



Program Structure & Syllabus

Master of Business Administration

Duration: 02 Years

Batch: 2025-2027

School of Management

Vision of the University:

To be a global leader in education, research, and innovation, empowering higher learning ecosystem

Mission of the University:

M1: Empower all the members of the Bennett ecosystem and provide thought leadership, focus on nation building and prepare our graduates to move with the Times.

M2: Cultivate international partnerships and collaborations with academic institutions, industry, and government organizations and provide a rigorous and innovative education that equips students with the knowledge, skills, and ethical values required to excel in their careers.

M3: Foster a culture of lifelong learning, adaptability, and critical thinking, ensuring graduates are prepared to tackle emerging challenges in all academic fields.

M4; Drive interdisciplinary research and innovation, pushing the boundaries of human knowledge, addressing pressing global issues and solving real world problems.

M5: Enhance a collaborative environment that encourages faculty and students to engage in research, innovation, and entrepreneurship, creating a lasting impact on society.

M6: Promote diversity, equity, and inclusion, ensuring that all individuals, regardless of background, feel welcomed, respected, and empowered.

M7: Prepare students to become global citizens, capable of addressing global challenges and contributing to the well-being of communities worldwide.

M8: Provide a globally connected career services networking with graduate employers and alumni.

M9: Foster a strong sense of ethical responsibility in our graduates, emphasizing the importance of ethical conduct, sustainability, and social impact in professional practice.

M10: Commit to ongoing assessment and improvement of our programs and invest in modern infrastructure and advanced technology to support teaching, research, and innovation adapting to the evolving needs of students, industries, and society.

Vision of the School/Department:

To Create Progressive and Inclusive Business Influencers

Mission of the School/Department:

SOMM1: To contribute to national capacity and capability building by creating individuals who are prepared to tackle emerging challenges

SOMM2: Cultivate thought leadership, eagerness to learn and adapt

SOMM3: Foster innovative and collaborative business growth in an ethical and inclusive manner

SOMM4: Create a lasting impact on society with collaboration, lifelong learning, knowledge, skills, and ethical values.

Program Educational Objectives (PEO):

PEO1: Our students will demonstrate critical thinking and practical approach to problem solving and function effectively as skilled managers who can respond to changing environment in a social and global context.

PEO2: Our students will be able to communicate effectively, work collaboratively and exhibit high levels of professionalism and ethical responsibilities

PEO3: Our students will be able to adapt to new technology, innovation and changes in the world economy through lifelong learning and flexible mindset.

PEO to Mission Statement Mapping:

Mission Statements →	To contribute to national capacity and capability building by creating individuals who are prepared to tackle emerging challenges	Cultivate thought leadership, eagerness to learn and adapt	Foster innovative and collaborative business growth in an ethical and inclusive manner	Create a lasting impact on society with collaboration, lifelong learning, knowledge, skills, and ethical values.
PEO Statements ↓				
	M1	M2	M3	M4
PEO1	3		1	
PEO2			3	2
PEO3		3		3
	1: Low	2: Medium	3: High	

Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Upon completion of the MBA program from BU School of Management, a student shall possess ability to:

PO1: Integration: Integrate functional knowledge and apply managerial skills in changing business environment

PO2: Problem Solving: Integrate theories and practice for analysing and solving problems of business, society and environment

PO3: Ethics: Take ethical decisions and effectively communicate to all stakeholders

PO4: Critical Thinking: Develop sustainable competitive edge through strategic planning, critical thinking and innovation

PO5: Leadership: Demonstrate leadership skills to build high-performing teams

PSO1: Comprehending different Managerial Concepts and Models belonging to the following functional areas: Marketing, Finance and Business Analytics

PSO2: Understanding impact of Digitisation and Innovation on Business in order to maximise value to all stakeholders

PSO3: Identifying opportunities in changing Business Environment and make best use of them through critical thinking and rational decision making

Mapping of POs/PSOs to PEOs:

PEO Statements → Program Outcomes ↓	Our students will demonstrate critical thinking and practical approach to problem solving and function effectively as skilled managers who can respond to changing environment in a social and global context PEO1	Our students will be able to communicate effectively, work collaboratively and exhibit high levels of professionalism and ethical responsibilities PEO2	Our students will be able to adapt to new technology, innovation and changes in the world economy through lifelong learning and flexible mindset. PEO3
PO1: Integration: Integrate functional knowledge and apply managerial skills in changing business environment	3	2	2
PO2: Problem Solving: Integrate theories and practice for analysing and solving problems of business, society and environment	3	1	1
PO3: Ethics: Take ethical decisions and effectively communicate to all stakeholders	1	3	1
PO4: Critical Thinking: Develop sustainable competitive edge through strategic planning, critical thinking and innovation	3	1	3
PO5: Leadership: Demonstrate leadership skills to build high-performing teams	1	2	1
PSO1: Comprehending different Managerial Concepts and Models belonging to the following functional areas: Marketing, Finance and Business Analytics	2	1	1

PSO2: Understanding impact of Digitisation and Innovation on Business in order to maximise value to all stakeholders	2	1	3
PSO3: Identifying opportunities in changing Business Environment and make best use of them through critical thinking and rational decision making	3	1	3

1: Low

2: Medium

3: High

Bennett University						
School of Management						
Curriculum for the batch MBA 2025-27						
Semester 1						
S. No	Course Code	Course Name	L	T	P	C r e d i t
1	MMBA710L	Microeconomics	2	0	0	2
2	MMBA123L	Professional Communication	2	0	2	3
3	MMBA121L	Managerial Accounting	3	0	0	3
4	MMBA105L	Marketing Management	3	0	0	3
5	MMBA107L	Quantitative Methods for Business	2	0	0	2
6	MMBA109L	Organisational Behavior	2	0	0	2
7	MMBA128L	Disruptive Technologies in Business	2	0	0	2
8	MMBA113L	Legal Aspects of Business	2	0	0	2
9	MMBA1001P	Transforming Life through Yoga and Meditation	0	0	4	2
10	MMBA117L	Know your Industry	1	0	0	1
11	MMBA1003P	Graduate Assistantship Program-1	0	0	2	1
		Total Credits				23
Semester 2						
S. No	Course Code	Course Name	L	T	P	C r e d i t
1	MMBA602L	Macroeconomics	2	0	0	2
2	MMBA136L	Operations & Supply Chain Management	3	0	0	3
3	MMBA196J	Business Communication	0	0	4	2
4	MMBA111L	Design Thinking and Innovation	1	0	2	2
5	MMBA1002L	Corporate Finance	3	0	0	3
6	MMBA124L	Human Resource Management	2	0	0	2
7	MMBA1004L	Digital Marketing & Media Management	2	0	0	2
8	MMBA198J	Care for Society/NCC/NSS	0	0	4	2
9	MMBA618L	Business Research Methods	2	0	2	3

10	MMBA1006P	Graduate Assistanceship Program-II	0	0	2	1
		Total Credits				22
Semester 3						
S.No	Course Code	Course Name	L	T	P	Credits
1	MMBA221L	Professional Ethics	2	0	0	2
2	MMBA222L	Innovation, Entrepreneurship and Start-ups	2	0	0	2
3	MMBA204L	Sustainability & Social Responsiveness	2	0	0	2
4	MMBA2001L	Strategic Management	2	0	0	2
5	MMBA700J	Summer Internship	0	0	8	4
General Elective Courses						
1	MMBA235L	International Business	2	0	0	2
2	MMBA733L	Project Management	2	0	0	2
3	MMBA237L	E-Business	2	0	0	2
4	MMBA223L	Psychology in Business	2	0	0	2
5	MMBA239L	Bibliophiles	2	0	0	2
Elective Courses (Any 4)						
1		Elective 1	2	0	0	2
2		Elective 2	2	0	0	2
3		Elective 3	2	0	0	2
4		Elective 4	2	0	0	2
5		Program Elective - Any elective course from other specialization	2	0	0	2
Sales & Marketing Specialization						
1	MMBA224L	Consumer Behaviour	2	0	0	2
2	MMBA225L	Sales & Distribution Management	2	0	0	2
3	MMBA226L	Integrated Marketing Communications	2	0	0	2
4	MMBA228L	Marketing Analytics	2	0	0	2
5	MMBA229L	Strategic Brand Management	2	0	0	2
Finance Specialization						
1	MMBA2051L	Financial Modelling	2	0	0	2
2	MMBA231L	Business Valuation	2	0	0	2
3	MMBA232L	International Finance	2	0	0	2

4	MMBA233L	Security and Portfolio Management	2	0	0	2
5	MMBA2052L	Banking Operations & Credit Management	2	0	0	2
6	MMBA2053L	Infrastructure and the Private Sector	2	0	0	2
Business Analytics & Operations Specialization						
1	MMBA286L	Programming for Analytics	2	0	0	2
2	MMBA287L	Text Mining and Sentiment Analytics	2	0	0	2
3	MMBA288L	Data Mining and Visualization	2	0	0	2
4	MMBA289L	Analytics for Service Operations	2	0	0	2
5	MMBA290L	AI and Machine Learning	2	0	0	2
6	MMBA2054L	System Dynamics and Modelling	2	0	0	2
Media Management Specialization						
1	MMBA291L	Digital Media	2	0	0	2
2	MMBA292L	Media Cost Management & Control	2	0	0	2
3	MMBA293L	Media Production and Consumption	2	0	0	2
4	MMBA294L	Media and Sports Industry	2	0	0	2
5	MMBA245L	Media Research Tools and Analytics	2	0	0	2
Logistics and Supply Chain Management Specialization						
1	MMBA2043	Purchasing & Inventory Management	2	0	0	2
2	MMBA533	Supply Chain Management	2	0	0	2
3	MMBA2040	Transportation & Distribution Management	2	0	0	2
4	MMBA2041	Warehousing & Distribution Facilities Management	2	0	0	2
5	MMBA2055L	Supply Chain Technology and Information System	2	0	0	2
Human Resource Management Specialization						
1	MMBA2042L	Performance Management System	2	0	0	2
2	MMBA297L	Talent Acquisition	2	0	0	2
3	MMBA298L	Learning & Development	2	0	0	2
4	MMBA299L	Compensation & Reward Management	2	0	0	2
Family Business and Entrepreneurship						
1	MMBA2061L	Entrepreneurial Thinking in Family Business	2	0	0	2
2	MMBA2062L	Family Business Governance & Dynamics	2	0	0	2
3	MMBA2063L	Innovation Management in Family Business	2	0	0	2
4	MMBA2064L	Succession Planning & Leadership Transition	2	0	0	2
		Total Credits				24
Semester 4						
S. No	Course Code	Course Name	L	T	P	C r

						elective credit
1	MMBA396J	Management of MSMEs	0	0	12	6
2	MMBA2095J	Immersive Learning Project	0	0	14	7
Elective Courses (Any 3)						
1		Elective I	2	0	0	2
2		Elective II	2	0	0	2
3		Elective III	2	0	0	2
4		Program Elective - Any course from other specialization	2	0	0	2
Sales & Marketing Specialization						
1	MMBA278L	Marketing of Services	2	0	0	2
2	MMBA280L	Social Media Marketing	2	0	0	2
3	MMBA282L	Sustainable Marketing	2	0	0	2
4	MMBA284L	Industrial Marketing Management	2	0	0	2
5	MMBA270L	Retail Management	2	0	0	2
6	MMBA2056L	Customer Analytics	2	0	0	2
Finance Specialization						
1	MMBA276L	Behavioral Finance	2	0	0	2
2	MMBA342L	Wealth Management	2	0	0	2
3	MMBA2057L	Financial Derivatives & Risk Management	2	0	0	2
4	MMBA2058L	Sustainable Finance & Reporting	2	0	0	2
5	MMBA2059L	Financial Econometrics	2	0	0	2
Business Analytics & Operations Specialization						
1	MMBA348L	Deep Learning	2	0	0	2
2	MMBA350L	Analytics for Sustainable Supply Chain	2	0	0	2
3	MMBA368L	AI Techniques in Analytics	2	0	0	2
4	MMBA2050L	Digital Business Modelling	2	0	0	2
Media Management Specialization						
1	MMBA354L	Films and Entertainment Industry	2	0	0	2
2	MMBA356L	Media Planning & Buying	2	0	0	2
3	MMBA358L	Marketing and Branding in Event Industry	2	0	0	2
4	MMBA360L	Media Marketing & Distribution	2	0	0	2
Human Resource Management Specialization						

1	MMBA364L	Employee Relation	2	0	0	2
2	MMBA2044L	HR Metrics & Analytics	2	0	0	2
3	MMBA2045L	Organizational Change & Transformation	2	0	0	2
4	MMBA2046L	Strategic HRM	2	0	0	2
Logistics and Supply Chain Management Specialization						
1	MMBA2047L	Multimodal Transportation Management	2	0	0	2
2	MMBA2049L	Logistics Strategy & Planning	2	0	0	2
3	MMBA350L	Analytics for Sustainable Supply Chain	2	0	0	2
4	MMBA2060L	Global Logistics Operation	2	0	0	2
Family Business and Entrepreneurship Specialization						
1	MMBA2065L	Conflict Management in Family Business	2	0	0	2
2	MMBA2066L	Internationalization of Family Business	2	0	0	2
3	MMBA2067L/ MMBA2068L	Capstone Project / Family Business Revamp Plan	2	0	0	2
4	MMBA2069L	Legal & Tax Implications of Business Succession in India	2	0	0	2

Semester I

Name of Program	Master of Business Administration				
MMBA710L	Microeconomics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Inculcate in students an understanding of the fundamental concepts of microeconomics

CO2: The students learn some interactions of supply and demand and characteristics of perfect and imperfect markets.

