4: Evaluate the ethical, social, and legal implications of AI in business management.

CO5: Apply AI tools and technologies to improve business operations and strategic planning.

CO6: Assess the potential of AI in transforming management practices and organizational structures

Unit	Topics
I	**Introduction to AI and Its Relevance in Management-** Introduction, Evolution and objectives of AI, Core Concepts of AI, AI in Management: Opportunities and Challenges, AI Trends in Business.
II	**Introduction to AI Tools**: Python, R, Tensor Flow, Customer Relationship Management (CRM). Machine Learning and its application,
III	**AI in Marketing:** Personalization and Targeting, **AI in Finance:** Fraud Detection, Risk Management, **AI in Operations:** Supply Chain and Logistics Optimization, **AI in Human Resources:** Talent Acquisition and Management
IV	**Developing an AI Strategy for Business, Roadmap for AI Implementation:** From Concept to Execution, Managing AI Projects: Challenges and Best Practices, Integrating AI with Existing Business Processes, Ethical Issues in AI: Bias, Privacy, and Transparency,

Suggested Readings:

1. Mitchell, M. (2019). *Artificial intelligence: A guide for thinking humans.* Farrar, Straus and Giroux.
2. Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the world.* Harvard Business Review Press.
3. Malhotra, R. (2021). *Artificial intelligence and the future of power: 5 battlegrounds.* Rupa Publications.
4. Abhivardhan. (2021). *Artificial intelligence ethics and international law.* Indian Society of Artificial Intelligence and Law.
5. Balakrishnan, A. (2020). *Data-driven marketing: The 15 metrics everyone in marketing should know.* Sage Publications.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

- Artificial Intelligence in Business - MIT Sloan Management Review
- Coursera - AI for Everyone by Andrew

Artificial Intelligence- https://youtu.be/gD_HWj_hvbo?si=sI0gRRJKNZt82p4-

Further Suggestions:

Engage in practical workshops to apply management theories.

Encourage students to analyze contemporary case studies for a deeper understanding of management thought evolution.