CO3: Understand the importance of goal setting for every economic agent operating in the microeconomic environment

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2				1		1
CO2	1	1					1	
CO3	2	1	1			2	1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1. Introduction

4 lecture hours

Scope and method of economics; the economic problem: scarcity and choice; the concept of opportunity cost; the question of what to produce, how to produce and how to distribute output; science of economics; Institutions for allocating resources; the basic competitive model; prices, property rights and profits; incentives and information; rationing; positive versus normative analysis. The Scientific method; the role of assumptions; models and mathematics; why economists sometimes disagree. Interdependence and gains from trade; specialization and trade; absolute advantage; comparative advantage and trade

Module 2. Simulation Game

4 lecture hours

Time Value of Money- How to calculate present values? Multiple Cash flows, Opportunity Cost of Capital. How to value annuities and perpetuity? Using Spreadsheet functions, Financial ratios

Module 3. Theory Of Demand and Supply**5 lecture hours**

Determinants of individual demand/supply; demand/supply schedule and demand/supply curve; market versus individual demand/supply; shifts in the demand/supply curve, demand and supply together; how prices allocate resources; elasticity and its application; Types of elasticity; controls on prices; taxes and the costs of taxation; consumer surplus; producer surplus and the efficiency of the markets.

Module 4. Theory of Consumer Behavior**4 lecture hours**

The consumption decision - budget constraint, consumption and income/price changes, demand for all other goods and price changes; description of preferences (representing preferences with indifference curves); properties of indifference curves; consumer 's optimum choice; income and substitution effects; labour supply and savings decision - choice between leisure and consumption

Module 5. Theory of Production**3 lecture hours**

Production Function, Three stages of Production, Optimal Stage of Production, Average Product, Total Product, Marginal Product

Module 6. Theory of Cost**4 lecture hours**

Short Run and Long Run cost, Implicit and Explicit Cost, Nature of Cost, Average Cost, Total Fixed Cost, Marginal Cost, Break Even Point, Operating leverage

Module 7. Theory of Firms**5 lecture hours**

Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Price Determination in each market type

Text Books :

1. Mankiw, N. Gregory.. Principles of Microeconomics. 5th ed. Cengage Learning. 2012
2. Salvatore, Dominick, and Rastogi, K. 2016. Managerial Economics: Principles and Worldwide Applications. 8th ed. Oxford Publications.

Reference Books :

1. Samad, S.A., and Chowdary. 2015. "Production Dilemma at Amiko: Short-run or Long-run Costs?" ET Cases.
2. Jayakumar, V., and Chowdary, N.V. 2015. "Anita's First Three Months at BEEPL: Elasticity Experiences?" ET Cases.
3. Jayakumar, V., and Chowdary, N.V. 2015. "Demand and Supply Disequilibrium of Gilead's Sovaldi." ET Cases.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA123L	Professional Communication	L	T	P	C
Owning School/Department	School of Management	2	0	2	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the significance of business communication in the contemporary context. CO2: Improve interpersonal communication and listening skills within a managerial setting.

CO3: Demonstrate effective written communication skills with clarity in expressions, structured arguments and reasoned conclusions.

CO4: Deliver a professional quality formal presentation by exhibiting clarity, logical structure, credibility, effective use of visual aids/technology and appropriate body language.

CO5: Understand strategies for running effective and productive meetings.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1							
CO2					3			
CO3				3				2
CO4					2			2
CO5					2			

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Communication Strategy and Styles

4 lecture hours

Introduction to the course requirements; Characteristics of professional communication; How to create an effective communication strategy; Communication styles and importance of working with diverse communication styles.

Unit/Module II :: Interpersonal Communication

6 lecture hours

Effective Listening- Active and reflective listening as essential skills for leaders, Giving and

receiving Feedback - The language of feedback to increase effectiveness, build trust, and avoid defensiveness, Conducting Effective Meetings - Plan and conduct meetings that facilitate group decision-making and are productive.

Unit/Module III: Business Writing

8 lecture hours

Elements of style and tone in business writing and drafting messages that are persuasive and clear, Designing an effective Resume and a well-drafted cover letter that can help to get noticed in a competitive job market, Writing reports and proposals for a business audience.

Unit/Module IV: Presentation Skills and Public Speaking

10 lecture hours

Persuasive and effective oral presentations using useful frameworks like- Minto Pyramid, Monroe's Motivated Sequence etc, best practices of design and data visualization to create a persuasive slide deck, practicing persuasive communication using physical cues and an authentic voice to create an executive presence, Impromptu Speaking - Practice creating and delivering a persuasive, logical argument in real time.

Unit/Module V: Communicating Across Cultures

6 lecture hours

Hofstede's dimensions of national culture, norms and values that govern differences in communication styles, Identifying cultural variations in business communication, increasing individual effectiveness in intercultural communication through an in-depth case discussion.

Unit/Module VI: Persuasive Communication

6 lecture hours

Pre-suasion, Cialdini's principles of Persuasion

Text Books :

Beebe, Steven A. Communication-Principles for a Lifetime (6th edition). Pearson, 2019.

Reference Books :

1. Ancona, Deborah, Thomas W. Malone, et al. "In Praise of the Incomplete Leader." Harvard Business Review, February 2007.
2. Batista, Ed. "Make Getting Feedback Less Stressful." Harvard Business Review, August 2014.

3. Carla Ann Harris video: Take The Lead Women. "How To Own Your Power Presentation." May 5, 2014. YouTube.
4. Cialdini, Robert B. "Harnessing the Science of Persuasion." Harvard Business Review, October 2001.
5. Dutta, Soumitra. "Managing Yourself: What's Your Personal Social Media Strategy?" Harvard Business Review, November 2010.
6. Neeley, Tsedal. "Language and Globalization: 'Englishnization' at Rakuten (A)." Harvard Business School Case. Harvard Business School Publishing. Case: 402–12, August 2011.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA121L	Managerial Accounting	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To build an increasingly sophisticated level of understanding of the language of accounting and its key concepts.

CO2: To critically analyse and interpret the information conveyed in each of the basic financial statements using various financial tools.

CO3: To develop the essential ability to use complex accounting information as a platform for decision-making.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					2		
CO2		2			3		2	
CO3	3	2		1				3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction of Financial Accounting

10 Lecture hour

Evolution of Accounting – basic concepts of Financial Accounting; Scope and advantages of Financial Accounting; Distinction between Cost Accounting, Management Accounting and Financial Accounting; Generally Accepted Accounting Principles (GAAPs); Accounting Standards; Introduction to US GAAP, IFRS & IND AS; Stages of preparing accounting statements – from input to output; Users of accounting information and financial statements.

Module 2: Understanding of Financial Statements 15 Lecture hour

Nature and objectives of Financial Statements; Uses of Financial Statements, form and content of Financial Statements; Understanding and preparation of various Financial Statements (Statement of Profit or Loss; Statement of Financial Position; Statement of Cash Flow; Statement of Changes in Equity) as per Companies Act 2013 along with adjustments and numerical examples on the same.

Module 3: Financial Statement Analysis**12 Lecture hour**

Tools and techniques of financial statement; EIC analysis; Comparative Statement Analysis (Horizontal Analysis) and Common Size Statement Analysis (Vertical Analysis); Introduction of Ratio, Ratio – Analysis and interpretation of Ratio, Use & Significance of Ratio, Limitations of Ratio Analysis; Numerical examples.

Simulation:

HBP's Financial Analysis Simulation: Data Detective – By: V.G. Narayanan, Suraj Srinivasan.

[https://hbsp.harvard.edu/product/8742-HTML-](https://hbsp.harvard.edu/product/8742-HTML-ENG?Ntt=Financial%20Analysis%20Simulation%3A%20Data%20Detective%20)

[ENG?Ntt=Financial%20Analysis%20Simulation%3A%20Data%20Detective%20](https://hbsp.harvard.edu/product/8742-HTML-ENG?Ntt=Financial%20Analysis%20Simulation%3A%20Data%20Detective%20)

Module 4: Limitations of Financial Statements and Window Dressing 8 Lecture hour

Limitations of Financial Statements; Critical Review of Financial Statements – Effects of Abnormal Items and Changes in Accounting Policies; Creative Accounting; Ethical issues in financial reporting; Recent scandals in financial reporting.

Text Book

1. Bhattacharyya, A. K. (2022). First Course in Financial Accounting for Business Managers. Platinum Publishers. ISBN: 978-8189874568.
2. Anthony, R., Hawkins, D., Merchant, K. A. (2015). Accounting: Texts and Cases | 13th Edition. McGraw Hill Education Pvt. Ltd. ISBN: 978-1259097126.
3. Narayanswamy, R. Financial Accounting- A Managerial Perspective. Prentice Hall of India. ISBN: 9788120353435.
4. Dhamija, S. (2018). Financial Accounting for Managers. Pearson Education India. ISBN: 9788131773437, 9788131773437.

Reference Books :

1. Shah, P. (2019). Financial Accounting for Management (3e). Oxford University Press. ISBN: 978-0199494439.
2. Maheshwari, S. N., Maheshwari Suneel K & Maheshwari Sharad K (2022). Financial and Management Accounting (6th ed.). Noida, India: Sultan Chand and Sons. ISBN: 978-9391820213.

3. Horngren, C. T. (2017). Introduction to Financial Accounting. (11th ed.). Pearson Education. ISBN-13 : 978-9352862474.

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA105L	Marketing Management	L	T	P	C
Owning School/Department	Management	3	0	0	3
Pre-requisites/Exposure	NIL				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To exhibit strong conceptual knowledge in the functional areas of marketing management

CO2: To estimate different strategic possibilities regarding the communication and delivery of the values in marketing

CO3: To exhibit analytical skills in identification and solutions of marketing management and strategic marketing problems

CO4: To identify the areas of modern age marketing.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		2
CO2		3					3	
CO3	2			3		2	2	
CO4				3	2			3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Fundamentals of Marketing

3 lecture hours

Meaning of the term “marketing” and “marketing management”, nature and scope of marketing, difference between marketing and selling, marketing myopia, Evolution of marketing concepts: The production concept, the product concept, the selling concept, the marketing concept, the societal marketing concept, the holistic marketing concept. Introduction to the concept of marketing mix.

Experiential learning: Case Study Analysis & Discussion “Procter & Gamble's Marketing Mix (4P) Analysis”.

Module II :: Marketing Environment

2 lecture hours

Meaning and types of marketing environment, understanding of macro marketing environment, PESTEL Analysis, microenvironment, SWOT Analysis.

Module III: Consumer Behavior

12 lecture hours

Understanding consumers and consumer behavior, factors influencing the buying decisions of consumers, Consumer buying motives, stages in consumer buying decision process

Experiential learning: Case Study Analysis and Discussion “What You’re Getting Wrong About Customer Journeys” (Harvard Business Review, July-August, 2022)

Business market vs consumer market, concept of business market and derived demand
Importance of B2B Marketing.

Module IV: Marketing Information System and Marketing Research 3 lecture hours

Marketing information system and its applications, Role of marketing research in the decision-making process of a business, Marketing research procedure, ethics in marketing research

Experiential learning: Questionnaire preparation and data collection by the students from certain specific industries

Module V: Segmentation, Targeting and Positioning

5 lecture hours

Market segmentation: Understanding the concept, the bases of market segmentation in consumer market, criteria for effective market segmentation, market segmentation of industrial goods.

Experiential learning: Case Study Analysis and Discussion “Fogg’s Fragrance in Indian Deodorant Market: Category Challenger with Unique Marketing Mix” (ET Cases, June, 2014)

Target marketing: Understanding the concept, major dimensions of target marketing, describing marketing efforts: A Shotgun Approach, Rifle Approach.

Positioning: The concept of positioning, describe effective qualities of a successful positioning.

Experiential learning: Students are to prepare a report on the positioning strategies of different products given to them.

Module VI: Product and Brand Management

5 lecture hours

Product: Product as an offering and its meaning, product, total product concept, New product development process, failure of a new product, Product Life Cycle (PLC): Concept of PLC, various stages in product life cycle, product life cycle concept as a guideline for formulation and implementation of marketing strategy, Concept of brand and branding, concept of brand identity and brand image, Brand equity

Experiential learning: Case Study Analysis and Discussion “Prune the Brand Portfolio?”
(Harvard Business Review, March–April, 2018)

Module VII: Marketing Information System and Marketing Research 3 lecture hours

Concept of pricing, objectives of pricing strategies, The role of value in pricing, factors influencing pricing, General pricing strategies, Developing a pricing strategy

Mid-semester project: Selling and salesmanship

Module VIII: Channel Management, Channel Design and Applications 5 lecture hours

Channel design steps and types of distribution strategy, Channel dynamics and channel conflict management, Online marketing channel and channel design

Experiential Learning: Case Study Analysis and Discussion “Integrated Marketing Channels: DTDC India” (Strategic Marketing Management in Asia: Case Studies and Lessons Across Industries, Emerald Publishing, 2017).

Module IX: Retailing, Wholesaling and Logistics 2 lecture hours

Retailing, Wholesaling and logistics

Module X: Integrated Marketing Communications 5 lecture hours

Concept of Marketing Mix and Integrated Marketing Communications (IMC), different modes of IMC, Factors Effecting IMC and Important related issues, designing effective measurement of IMC

Experiential Learning: Case Study Analysis and Discussion “Wonder Cement: Building a Strong Brand through Digital Marketing” (marketing Management: Indian Cases, Pearson, 2020).

Module XI : Marketing of Services 2 lecture hours

An introduction to services, Objectives of services marketing

Module XII : Marketing Metrics, Performance and Strategy Implementation 2 lecture hours

Marketing metrics and performance, Barriers in using marketing metrics, Managing successful strategy implementation.

Text Books :

1. Kotler, Philip, and Kevin Lane Keller. Marketing Management (14th ed.). Pearson, 2012. ISBN: 978-0-132-10292-6.
2. Ramaswamy, V. S., and Namakumari, S. Marketing Management: Indian Context, Global Perspective (5th ed.). McGraw Hill Education India, 2017. ISBN: 978-1-259-02641-6.
3. Best, Roger J. Market-Based Management Strategies for Growing Customer Value and Profitability (6th ed.). Pearson, 2013. ISBN: 978-0-130-38775-2

Reference Books :

- a) Saxena, Rajan. Marketing Management (6th ed.). McGraw Hill, 2019. ISBN: 978-9-389-53833-5.
- b) Baines, Paul, Chris Fill, Kelly Page, and Piyush K. Sinha. Marketing (Asian Edition). Oxford, 2013. ISBN: 978-0-19-807944-6.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA107L	Quantitative methods for Business	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Be able to identify and understand the classic and contemporary research paradigm.

CO2: Be able to identify and define the patterns in the real-world data and develop critical thinking to examine and induce problem solving skills.

CO3: Develop the ability to summarize and extract insights from the real-world data both from qualitative and quantitative aspects.

CO4: Be able to collaborate, assess, extend, and explain the existing and derived meanings towards advance decision insights in the interest of business society and human well-being at large.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					<u>3</u>		
CO2	2	3		2		2	2	
CO3		3		3		2		3
CO4	2	3		3				2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Introduction to Quantitative Techniques

10 lecture hours

Introduction to quantitative techniques, Measurement of variables and scales, Descriptive Statistics -Measures of central Tendency and dispersion, Probability and its applications, Introduction to statistical inference, Hypothesis testing and inferences

Unit II: Correlation and Regression Techniques

6 lecture hours

Introduction to correlation analysis, Regression technique fundamentals, Simple and multiple regression, Assumptions of linear regression

Unit III: Time Series Analysis and Decision Theory**6 lectures hours**

Introduction to Time Series Analysis, Univariate and multivariate analysis, Analysis of stationarity of time series, Decision Theory -Decision making certainty, uncertainty, and risk

Unit/Module IV: Linear Programming and Game Theory**6 lecture hours**

General LP model, Linear Programming: Formulation, Graphical Method, Game Theory -Pure strategy

Text Books :

1. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., Williams, T. A. Essentials of Business Analytics. 3rd ed. Boston: Cengage Learning, 2019.

Reference Books :

1. Bernard W. Taylor, Introduction to Management Science (12th Edition), Pearson.
2. Frederick S. Hillier and GERALD J. Lieberman, Introduction to Operations Research: Concept and Cases (9th Edition), Tata McGraw Hill.
3. Paolo Brandimarte, Quantitative Methods: An Introduction for Business Management.
4. Richard L. Levin and David S. Rubin, Statistics for Management, Eastern Economy Edition.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA109L	Organizational Behaviour	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NIL				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Enhance the understanding of human behavior at work.

CO2: Increase awareness of the people-related challenges of organizational life, and to build proficiencies in dealing with them effectively.

CO3: Address the holistic development of the student's personality with conceptual, analytical and communication skills.

CO4: Improve team skills and gain an appreciation of team dynamics and to facilitated development of leadership competencies.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		1			2	1	1	2
CO2		1			2		3	
CO3							3	2
CO4					3	3		3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Introduction and Individual Differences- Single Level of Analysis

8 lecture hours

Introduction to Organizational Behavior, Various trends in OB, Foundation of Individual Behaviour, Personality and Personal Effectiveness, Motivational Process and theories (Need theories and cognitive theories)

Unit/Module II : Individual Perceptual process and learning

7 lecture hours

Perceptual Process (process of receiving stimuli, process of selecting stimuli), Attitudes and

Values, Attributional process, Learning process, Different learning theories, coping with stress and frustration

Unit/Module III: Group Dynamics- Multiple Level of Analysis **7 lecture hours**

Understanding Groups & Team: Team effectiveness, Team Building, Team Dynamics, Communication, Leadership: Theories & Challenges, Conflict.

Unit/Module IV: Organizational Processes- Multiple Level Interconnectedness

6 lecture hours

Organizational Culture, climate & Effectiveness, Organizational Change & Development, Power & Politics, Organizational Learning, Case Presentation

Text Books :

1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra. Organizational Behaviour (14th ed.). New Delhi: Pearsons, 2016.
2. Pareek, Udai. Understanding Organizational Behaviour (3rd ed.). Oxford University Publications, 2011.

Reference Books :

1. Aswathappa, K., & Reddy, G. S. Organisational Behaviour (Vol. 12). Himalaya Publishing House, 2009.
2. Greenberg, J., and Baron, R. Behavior in Organisations. New Delhi, India: PHI Learning Private Limited, 2017.
3. Luthans, Fred. Organizational Behavior. New Delhi: McGraw-Hill Professional, 2018.
4. Hellriegel, Don, and Slocum, John. Organizational Behavior. Southwestern, CENGAGE Learning, 2018.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA128L	Disruptive Technologies in Business	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Gain insight into how disruption drives structural industry change

CO2: Understand how innovation can create the potential for future disruption, and discover the difference between durable initiatives and industry fads

CO3: Identify the characteristics that protect industry longevity and help defend against being disrupted

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1					3	
CO2				3		3		
CO3	1		3					3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Lenses on the World

4 lecture hours

Introduction to Disruption and the Disruption Theory; Developing an innovative mindset and adopting a strategic mindset to rightly identify the disruption coming on the way

Case: ING Bank Facing Digital Disruption

Module II: Aligning Innovation with Disruption

4 lecture hours

Identifying the three types of innovation and predicting when they will happen; Harness disruption and position the business for new growth

Case: Netflix Inc.: The Disruptor Faces Disruption

Module III: Organising for Innovation

4 lecture hours

Identifying what an organization can do and cannot do; Aligning organisation resources, processes, and profit formula to develop an innovative culture and position your business for growth

Case: The Nypro/Vistakon Disposable Contact Lens

Module IV: Network effects**4 lecture hours**

Identifying Network and Network properties; Direct and Indirect Network effects; Dynamics of Positive Network Externalities

Case: Airbnb, Etsy, Uber: Growing from One Thousand to One Million Customers

Module V: Strategising for Innovation**4 lecture hours**

Effectively balancing the deliberate and emergent strategy processes to unlock innovation within the organization; Determining the “type” of money will empower new business ideas to flourish

Case: Reliance Jio

Module VI: Reflecting on Disruptive Strategy**4 lecture hours**

Exploring how to apply the learning in Disruptive Strategy over the next year(s)

Text Books :

1. What Is Disruptive Innovation? By: Clayton M. Christensen, Michael E. Raynor, Rory McDonald.
2. Thriving in an Increasingly Digital Ecosystem By: Peter Weill, Stephanie Woerner.

Reference Books :

1. Seeing What's Next: Introduction (How to Use Theories of Disruptive Innovation to Predict Industry Change) By: Clayton M. Christensen; Scott D. Anthony; Erik A. Roth.
2. Principles and Patterns of Disruptive Innovation By: Scott D. Anthony; Mark W. Johnson; Joseph V. Sinfield; Elizabeth J. Altman
3. Innovating in Uncertain Times: Lessons from 2022 By: Chris Howard
4. What Makes Innovation Partnerships Succeed By: Paola Cecchi Dimeglio; Taha Masood; Andy Ouderkirk
5. Welcome to Web3 By: Thomas Stackpole; Reid Blackman; Ramsey Khabbaz; Jonathan Ruane; Andrew McAfee; Ana Andjelic; Li Jing; Katie Parrott

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA113L	Legal Aspects of Business	L	T	P	C
Owning School/Department	Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.

CO2: Understand the legal structure of different forms of business organizations and their responsibilities as an employer.

CO3: Identify the fundamental legal principles behind contractual agreements.

CO4: Acquire problem-solving techniques and be able to present coherent, concise legal

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	3	1			1		
CO2			3					
CO3							2	
CO4		3				1		3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: The Indian Contract Act, 1872: General Principle of Law of Contract

7 lecture hours

Contract - meaning, characteristics, difference between agreement and contract, types of contracts, Essentials of valid contract – Offer (types and difference from invitation to offer), acceptance (legal rules), consideration (legal rules), contractual capacity-Position of agreements with minors, Unsound mind, disqualified by law, free consent- Coercion, Undue influence, Misrepresentation, fraud and Mistake.

Module 2: The Indian Contract Act, 1872: Special types of contracts 6 lecture hours

Contract of Bailment & Pledge (concept, types, duties and rights), LIEN, Contract of Indemnity (Basic concept and parties involved, Essential Features/ Legal rules of Contract of Indemnity, rights of Indemnifier), Contract of Guarantee (Basic concept and parties involved, Essential Features/ Legal, rules of Contract of Guarantee, Extent of Surety's liability, Kind of Guarantees), Difference between Contract of Indemnity and Contract of Guarantee

Module 3: The Sale of Goods Act, 1930 **6 lecture hours**

Contract of sale, meaning, Types of goods, Difference between sale and agreement to sell, Conditions and warranties, Unpaid seller - meaning and rights of an unpaid seller against the goods and the buyer

Module 4: The Negotiable Instruments Act 1881 **6 lecture hours**

Meaning and Characteristics of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque, Crossing of Cheque, Types of Endorsements

Module 5: **4 lecture hours**

Labour laws, The four labour codes

Text Books :

1. Pathak, A. 2014. Legal Aspects of Business. 6th ed. McGraw Hill Education.
2. Maheshwari, S.K., and Maheshwari, S.N. 2015. A Manual of Business Law. 6th ed. Himalayan Pub House.
3. Singh, Avtar. 2015. Business Law. 1st ed. Eastern Book Company, Lucknow.

Readings

1. Kuchhal, M.C., and Vivek Kuchhal. Business Law. 4th ed. Vikas Publishing House, 2014.
2. Pathak, A. Legal Aspect of Business. 6th ed. McGraw Hill Education, 2014.
3. Dr. Maheshwari, S.K., and Dr. Maheshwari S.N. A Manual of Business Law. 6th ed. Himalayan Pub House, 2015.
4. Singh, Avtar. Business Law. 1st ed. Eastern Book Company, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Management					
MMBA1001P	Transforming Life through Yoga and Meditation	L	T	P	C	
Owning School/Department	School of Management	0	0	4	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Stress reduction: Learning techniques to reduce stress can help students cope with the demands of college life more effectively, reducing anxiety and burnout.

CO2: Enhanced well-being: Isha Yoga practices promote holistic health by addressing physical, mental, and emotional aspects, leading to overall well-being.

CO3: Lifelong skills: Students will acquire lifelong skills that they can continue to benefit from even after their college years, helping them lead healthier and more balanced lives.

CO4: Improved academic performance: Regular practice of yoga and meditation has been linked to enhanced cognitive function, better memory retention, and improved academic performance

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	2	3		3			3	
CO3	2	3		3		2	3	
CO4			3	2				3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Foundations of Life and Self-Empowerment

6 lecture hours

- 1.1 Program Guidelines (30 minutes)
 - Introduction to the course objectives, structure, and outcomes.
- 1.2 Mechanics of Life (1.5 hours)
 - Exploration of fundamental life principles and their practical implications.
- 1.3 Meditative Process: Self-Empowerment (2 hours)
 - Guided meditation focused on developing inner strength and clarity.
- 1.4 Directional Movement of the Arms & Neck Practices (2 hours)
 - Yoga techniques for improving flexibility and mental focus.

Module 2: Desire and Clarity

6 lecture hours

- 2.1 The Only Bondage (Desire) (2 hours)
 - In-depth exploration of desire as a limiting force and methods to transcend it.
- 2.2 Meditative Process: Isha Kriya (2 hours)
 - Practice of Isha Kriya, a meditation technique for mental clarity and emotional balance.
- Review and Group Discussion (2 hours)
 - Reflect on insights from the module and their application in daily life.

Module 3: Yoga for Physical and Energetic Well-being

6 lecture hours

- 3.1 Yoga Namaskar & Ardhasiddhasana (4 hours)
 - Introduction to and practice of these yoga postures to enhance physical health and energy alignment.
- 3.2 Integration of Yoga Practices (2 hours)

- Session to combine and refine the learned yoga practices for daily implementation.

Module 4: Responsibility and Purpose

6 lecture hours

- 4.1 To Live and To Live Totally (Responsibility) - Purpose of Life (3 hours)
- Philosophical discussion on responsibility, purpose, and meaningful living.
- 4.2 Meditative Process: Transformation Process (3 hours)
- A guided meditation designed to initiate personal transformation and deep inner connection.

Module 5: Consolidation and Holistic Integration

6 lecture hours

- 5.1 Holistic Integration of Wisdom, Meditation, and Yoga (3 hours)
- Interactive session to connect and apply all components of the program.
- 5.2 Personalized Practice Design (2 hours)
- Assistance in crafting a sustainable daily practice based on individual needs and course learnings.
- 5.3 Closing Session and Feedback (1 hour)
- Reflection, Q&A, and closing remarks.

Reference Books:

1. Sadhguru. (2016). *Inner engineering: A yogi's guide to joy*. Spiegel & Grau.
2. Das, G. G. (2018). *Life's amazing secrets: How to find balance and purpose in your life*. Penguin Ananda.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA117L	Know Your Industry	L	T	P	C
Owning School/Department	School of Management	1	0	0	1
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand how to analyse the nature of industry and Industry Dynamics

CO2: Understand the importance of knowing the industry.

CO3: Understand how to go about taking measures for sustaining business in a particular industry.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		3					3
CO2		3	3					3
CO3				3				3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I:

3.5 lecture hours

Introduction, Industry Characteristics, Industry Environment, Industry Analysis,
Assignment -I for Interim Report

Unit/Module II :

3.5 lecture hours

Five Forces, Interim Report, Feedback,

Unit/Module III:

3.5 lecture hours

Use of Database for understanding industry trends

Unit/Module IV:

3.5 lecture hours

Project Presentations and Report Submission

Text Books :

NA

Reference Books :

NA

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
Course Code: MMBA1003P	Course Name: Graduate Assistantship Program - I	L	T	P	C
Owning School/Department	School of Management	0	0	2	1
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand and practice professional workplace behavior, including communication, task execution, and reporting.

CO2: Develop the ability to follow instructions with clarity and accountability.

CO3: Experience real-time task delegation, responsibility, and feedback cycles.

CO4: Enhance attention to detail, time management, and reliability in a simulated office setting.

CO5: Build foundational skills in handling administrative and academic support tasks, commonly encountered in early-career roles.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	3	2	2	2	2	1
CO2	2	2	3	1	2	2	2	1
CO3	2	2	2	2	3	2	1	1
CO4	2	3	2	2	2	2	1	2
CO5	3	2	2	2	2	3	1	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Understanding the Office Environment 7 practical hours

Topics:

Basics of workplace communication (verbal, written, and digital)

Organizational hierarchy and reporting mechanisms

Role of discipline, deadlines, and documentation

Activities:

Simulated email exchanges and formal communication drills

Role plays: supervisor-subordinate scenarios
Creating a personal task log & following it

Module 2: Task Management & Following Instructions 7 practical hours

Topics:

Breaking down instructions into actionable items
Prioritization, sequencing, and execution
Time-bound reporting and status updates

Activities:

Real-time task execution based on verbal/written instructions
Report submission and feedback loop simulations
Scenario: Preparing a class handout or editing slides based on brief from a professor

Module 3: Technology Tools for Execution & Reporting 7 practical hours

Topics:

Basic tools: MS Office (Word, Excel, PowerPoint), Google Drive, LMS portals
Naming conventions, file management, and version control
Uploading, archiving, and maintaining digital records

Activities:

Editing and formatting presentations, reports, and assignments
Uploading marks or materials on LMS with correct naming & deadlines
Tracking changes in shared files and reporting edits

Module 4: Evaluation, Feedback, and Professional Reflection 7 practical hours

Topics:

Receiving and acting on feedback professionally
Self-assessment, reflection, and improvement
Professional conduct and integrity

Activities:

Peer evaluation on task execution
Reflective journaling on weekly experiences
One-on-one feedback sessions with simulated supervisors

Tentative List of Activities

Category	Task
Academic Support	- Editing PPT slides for faculty
	- Formatting and standardizing student submissions
	- Organizing classroom resources
Evaluation & Record Management	- Entering and uploading internal assessment marks
	- Maintaining attendance records
	- Generating student progress reports
Communication	- Drafting professional emails (to peers/faculty)
	- Preparing meeting minutes
	- Communicating updates to student groups

Category	Task
Time-bound Office Tasks	- Following a daily/weekly task sheet - Submitting reports before deadlines - Logging task completion in a shared tracker
Digital Organization	- Creating and maintaining Google Drive folders - File naming and tagging - Updating class calendars or timelines
Feedback & Reflection	- Maintaining a reflection log - Preparing self-performance reports - Participating in feedback review sessions

Textbooks:

- None

Reference Books:

- None

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Semester II

Program	Master of Business Administration				
MMBA602L	Macroeconomics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NIL				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Inculcate in students an understanding of the fundamental concepts of macroeconomics

CO2: Understand the basic identities of National Income Accounting

CO3: Understand measurement of the macroeconomic variables like GDP, consumption, savings, investment and balance of payments.

CO4: Understand the importance of goal setting for every economic agent operating in the macroeconomic environment including governments and central banks.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		3		3		3		
CO2	3					3		
CO3		2				3		
CO4		3						2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Macroeconomics

3 lecture hours

What is macroeconomics? Macroeconomic issues in an economy. Thinking Like an Economist, Circular, Flow of Economy, Doughnut Economy

Module II : National Income Accounting

5 lecture hours

Concepts of GDP and National Income; measurement of national income and related aggregates; nominal and real income; limitations of the GDP concept.

Module III: Short Run Macroeconomics

5 lecture hours

Actual and potential GDP; aggregate expenditure; consumption function; investment function; equilibrium GDP; concepts of MPS, APS, MPC, APC; autonomous expenditure;

Concept of multiplier, Fiscal policy

Module IV: Money in a Modern Economy

5 lecture hours

Money in a Modern Economy Concept of money in a modern economy; monetary aggregates; demand for money; money supply and credit creation; monetary policy

Module V: World Macroeconomic History

5 lecture hours

Documentary on World Macroeconomic Events

Module VI: The union budget of India

5 lecture hours

Nuances of the budget of India, Analysis of Indian Budget 2023

Text Books :

1. N. Gregory Mankiw (2013). Macroeconomics (8th edition).
2. Dornbusch, R and Stanley Fischer and R Startz, (2012, tenth edition) : “Macroeconomics”, Tata McGraw-Hill

Reference Books :

1. Samad, S.A & Chowdary. (2015). Big Mac Index: An Exchange Rate Exercise .ET Cases
2. Yelamanchi, B. & Chowdary, N (2018). How to Improve India's Competitiveness Ranking? ET Cases

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA136L	Operations & Supply Chain Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the function of operations management and how it relates to other business functions.

CO2: Critically analyse the process of conversion system

CO3: Design an efficient layout for production and service operations system

CO4: Accurately deploy established techniques in managing capacity and demand.

CO5: Apply various modern tools, techniques and methods for managing supply chain effectively and efficiently.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2		3				3		
CO3		3					3	
CO4				3				2
CO5					2		2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Introduction to Operations Management

4 lecture hours

Objectives and goals, Operations functions and its linkage with other functions in organization
Products and services, Transformation processes, Roles and responsibilities of an operations Manager
Operations strategy.

Unit/Module II : Designing of Product and Processes

8 lecture hours

Key parameters for Product and Service Design. Service operations blueprint, Factors influence process design, Product-Process linkage and process metrics
Process flow analysis

Process selection and technology -Project, Job shop, Batch, Assembly line and Continuous flow

type of processes

Unit/Module III: Capacity, Layout and Location Planning

10 lecture hours

Understanding capacity planning-Design, Effective and Actual capacity Capacity planning process, Managing under and over-capacity in manufacturing and service operations Understanding of various types of layouts, Planning layout for operational efficiencies and effectiveness of operation system. Factors affecting location decisions, Location planning models

Unit/Module IV: Supply Chain Management

8 lecture hours

Supply Chain Management (SCM): Definition, Evolution and Relevance Functions and of Supply Chain Management, Objectives of SCM Logistics Management -Inventory, Transportation and Warehousing Sourcing, Types of Tenders, Information Technology in Supply Chain Inventory management and inventory related cost inventory models
Transportation planning and models

Unit/Module V: Aggregate Planning & Scheduling

6 lecture hours

JIT Manufacturing; Aggregate production planning and strategy Material Requirement Planning (MRP-I) Operations scheduling

Unit/Module VI: Managing Quality and Six Sigma

6 lecture hours

Importance of quality control Cost of quality, Statistical process control, Acceptance sampling
Six Sigma and applications

Text Books :

1. Stevenson, W. J. Operations Management. 9th ed. Tata McGraw-Hill, [Year of publication].
2. Chase, R.B., Aquilano, N.J., Jacobs, F.R., and Shankar, R. Operations Management for Competitive Advantage. 14th ed. Tata McGraw-Hill, [Year of publication].

Reference Books :

1. Fitzsimmons, James A., Mona Fitzsimmons, and Sanjeev K. Bordoloi. Service Management- Operations, Strategy, Information Technology. 8th ed. New Delhi: McGraw Hill Education, ISBN: 978-0-07-802407-8.
2. Mahadevan, B. Operations Management: Theory and Practices. 2nd ed. New Delhi: Pearson Education, 2018.

3. Gaither, Norman. Production and Operation Management. 10th ed. Bombay: Dryden Press, Thomson Learning, 2016.
4. Slack, Nigel, Stuart Chambers, and Robert Johnston. Operations Management. 5th ed. FT: Prentice Hall, 2007.
5. Krajewski, Lee J., Larry P. Ritzman, Manoj K. Malhotra, and S. K. Srivastava. Operations Management: Processes and Supply Chains. 9th ed. New Delhi: Pearson Education, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration					
MMBA196J	Business Communication	L	T	P	C	
Owning School/Department	School of Management	0	0	4	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Present his/her knowledge and skills effectively to prospective recruiters during the recruitment process.

CO2: Discuss on topics of management relevance coherently, logically and analytically.

CO3: Demonstrate appropriate workplace etiquette.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3							1
CO2		2				1		
CO3			2		2		2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Group Discussions

10 lecture hours

Debate on topics related to market awareness, current affairs and business problems.

Module 2: Conducting Effective Meetings

8 lecture hours

Structured Problem Solving. Multiple Approaches to decision making · Understanding Critical and Analytical Thinking · Why structured problem-solving matters and what are its pitfalls?

Module 3: Negotiation Strategies in Communication

8 lecture hours

An understanding of both analytical tools and interpersonal techniques for dealing effectively with different bargaining styles and tactics.

Module 4: Conflict Management

6 lecture hours

Styles of Conflict Management. Strategies to manage conflict. Drafting strategic messages for key stakeholder groups (e.g., employees, customers, government officials, key opinion leaders, community leaders, etc.)

Module 5: Personal Interviews

9 lecture hours

Text Books :

1. Beebe, Steven A. 2019. Communication: Principles for a Lifetime. 6th ed. Pearson.
2. Cain, Susan. "The Power of Introverts." TED Talk. TED.com. February 2012.
3. Conger, Jay A. "Inspiring Others: The Language of Leadership." Research Gate 5, no. 1 (1991).
4. Davenport, Thomas H., and Jinho Kim. "Communicating and Acting on Results." Harvard Business Review, June 2013.
5. Ramarajan, Lakshmi, and Alex Radu. "Carla Ann Harris at Morgan Stanley." Harvard Business School. Case: 415–029, September 2014.
6. Ulrich, Dave, and Norm Smallwood. "Five Steps to Building Your Personal Leadership Brand." Harvard Business Review, March 2010.
7. "10 Golden Rules of Personal Branding." Forbes. <https://www.forbes.com/sites/goldiechan/2018/11/08/10-golden-rules-personal-branding/#1cc77b058a7b>.
8. "Reinventing Your Personal Brand." Harvard Business Review.

Reference Books :

1. Gallo, Carmine. "How to Run a Meeting Like Google." Bloomberg, September 27, 2006.
2. George, Bill, Peter Sims, et al. "Discovering Your Authentic Leadership." Harvard Business Review, February 2007.
3. Hartman, Neal. "Seven Steps to Running the Most Effective Meeting Possible." Forbes Leadership Forum, February 2014.
4. Phillips, Katherine W. "How Diversity Makes Us Smarter." Scientific American, October 2014.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
MMBA111L	Design Thinking and Innovation	L	T	P	C	
Owning School/Department	School of Management	1	0	2	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Learn to use design thinking framework in solving critical innovation problems/challenges.

CO2: Demonstrate by understanding different creativity and design processes to generate breakthrough ideas.

CO3: Use variety of tools to validate their ideas as well as solve complex business problems.

CO4: Develop the capability to engage with customers as well as understand and make sense of observational insights.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1				3				3
CO2		3					1	
CO3		2						
CO4	3						2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Inspiration

15 lecture hours

Introduction to ‘design thinking for innovation’ methodology, Why design thinking for business, Challenge definition and ethnography for empathy building, Deliverable creation: Research plan, Questionnaire, Forming insights and framing opportunities, Deliverable creation: Persona, Empathy Map, HMW question Activities: Lego empathy duck exercises, Mural Icebreaker

Module II: Ideation

9 lecture hours

Creativity versus Innovation, Creative strategies and brainstorming exercises, Idea selection, grouping, prioritization, Activities: Trick or Treat, 30 circles, Deliverable creation: Idea canvas

Module III: Implementation

9 lecture hours

Rapid prototyping and testing, Agile iteration with experimentation, Building lo-fidelity solution prototypes and obtaining customer feedback , Activities: Spaghetti marshmallow challenge, Deliverable creation: Prepare group presentations

Module IV: Group Presentations & Organization Challenges 9 lecture hours

Team presentations, Addressing organization challenges, Role of leadership in driving design thinking

Text Books :

1. Reference material: Design Kit, I.D.E.O., 2016. The field guide to human centered design

Reference Books :

1. Lockwood, Thomas. Design Thinking: Integrating Innovation, Customer Experience, and Brand Value. United States: Allworth Press, 2010.
2. Boller, Sharon., Fletcher, Laura. Design Thinking for Training and Development: Creating Learning Journeys That Get Results. United States: Association for Talent Development, 2020.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
MMBA1002L	Corporate Finance	L	T	P	C	
Owning School/Department	School of Management	3	0	0	3	
Pre-requisites/Exposure	Managerial Accounting					

Course Outcomes (COs)

By the end of this program, students should have the following knowledge and skills:

CO1: Understand basic concepts of financial management and their application in investment, financing and dividend decisions.

CO2: Understand concepts of cost of capital, leverage analysis, capital structure and dividend theories and identify courses of action in financial environment that would result in maximization of wealth of the firm.

CO3: Developing required analytical skills by associating tools and techniques to take both long-term and short-term financing decisions.

CO4: Understand management of working capital and estimate the same for an organization.

CO-PO/PSO Mapping

Outcome Statement	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3
CO – 1	3	2	1	3	1	3	1	3
CO – 2	3	3	2	3	2	3	2	3
CO – 3	3	3	2	3	3	3	2	3
CO – 4	3	3	1	3	2	3	1	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Overview of Financial Management

6 lecture hours

Financial Management: Scope, functions, Goals, Agency Problems, Organization of Finance functions, Financial system, Sources of Funds – Long Term Sources, Short Term Sources

Module II: Fundamental Valuation Concepts

6 lecture hours

Time Value of Money: Introduction, Rationale, Future Value, Present Value, Annuity, Perpetuity

Module III: Risk and Return

6 lecture hours

Elements of Risk, Measurement of Risk, Return & its types, CAPM.

Module IV: Capital Budgeting & Rationing

8 lecture hours

Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities,

Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria

Module V: Cost of Capital & Capital Structure

6 lecture hours

Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, EBIT – EPS Analysis, Indifference Point, Theories of Capital Structure

Module VI: Leverage and Dividend decisions

8 lecture hours

Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage

Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

Module VII: Working Capital Management

5 lecture hours

Introduction, Importance, Working Capital Cycle, Working Capital Requirements

Textbooks:

1. Prassana Chandra, Financial Management, Tata McGraw Hill.

Reference Books:

1. Damodaran, Applied Corporate Finance, Wiley
2. Pandey, I.M., Financial Management, Vikas Publishing
3. Brealey, R.A., and Stewart C Myres & Allen. F, Principles of Corporate Finance, Twelfth Edition, Tata McGraw Hill

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA124L	Human Resource Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain HRM concepts, models, and the role of technology in HR.

CO2: Analyze HR processes to identify best practices and improvements.

CO3: Apply AI and HRIS to improve recruitment, training, and performance.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		2		2		3		
CO2		2			3		3	
CO3	2			3		2	3	3

1= weakly related

2 = moderately related

3 = strongly related

Course Contents:

Module 1: Human Resource Management

6 lectures hours

Basics of HRM; Process and problems with Human Resource Practices; Nature and scope of Human Resource Management; HRM Models, SHRM: Introduction, characteristics, and scope of SHRM, SHRM vs. Conventional HRM, Human Resource Environment

Module II: Talent Acquisition and Workforce Planning

6 lectures hours

Job Analysis: Processes, methods, job descriptions and job specification, Recruitment and Selection: differences and modern sourcing strategies, Workforce Planning: methods for analysing demand and supply.

Module III: Procurement & Development of employees

6 lectures hours

Recruitment & Selection; Recruitment, Sources of Recruitment, Recruitment in the connected world, Selection, Process of Selection- Stages, Induction & Orientation, Difference between training and development, Types of training, Training Methods & Techniques, Role of AI in Recruitment, Selection & Training.

Module IV: Performance Management

6 lectures hours

Performance Assessment, Difference between Performance Appraisal and management, Methods of Performance Appraisal, Errors in the appraisal, Introduction to compensation management, Objective of Compensation Planning, Incentives, and Employee Engagement, Role of AI in performance management.

Module V: Employee Relations

6 lectures hours

Managing Career and Succession Planning, Employee Engagement, Meaning and nature of employee relations, and industrial relations. Trade Unions. Role of Technology in HRIS.

Text Books:

1. Dessler, G. & Varrkey B. Human Resource Management. Pearson Education, 2017.
2. K. Aswathappa Tata Me Graw Hill, Human Resource and Personnel Management 2005

Reference Books:

1. C. B. Gupta, Personnel Management, Sultan Chand and Company Limited, New Delhi – 2007 Human Resource Management,
2. Decenzo, D.A., Robbins, S.P., & Verhulst, S.L.. Human Resource Management 11th eds. John Wiley & Soans Inc. New York, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
Course Code - MMBA1004L	Course Name - Digital Marketing & Media Management	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Identify and define fundamental digital marketing concepts, theories and tools.

CO2: Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.

CO3: Explain and inculcate in students the requisite skills for implementing effective Digital marketing campaigns.

CO4: Equip to create, evaluate, execute and lead a comprehensive digital marketing strategy and plan.

CO5: Empower the students with an understanding of latest global insights and strategies, business models, monetization models and ethical practices pertaining to digital marketing.

CO6: Enable students to critically assess and collaborate on the current and future metrics, research technologies, and research data output related to the field.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	1	2	2	3	1	3
CO2	3	2	1	2	2	3	2	2
CO3	3	2	2	3	3	1	3	2
CO4	2	3	3	1	1	2	3	1
CO5	2	3	2	3	3	2	1	2

CO6	1	1	2	1	1	1	2	3
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1=weakly related 2= moderately related 3=strongly related

Course Contents:

Module I: Digital Marketing Fundamentals 5 lecture hours

What is digital marketing? How is it different from traditional marketing? ROI between digital and traditional marketing. New trends and current scenario, Digital marketing a boon or a Bane? The digital media landscape

Suggested Reading(s) – The usage of digital marketing channels in SMEs Activity – In conformance with the discussion flow and/or as specified in the class

Module II: Website Planning and Structure 6 lecture hours

Understanding a website, What is a website, Difference between a Blog, Portal and Website, Website Domains, Buying a Domain, Core Objective of Website and Flow, Strategic Design of Home Page, Strategic Design of Products & Services Pages, Pricing Page, Portfolio, Gallery and Contact Us Page, Call to action, Designing a website

Suggested Reading(s) – Paid, Owned and Earned Media - A Comparative Analysis

Activity –Comparative analysis of websites of a Market Leader, Followers and niche players from the industry of choice and/or as specified in the class

Module III: Search Engine Marketing 7 lecture hours

Introduction to Search Engine Marketing, Tools used for Search engine Marketing, PPC

/Google Adwords Tool, Display advertising techniques, Report generation, Search Engine Optimization (SEO), On page optimization techniques, Off page Optimization techniques, Reports and Email Marketing

Suggested Reading(s) – Optimal Search Engine Marketing Strategy

Activity – In conformance with the discussion flow and/or as specified in the class

Module IV: Social Media Marketing 6 lecture hours

Introduction to Social Media Marketing, Advanced Facebook Marketing, blog creation, Twitter marketing, LinkedIn Marketing, Social Media Analytics and community engagement
Suggested Reading(s) –TBA

Activity – In conformance with the discussion flow and/or as specified in the class

Module V: Web Analytics 6 lecture hours

Measurement Metrics and Analytics tools, Integrating analytic tools, site maps and links, Search traffic and links, Adaptability of content, Google indexing managing crawl errors, Latest advancements and trends

Suggested Reading(s) – Evaluating information seeking and use in the changing virtual world

Activity – In conformance with the discussion flow and/or as specified in the class

Text Books:

1. Ellis-Chadwick, F., Chaffey, D. (2019). Digital Marketing. United Kingdom: Pearson.

Reference Books:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. Kingsnorth, S. (2019). Digital Marketing Strategy: An Integrated Approach to Online Marketing. India: Kogan Page.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40	20	40	100

Program	Master of Business Administration				
MMBA198J	Care for Society	L	T	P	C
Owning School/Department	School of Management	0	0	4	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Inculcate in students a sensitivity towards the needs of the society

CO2: Understand the importance of working in a group towards solving a societal goal

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1		2			1		1
CO2		1					2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction

2 lecture hours

Introduction to the course and activities, Exploration and identification of activities/project
Identification of organizations for target community group, Formation of teams working in different areas,, Feasibility of the identified project

Module 2: Learning from the examples of the world's leading social workers and innovative brains

8 hours

The aim of the module is to sensitise the students about how the best brains in the world are working towards tackling the pressing issues surrounding our society at large. Through examples from Bill Gates' life, the students will try and understand how issues like malnutrition and sanitation are addressed by the richest nations.

Module 3: Module on Social Entrepreneurship

6 hours

The aim of this module is to create an awareness among the students about how the social entrepreneurship is changing the landscape of the Nation we live in. As an outcome of the module, we can expect students to formulate a business plan based on social entrepreneurship

Module 4: Field Visit, project report and presentations **40 hours**

Project Initiation – Phase I **10 hours**

Field visit: - Problem identification and formulation, Designing the survey methods/training programme, Preparation of activity schedule and task assignment, Submission of progress report to the faculty

Project Progress-Phase II **20 hours**

Regular field visits to the localities or communities where the work has been identified, Analysis of works being carried out, Re-work on strategy formulated if any deviation appears

Project Completion-Phase III **10 hours**

Field Visits and culmination of project work, Findings and analysis of activities conducted, Expediting the project work, Final report submission and presentation

Text Books :

NA

Readings

NA

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA618L	Business Research Methods	L	T	P	C
Owning School/Department	School of Management	2	0	2	3
Pre-requisites/Exposure	Statistics				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Be able to identify and understand the classic and contemporary research paradigm.

CO2: Be able to identify and define the patterns in the real-world data and develop critical thinking to examine and induce problem solving skills.

CO3: Be able to collaborate, assess, extend, and explain the existing and derived meanings towards advance decision insights in the interest of business society and human well-being at large.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	2	3		2		3	2	
CO3		2		3			3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 Introduction to Research

6 lecture hours

- Introduction to business research.
- Research process
- Types of research

Module 2 Research Design

6 lecture hours

- Fundamental idea of research design
- Classification of research design

Module 3 : Literature Review

10 lecture hours

- Fundamental idea of literature review
- Applications of literature review
- Citation and referencing
- Carrying Literature Review

Module 4 : Qualitative research

8 lecture hours

- Fundamental idea of qualitative research
- Qualitative research techniques
- Collecting data using qualitative research

Module 5 : Data Collection and Sampling Techniques and Questionnaire Designing

10 lecture hours

- Fundamental idea of data
- Types of data and utilities
- Sampling concepts and techniques
- Scaling techniques
- Questionnaire and questionnaire designing methods.

Module 6: Hypothesis and Hypothesis Testing

8 lecture hours

- Hypothesis and allied concepts
- Errors in hypothesis testing
- Parametric and Non-Parametric Tests

Module 7: Research Report Writing

8 lecture hours

- Key Elements of Report Writing
- Formatting & Referencing
- Ethical issues in Research

Text Books :

1. Cooper, D., Schindler, P., & Sharma, J.K. (2017). Business Research Methods (11th Edition), McGraw Hill Education, New Delhi.
2. Boddy, C.R. (2016). Sample size for qualitative research. *Qualitative Market Research: An International Journal*, 19(4), 426-432.
3. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods (Book Only). Cengage Learning. (refer the latest available edition)

Reference Books :

1. Kothari, C. R. (2016), Research Methodology- Methods & Techniques, New Age international Publishers, New Delhi.
2. Cooper, D., Schindler, P., & Sharma, J.K. (2017). Business Research Methods (11th Edition), McGraw Hill Education, New Delhi.
3. Google Scholar
4. EBSCO

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
Course Code: MMBA1006P	Course Name: Graduate Assistantship Program - II	L	T	P	C
Owning School/Department	School of Management	0	0	2	1
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Independently manage and execute office-like tasks with a focus on precision and quality.

CO2: Coordinate with multiple stakeholders and lead small task-based teams.

CO3: Exhibit initiative in identifying problems and proposing operational solutions.

CO4: Demonstrate competence in creating professional outputs for review, audit, or client use.

CO5: Reflect on their leadership style and task ownership through feedback and documentation.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	3	1	2
CO2	2	2	2	2	3	2	1	1
CO3	2	3	2	3	2	2	1	2
CO4	3	2	2	2	2	3	1	2
CO5	2	1	3	2	3	2	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Task Ownership and Process Documentation 7 practical hours

Focus: Taking complete ownership of assigned tasks, from initiation to reporting.

Topics:

Documenting work processes (SOPs, checklists)
Accountability and transparency in execution
Introduction to task trackers (e.g., Trello, Excel Gantt charts)

Activities:

Creating SOPs for uploading marks, editing slides, or setting up class folders
Managing a live task board with weekly updates
Maintaining a task log that reflects completion, dependencies, and blockers

Module 2: Quality Assurance and Review Mechanisms 7 practical hours

Focus: Learning to critically assess and improve work quality before submission.

Topics:

Proofreading, double-checking data, and validating task completeness
Peer review processes
Common quality gaps and how to fix them

Activities:

Reviewing peer-prepared presentations/documents with structured checklists
Running a “pre-submission audit” of files, names, and data entries
Error identification exercise using anonymized real-world samples

Module 3: Team Coordination and Role Rotation 7 practical hours

Focus: Working in mini-teams with rotating leadership roles.

Topics:

Role clarity and delegation
Communication protocols in a team
Handling delays, conflicts, and interdependencies

Activities:

Assigning team leaders for weekly task sets
Conducting short stand-up meetings and preparing MOMs
Rotating roles: leader, reporter, editor, uploader, etc.

Module 4: Initiative, Innovation, and Presentation 7 practical hours

Focus: Encouraging students to identify gaps, suggest improvements, and present their work.

Topics:

Problem identification and solution pitch
Formatting and presenting results in a formal setting
Managing Q&A and justifying work

Activities:

Identifying one inefficiency in their process and proposing a fix
Preparing a formal end-of-course presentation of their contribution
Simulating a “review meeting” where students present their logs, errors, and learnings

Tentative List of Tasks/Activities Throughout the Course

Category

Task

Documentation

- SOP writing for recurring academic tasks
- Maintaining error logs and corrections
- Preparing weekly summary reports

Quality Assurance

- Peer review of marksheets and class data
- Final checklists before LMS uploads
- Spot-audit of file repositories

Team Leadership

- Assigning and tracking sub-tasks among peers
- Leading weekly review meetings
- Handling missing or late submissions

Initiative &
Innovation

- Identifying inefficiencies in digital workflows
- Suggesting naming or filing improvements
- Presenting a 5-slide report to faculty/mentor panel

Text Books:

- None

Reference Books:

- None

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Semester III

Program	Master of Business Administration				
MMBA221L	Professional Ethics	L	T	P	C
Owning School/Department	Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To acquire an understanding of the key concepts and ideas within the field of ethics.

CO2: Developing the ability to apply ethical concepts to the field of business and corporate social responsibility.

CO3: Acquiring knowledge of the models of corporate governance and being able to understand the gap areas in the corporate governance practice in the today's business world.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		3			2		
CO2		2	3	3	3			2
CO3		2	3	1	2		3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Introduction

2 lecture hours

Business ethics; Importance of Business ethics; Ethical Values, Business ethics in an Indian context.

Unit/Module II : Managing Business Ethics

4 lecture hours

Business ethics in the Global context, Components of Business Ethics Management, Setting

Standards of Ethical Behavior, Ethical Leadership

Unit/Module III: Ethical Dilemma

4 lecture hours

Ethical Dilemma; The Dilemma Resolution process; Ethical dilemmas in different business areas; Solving ethical dilemma, Managerial integrity and decision making.

Unit/Module IV: Corporate Social Responsibility

8 lecture hours

Introduction to CSR – What and Why of CSR; Emergence of CSR – History and current scenario; Indices for CSR; Stakeholders – Organization, Government, Society; Planning and Implementing CSR activities; Corporate Social Responsibility in an Indian context; International Frameworks

Unit/Module V: Corporate Governance

8 lecture hours

Evolution of Corporate form and models – Global and National Perspectives; Internal Corporate Governance Structure; External Corporate Governance Structure; Corporate Governance in India; Study of Corporate Governance in practical contexts; Corporate Governance Ratings & Business Excellence Awards

Unit/Module VI: Simulation on Business Ethics and Corporate Governance

Leadership Simulation

8 lecture hours

Text Books :

1. Ghosh, B. N. Business Ethics and Corporate Governance. McGraw Hill Education (India), 2012.
2. Jyotsna, G.B., and Joshi, R.C. Business Ethics and Corporate Governance. McGraw Hill Education (India), 2020.
3. Crane, Andrew, and Dirk Matten. Business Ethics. 3rd ed. Oxford University Press, India, 2010.

Reference Books :

1. Lawrence, Anne T., and James Weber. Business and Society: Stakeholders, Ethics, Public Policy. 14th ed. McGraw Hill, 2018.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA222L	Innovation, Entrepreneurship and Start-ups	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To appreciate the principles and practices related to design thinking, lean startups and business model canvas as related to new managers

CO2: To understand the innovation process, including innovation value chain, role of champions, and commercialization. Identify ways of turning creativity into innovation.

CO3: To comprehend the role of innovation in business strategy/operations and in launching startups

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					1		
CO2		3	3	2			2	
CO3			3		1			

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1. INNOVATION for Managers

8 Lecture hours

What is Innovation: Typology of Innovation, creativity/ Innovation/commercialization Barriers to Innovation, Models & Frameworks

Design Thinking: Principles of Design Thinking, Process of Design Thinking-,Empathizing, Defining, Ideating, Prototyping, Testing

Module 2. ENTREPRENEURSHIP for Managers

10 Lecture hours

An Entrepreneurial Mindset : Entrepreneurial Creativity, Thinking styles of an Entrepreneurs ,Entrepreneurial Motivations

Differentiating Entrepreneurs from Small Business Owners, Managers & Intrapreneurs, Forms of Intrapreneurship/Corporate Entrepreneurship- Strategic Renewal , Internal Corporate Venturing, External Corporate Venturing

Module 3.IDEA identification to OPPORTUNITY evaluation 10 Lecture hours

Identifying Ideas: Sources of Ideas, Generation of ideas, Environment Scanning, Defining Problems, Problem Statements, Improvisation, Effectuation and Bricolage, Evaluating Opportunities: Core process of opportunity recognition and entry strategy, Opportunity Evaluation Frameworks

Customer Centricity, Outside-in view of a new product/service/venture, understanding customers, before understanding their needs

Business Modelling, identifying elements of a Business Model, Designing a Business Model Canvas

Text Books :

1. Heller, David., de hadirac, Sylvain., Halaoui, Lana., Jouvett, Camille. The Emergence of Start-ups. United Kingdom: Wiley, 2019..

Reference Books :

1. Entrepreneurial Innovation and Leadership: Preparing for a Digital Future. Germany: Springer International Publishing, 2018.
2. Trott, Paul., Hartmann, Dap., van der Duin, Patrick., Scholten, Victor., Ortt, J. Roland. Managing Technology Entrepreneurship and Innovation. United Kingdom: Taylor & Francis, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration					
MMBA204L	Sustainability & Social Responsiveness	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Outline principles of sustainability and provide an in-depth understanding of what the Sustainable Development Goals (SDGs) are and interpret their importance in the light of the challenges faced by today's world.

CO2: Examine the impact of businesses on the environment and society and to develop strategies for integrating sustainable practices into business operations.

CO3: Identify the foundations and interconnectedness of the SDGs through recall of the concepts in sustainable development originating in principles of economics.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1					3			3
CO2	3	2	3		2		3	2
CO3	3	3		3		3		3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to sustainability

2 lecture hours

Definition and principles of sustainability, The triple bottom line: economic, social, and environmental dimension

Module II : Economic foundations of sustainability

6 lecture hours

Identification of market failures in environmental contexts, Understanding externalities and

their impact on resource allocation, The role of property rights and the tragedy of the commons, Circular economy and resource efficiency, Sustainable economic development

Module III: Role of Businesses in Sustainable Development Goals 12 lecture hours

Sustainable Development Goals: what are they, why do they exist, Be able to identify interconnectedness of the SDGs, The role of business in the transition to sustainable development to create a prosperous future for all

Module IV: Corporate and social strategy for sustainability 10 lecture hours

Understanding the challenges in sustainable development, The concept of sustainable enterprises, Strategies and long-term decision-making towards sustainability, Best practices on sustainability from the businesses around the world: Discussions using case studies.

Text Books :

1. Atkinson, Giles, and Simon Dietz. 2007. [Handbook of Sustainable Development](#). Edward Elgar Publishing.

Reference Books :

1. Atkinson, Giles, and Simon Dietz. 2007. [Handbook of Sustainable Development](#). Edward Elgar Publishing.
2. Coursera. "Driving Business Towards the Sustainable Development Goals." Accessed [insert access date]. <https://www.coursera.org/learn/sdgbusiness#modules>
3. Coursera. "Corporate Sustainability: Understanding and Seizing the Strategic Opportunity." Accessed [insert access date]. <https://www.coursera.org/learn/corp-sustainability>

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2001L	Strategic Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Evaluate internal and external business environments using strategic to assess industry competitiveness in the Indian context.

CO 2: Design corporate and business-level strategies for companies, addressing challenges like digital disruption and globalization.

CO 3: Develop implementation plans using frameworks and assess ethical/sustainability implications in Indian organizations

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2			2		2		2
CO2	2	2	3	2	2		3	
CO3		3	3	3		3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Foundations of Strategic Management

Introduction to Strategic Management, Definition, nature, and scope, Levels of strategy (Corporate, Business, Functional), Strategic Intent: Vision, Mission, Goals, and Objectives, External Environment Analysis: PESTEL Analysis, Porter's Five Forces Model, Internal Environment Analysis: Value Chain Analysis, VRIO Framework

Module 2: Strategy Formulation

Corporate-Level Strategies: Growth Strategies (Diversification, M&A, Vertical Integration), Stability and Retrenchment Strategies, Business-Level Strategies: Cost Leadership, Differentiation, Focus Strategies, Blue Ocean Strategy, Competitive Dynamics, Portfolio Management (BCG Matrix, GE-McKinsey Matrix), Disruptive Innovation (Christensen's Model), Global Strategy

Module 3: Strategy Implementation

Organizational Structure & Strategy: Types of Structures (Functional, Divisional, Matrix, Network), Agile Organizations & Holacracy, Strategic Leadership & Governance: Role of CEOs & Top Management, Board of Directors & Corporate Governance, Ethical Leadership & Decision-Making, Change Management: Kotter's 8-Step Model, Balanced Scorecard (Financial, Customer, Internal Processes, Learning & Growth), KPIs & OKRs (Objectives & Key Results), Strategic Budgeting & Resource Allocation

Module 4: Strategy Evaluation & Contemporary Issues

Strategic Control & Evaluation: Feedback Systems & Corrective Actions: Benchmarking & Best Practices, Corporate Sustainability & ESG: ESG (Environmental, Social, Governance) Strategies, Circular Economy & Green Business Models, Digital Transformation & Future Trends: Metaverse & Web3 Strategies, Blockchain & Decentralized Business Models, AI-Driven Decision Making, Crisis Management & Strategic Resilience: Scenario Planning & Risk Management, Business Continuity Strategies

Textbooks:

Ghosh, P. K., & Gupta, S. (2022). *Strategic management: An Indian perspective* (2nd ed.). McGraw Hill Education.

Kazmi, A. (2019). *Strategic management and business policy* (4th ed.). McGraw Hill Education (India).

Reference Books:

Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2023). *Exploring corporate strategy: Text and cases* (12th ed.). Pearson.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA700J	Summer Internship Project	L	T	P	C
Owning School/Department	School of Management	0	0	8	4
Pre-requisites/Exposure	NA				

Course Outcomes (Co)

On completion of this course, the students will be able to:

CO 1: Apply theoretical knowledge to the practical business setting

CO 2: Develop professional skills in teamwork and project management

CO 3: Develop communication skills to present findings in the format of a written and oral report

CO-PO/PSO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO3
CO1	3	2		1		2	3	1
CO2	3	2	3	2	2	2	2	
CO3	3	2	2	1		3		1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Orientation and Project Selection

05 lecture hours

- Introduction to the internship project and expectations
- Review of methodologies and project development
- Finalization of project plan in consultation with the faculty and industry supervisors

Module 2: Project Design execution

80 lecture hours

- Conduct a comprehensive review of relevant work and literature
- Develop internship project questions and hypotheses.

- Design project methodology and select appropriate techniques.

Module 3: Data Collection and Analysis

10 lecture hours

- Consolidating objective and relevant tasks to be performed
- Finalizing methods to be followed and tools to be used
- Review of internal or external reports, articles, accumulated data, academic literatures on the specific problem
- Perform survey-based research, if required

Module 4 : Report Writing

10 lecture hours

- Analysis and interpretation of data/results
- Identify the concluding points of the project
- Develop a research report outline and begin writing the report

Module 5 : Report Presentation

5 lecture hours

- Refine the research report and complete the final draft Develop a presentation for the project.
- Present the findings to the faculty and field supervisors.

Text Books :

1. Cooper, Donald R.. Business Research: A Guide to Planning, Conducting, and Reporting Your Study. United States: SAGE Publications, 2018.
2. Malhotra, Naresh K.. Marketing Research: An Applied Orientation. United Kingdom: Pearson/Prentice Hall, 2004

Reference Books

1. Bajpai, Naval. Business Research Methods:. India: Pearson Education India, 2011..

Assessment Scheme:

Components	Internal Assessment	Mid Term/Report	End Term/	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration					
MMBA235L	International Business	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand and internalize the key concepts and techniques that apply to international business.

CO2: Analyse business, commercial, industrial, political, social, economic and ecological issues from a global business perspective and be up to the expectation of a responsible global manager.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1					1		
CO2		2		2			2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 Introduction to International Business

05 Lecture hours

Creating Timeline for Internationalisation of a firm

Module 2 Global Business Plan for launching a product in international arena

20 Lecture hours

As this course is based on Project work, the entire course is split into segments of 16 parts of a Global Business Plan (GBP) to help students build on their project in a phased manner. There will be approximately two sessions devoted to each of the following with a worksheet to work on:

- GBP 1: Identifying Global Business Opportunities
- GBP 2: Identifying Global Business Competitors
- GBP3: Accessing Economic and Geographic Environment
- GBP 4: Accessing the Social Cultural Environment
- GBP 5: Accessing the Political Legal Environment
- GBP 6: Selecting a Global Company Structure
- GBP7: Financing Sources for Global Business Operations
- GBP8: Creating a Global Management Information System
- GBP9: Identifying Human Resources for Global Business Activities
- GBP 10: Managing International Business and Financial Risks
- GBP 11: Product and Target Market Planning
- GBP 12: Designing a Global Distribution Strategy
- GBP 13: Planning a Global Promotion Strategy
- GBP 14: Selecting an International Pricing Strategy
- GBP 15: Determining Organisational Financial Results
- GBP 16: Measuring International Business Success

Module 3 Presentations

05 Lecture hours

Text Books :

1. Menipaz, Ehud., Menipaz, Amit. International Business: Theory and Practice. United Kingdom: SAGE Publications, 2011.

Readings

2. Ajami, Riad A., Goddard, G. Jason. International Business: A Course on the Essentials. N.p.: M. E. Sharpe Incorporated, 2013.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA733L	Project Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Operations Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand project management as an essential element of organizational strategy and the linkages between the projects and their contexts.

CO2: Gain proficiency with the methodologies and practices required for project planning, execution, monitoring, and control.

CO3: Able to analyze project situations and engage in problem-solving & decision-making.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2		3	2				3	
CO3		3			2			2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Project Management

6 lecture hours

Modern project management, Types and characteristics of projects, Role of project manager, Phases of project and project life cycle, Socio-economic trends affecting the field of project management.

Module II : Project Planning and Resource Allocation

8 lecture hours

Project definition, Charter, Scope, and Communication plan, Project selection method- Net Present Value (NPV), Project selection- Internal Rate of Return (IRR), Work Breakdown Structures, Cost of capital

Module III: Project Network Scheduling**8 lecture hours**

Project network construction, Project scheduling technique -Critical Path Method (CPM), Project scheduling techniques - Program Evaluation and Review Technique (PERT), Crashing of project network, Resource levelling

Module IV: Project Controlling and Risk Management**6 lecture hours**

Project cost management, Earned Value Analysis, Risk Management, Risk register

Text Books :

1. Gray, C., Larson, E., Desai, G. (2014), Project Management: The managerial process, 6th Edition, McGraw-Hill, New Delhi.

Reference Books :

1. Project Management Institute's P Guide to the Project Management Body of Knowledge, 2018

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration					
MMBA237L	E-Business	L	T	P	C	
Owning School/Department	Management	2	0	0	2	
Pre-requisites/Exposure	Foundational knowledge of Marketing, Consumer Behavior, Digital Marketing					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop and present higher level of comprehension on strategic matters regarding the utilization of technology for facilitating business operations and making informed decisions.

CO2: Create a cohesive strategy and plan for conducting e-business by utilizing the advantages of current technological advancements.

CO3: Critically analyze the managerial and organizational concerns associated with e-business, considering strategic, operational, and technical facets.

CO4: Create and communicate a company's digital strategy and e-commerce models in a professional way."

CO5: Demonstrate the ability to work well in a team and collaborate effectively with others.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		1	2	3	1	2	3
CO2	2	3		3	2	2	3	3
CO3	2	2	3	3	2	2	3	2
CO4	1	3	3	2	3	1	1	3
CO5	1		2		3	2	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Introduction**4 lecture hours**

e-Business : Definition, Opportunities, Drivers of Adoption, e-Business Vs e-Commerce : Differences, e-Business Risks, Case Discussion

Unit/Module II : e-Business Infrastructure**4 lecture hours**

Components, Internet Technology, Web Technology, Applications and Standards, Web Services and Mobile Commerce, EDI

Unit/Module III: e-Environment**4 lecture hours**

Introduction, Social and Legal factors, Economic and Competitive Factors, Political Factors
Case Discussion / Exercise

Unit/Module IV: e-Business Strategy**4 lecture hours**

e-Business Strategy – Definition and approach, Strategic Analysis, Strategic Objectives, Strategy Definition, Strategy Implementation, Case Discussion / Exercise

Unit/Module V: e-Procurement**4 lecture hours**

Defining the concept, Understanding Drivers, Risks and Impacts, On the implementation
Case Discussion / Exercise

Unit/Module VI: e-Marketing**4 lecture hours**

Defining the concept, Understanding Drivers, Risks and Impacts, On the implementation
Case Discussion / Exercise, Situation Analysis, Deciding on the objective and strategy, Tactics and Branding, Case Discussion / Exercise

Unit/Module VII: Implementation**4 lecture hours**

Managing Change, Analysis and Design, Implementation and Maintenance, Group Presentations

Course Closure and Doubt session

Case Discussion / Exercise

Text Books :

1. Chaffey, Dave, David Edmundson-Bird, and Tanya Hemphill. Digital Business and E-Commerce Management. Pearson UK, 2019.

Reference Books :

1. Combe, Colin. Introduction to E-Business. Netherlands: Taylor & Francis, 2012.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA223L	Psychology in Business	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To demonstrate how psychology influences individual and group behaviour in the business world.

CO2: To foster ethical considerations and social responsibility in business practices

CO3: To engage in self-development and apply psychological principles for better well-being in life

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2			3					1
CO3					3			

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1, Introduction to Psychology and Business

4 lecture hours

Overview of psychology and its relevance in the business context, Understanding basic psychological principles and theories, Psychological research methods,

Module 2, Individual Behaviour and Decision Making,

9 lecture hours

Perception and its impact on decision making, Applying principles of Gestalt Psychology to advertising , Role of motivation and personality in business decisions, Emotions and decision-

making in the business world, Case Study- Strategic Execution and Collective Emotions: National Air,

Module 3, Social Psychology in Business,

8 lecture hours

Self-identity and identity threats in business, Interpersonal communication, Case Study- Pep Talks: Tapping into Collective Emotions, Person perception and politics,

Module 4, The Psychology of Social Media,

4 lecture hours

Applications of social media for business, The principle of FoMO and mindless consumption, Prevention of psychological disorders originating from social media,

Module 5, Ethics, Mindfulness, and Indian Philosophy in Business, 5 lecture hours

Promoting ethics and social responsibility in business decisions, The Triguna test for personality assessment, Indian philosophy in leadership excellence, Well-being and stress management,

Text Books :

1. Baron, Robert A., Kalsher, Michael J., Perdue, Charles W.. Introduction to Psychology. United States: Pearson Education, 2001.

Reference Books :

1. Business Psychology in Practice. Germany: Wiley, 2008.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA239L	Bibliophiles	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NIL				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Students will identify and apply leadership qualities and best management practices in workplaces

CO2: Develop critical thinking and make informed decisions in both professional and personal lives

CO3: Demonstrate effective spoken and written communication skills

CO4: Develop creative thinking and life skills for healthy and meaningful relationships both at the workplace and at home

CO5: Become self-aware and practice social intelligence and hybrid skills for global citizenship

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	3	3		3	3	3
CO2		3	3	3	2			2
CO3			3		3			3
CO4		2		3	3	3		3
CO5		3		3	3			

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Bibliophiles

5 lecture hours

Leadership and Literature, Character traits of leaders, Managers and leaders

Three Idiots by Chetan Bhagat - Dreams, Visions and Imagination: Leadership starts with a dream, Reality: Is that the death of dreams?, Commitment: Playing one's role with one's heart

Know who you are: Self-awareness in Leadership, Decision-making: Navigating morally complex situations, Courage: Realising your dreams against all odds

Module II : Siddhartha by Hermann Hesse **05 lecture hours**

Purpose and Clarity, No fear of failure

Module III: Guardians of the Galaxy (Marvel Comics) **05 lecture hours**

Working in teams, Overcoming self-doubt

Unit/Module IV: Steve Jobs by Walter Isaacson **05 lecture hours**

Innovation and Creative thinking, Power of Communication

Module V: Things Fall Apart by Chinua Achebe **05 lecture hours**

Crisis management: The role of listening, Leadership and its contradictions: Ideals versus the public opinion

Module VI: Gandhi: The Years That Changed the World by Ramachandra Guha

05 lecture hours

Leadership and Resilience, Leadership and Spirituality

Text Books :

1. Three Idiots by Chetan Bhagat
2. Siddhartha by Hermann Hesse
3. Guardians of the Galaxy (Marvel Comics)
4. Things Fall Apart by Chinua Achebe
5. Gandhi: The Years That Changed the World by Ramachandra Guha

Reference Books :

1. HBR's 10 Must Reads on Leadership

2. The 21 Irrefutable Laws of Leadership by John C. Maxwell
3. Man's Search for Meaning by Viktor Frankl
4. The Great Gatsby,' by F. Scott Fitzgerald
5. The Pursuit of Happyness by Chris Gardner
6. A.P.J. Abdul Kalam: A Life by Arun Tiwari
7. Dare to Lead by Brené Brown

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA224L	Consumer Behaviour	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Appreciate the interrelatedness of consumer behaviour in all marketing decisions by the end of this course.

CO2: Identify and analyse the consumer behaviour related issues and develop themselves as reflective practitioner and learning can be applied to various marketing decision-making scenarios.

CO3: Apply consumer behaviour knowledge in real-life consumption scenarios and marketing decisions/strategies based on the understanding of consumers.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	1	1	1	3	3	3
CO2	3	3	2	2	1	3	1	1
CO3	3	3	2	3	2	2	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Introduction to Consumer Behaviour and Consumer Research

7 lecture hours

Consumer Behaviour as a process and as a field of study, Relevance of market research with consumer behaviour, Approaches to consumer behaviour research, Research paradigms in consumer research, Consumer research process and Importance of rooting marketing decisions, Strategies in the understanding of consumer behaviour, Consumer-focussed targeting, and segmentation

Unit/Module II : Consumer Decision Process**7 lecture hours**

Determinants and stages of buyer behaviour, Need recognition, search, and information gathering, Comparing brands and Evaluation rules, Choice, Post-purchase process Consumer's expectations and satisfaction, Measuring satisfaction and value

Unit/Module III: Individual Determinants of Consumer Behaviour 9 lecture hours

Consumer: The Individual and Self-Concept, Gaps in self-image and ideal image Self-image, brand image and choice, Consumer needs, goals, and motivations, Theories of personality, Personality and STP decisions, Consumer personality and brand personality Creation and management of consumer perception, Learning: Different ways of learning Cognitive development; Memory: Creation of schemas, storing and retrieving information, memory systems, Change or repositioning of information, what makes us forget? Attitude formation and modification: Power of attitudes, Theories of attitude: Formation of attitudes, Attitude change methods, Marketing activities to change consumer attitudes

Unit/Module IV: External Influences on Consumer Behaviour 5 lecture hours

Project cost management, Earned Value Analysis, Risk Management, Risk register

Text Books :

1. Solomon, Michael R. 2020. Consumer Behavior: Buying, Having and Being. 13th ed. Pearson Prentice Hall.
2. Schiffman, Leon G. 2018. Consumer Behavior. 12th ed. Pearson Prentice Hall, New Delhi.

Reference Books :

1. Tetteh, Vanessa A. 2016. "Consumer Behavior Overview." Research Starters, 1-5.
2. Lhuer, Xavier, Tunde Olanrewaju, and Hyo Yeon. 2015. "What it takes to deliver breakthrough customer experiences." McKinsey Quarterly, November, 1-6.
3. Magids, S., A. Zorfas, and D. Leemon. 2015. "The New Science of Customer Emotions." Harvard Business Review, November.

4. The thinker and The Shopper: Four Ways Cognitive Technologies Can Add Value To Consumer Products. Deloitte University Press, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA225L	Sales and Distribution Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the roles and responsibilities of the sales managers.

CO2: Manage and enhance the sales force productivity and performance.

CO3: Plan and implement an effective sales strategy for their organizations.

CO4: Understanding the importance of integration of the roles performed by advertising, salesforce, and channel members.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1					1		
CO2		2					2	
CO3		2		2				
CO4	1							2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Sales Management, Personal Selling and Marketing Strategy: 5 lecture hours

Defining Sales For 21st Century, Evolution of the Sales Department and the objectives of Sales Management, Sales Management and Control, Theories of Selling, SPIN Selling, Buyer-Seller Dyads, Diversity of Personal Selling situations, Sales Potential and Sales Forecasting, Personal Selling Objectives and Strategy, Determining the kind of sales personnel and the size of the sales force, Determining sales related marketing policies.

Module 2: Personal Selling Process and Organizing Sales Effort

5 lecture hours

Selling Skills and Selling Strategies, The Selling Process, Managing Sales Information, Functions of the sales executive, Qualities of effective sales executives and the relations with top management, Types of sales organization structures, Centralization and Decentralization in Sales Force Management, Setting Up a Sales organization, Sales department relations, Sales supervisor and sales force design, Setting objectives, quotas and targets for the salesforce, Deciding and managing sales territories, Sales training, motivation and compensation, Evaluating and controlling sales performance, Conflict management and people management skills.

Module 3: Sales force automation and sales organization

5 lecture hours

Sales process automation, customer relationship management, types of sales force automation tools, understanding electronic data interchange, sales organization, factors influencing structure, organizational principles, centralization and decentralization, organizational design, Sales personnel management, Recruitment and Selection Process, Sales training programme, Motivating sales personnel, Types of compensation plans for sales personnel, Sales meetings and sales contests, Evaluating and supervising sales personnel.

Module 4: Management of Sales Territory and Sales Quota

5 lecture hours

Sales Territory, Size of sales territory, Allocation of sales territory, designing a sales territory, Use of IT for mapping sales territory, Introduction to sales quota, Importance of Sales Quota, Principles of Quota Setting, Organization of the Sales Job, Defining Annual Objectives, Procedure for Setting Quota, Conferencing with Each Salesperson, Types of Sales Quota, Methods of Setting Sales Quota,

Module 5: Recruitment, Selection and Training the Sales Force

5 lecture hours

Challenges in Sales Force Selection, Planning for Recruitment, Strategic Position Analysis, Sales Force Recruitment, Selection of a Salesperson, objectives of sales training, challenges in sales training, the training process, training methods, designing a sales training programme, sales force automation, factors influencing the motivation of the salesperson, designing a motivational programme, sales force compensation and evaluation, sales force control, controlling sales force performance, criteria for sales personnel performance, sales audit,

Module 6: Distribution and Channel Management

5 lecture hours

Important of channel management, Inter-relationship of advertising, channel and salesforce, Channel structures and channel intermediaries, Internet as a channel alternative, Distribution Channels—Why are They Required? Activities that a Typical Distribution Channel Performs, Intermediation—Is it Really Needed? Value Enhancement Through the Distribution Function, Distribution Channel Strategy, Distribution Channel Management, Rural Distribution Channels, Omnichannel Distribution.

Module 7: Designing Channel Structure and Multi-channel Marketing 5 lecture hours

Channel Roles, understanding customer's decision process and selection of appropriate channel, Defining the objectives of the channel, Designing channel structure, Wholesaling and Retailing, Physical distribution.

Module 8: Designing Customer-oriented Marketing Channels and E-Commerce and Distribution Channel Management 5 lecture hours

Designing a Customer-oriented Channel, Capturing the Customer Requirements, Conceiving the Channel flows, Linking the Service Output Objectives to the Flows, Conducting Cost Analysis, Designing the Ideal Channel, Comparing the Ideal with the Reality, Comparing the Channel Designs, Customer Journey Mapping for Better Channel Design, Customer Journey Mapping and Distribution Channel Design, Definitions of E-commerce, Different Types of E-commerce, Advantages of E-commerce, E-commerce and Distribution Channel Management, E-commerce Business Models, Managing channel relationships, channel power and conflict, Measurement and evaluation of channel performance, Designing incentives, managing channel

Text Books :

1. Still, R. R., E. W. Cundiff, N. A. Govoni, and S. Puri. Sales and Distribution Management, 6th ed. Pearson, New Delhi, 2017.
2. Havaladar, K. K., and V. M. Cavale. Sales and Distribution Management: Text and Cases. Tata-McGraw-Hill, New Delhi, 2007.
3. Rosenbloom, Bert. Marketing Channels: A Management View, 8th ed. Cengage Learning Private Limited, New Delhi, 2013.

Reference Books :

1. Venugopal, P. Marketing Channel Management: A Customer-Centric Approach. Response Books, New Delhi, 2005.
2. Panda, T. K., and S. S. Sahadev. Sales and Distribution Management. Oxford University Press, New Delhi, 2005.
3. Venugopal, P. Sales and Distribution Management: An Indian Perspective. Sage Response, New Delhi, 2008.
4. Venugopal, Pingali. Marketing Channel Management: A Customer-Centric Approach. SAGE Response Business Books, New Delhi, 2012.
5. Spekman, R., and P. W. Farris. Designing Channels of Distribution. Harvard Business Publishing, 2009.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
MMBA226L	Integrated Marketing Communications	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1. Analyze a situation in communication terms

CO 2. Design and execute objective driven advertisements

CO3. Plan, manage and measure a promotional program

CO-PO/PSO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO3
CO1	3			1				
CO2				3		3		
CO3				3				1

1=weakly related

2= moderately related

3=strongly related

Course Contents

Module 1: Integrated Marketing Communication - The concept 05 Lecture hours

Introduction to Course outline and Pedagogical Approach; Fundamentals of Integrated Marketing Communication (IMC); The target marketing process; Developing the marketing planning program, Role of IMC

Module 2: The IMC Process, Consumer Decisions and Learning 12 Lecture hours

Role of IMC in the marketing process; Participants in IMC Process: Advertising agencies & their roles, Evaluating agencies; Perspectives on Consumer Behavior Consumer decision making process Consumer learning process; Environmental influences on consumer behaviour The Communication and Response Process: Models of the response process Source, Message, and Channel factors; Objectives and budgeting of Promotional Program

Module 5: Managing Digital Communications: Online, Social Media, and Mobile

13 Lecture hours

Creative Message Strategy: Planning and Development; Creative Strategy: Implementation and Evaluation; Media Planning and Strategy

Online Marketing; Advantages and Disadvantages of Online Marketing Communications; Online Marketing Communication Options; Social Media; Social Media Platforms-Using Social Media;

Word of Mouth-Forms of Word of Mouth, Creating Word-of-Mouth Buzz, Measuring the Effects of Word of Mouth; Mobile Marketing, The Scope of Mobile Marketing, Developing Effective Mobile Marketing Programs, Mobile Marketing across Markets

Text Books:

1. Duncan T., Principles of Advertising and IMC, Second Edition, McGraw Hill, New York
2. Clow K. and Baack D., Integrated Advertising, Promotion and Marketing Communication, Prentice Hall, New Delhi

Reference Books:

1. Belch, George, Belch, Michael & Purani, Keyoor. Advertising and Promotion: An Integrated Marketing Communications (9th ed.), McGraw Hill Education India, 2017, 0.
2. Keller,r Kavin Lane, Parameswaran Ambi M. G. & Jacob Isaac. Strategic Brand Management (4th ed.), Pearson,

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA228L	Marketing Analytics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Marketing Management-I & II				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To understand the importance and use of various analytical techniques in marketing context and decision-making.

CO2: To familiarize students with software and tools that enable the application of the techniques.

CO3: Solve a marketing analytics project end to end

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	2	3	3	3	2	2
CO2	3	3	1	2	2	2	3	2
CO3	3	3	3	3	2	2	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Introduction to R software for Marketing Analytics. 5 lecture hours

Importance of marketing analytics in marketing decision-making and strategy formulation, Introduction to R and R studio, Conjoint Analysis - Products, Attributes and Levels; Full Profile Conjoint Analysis

Unit/Module II: Customer Segmentation

10 lecture hours

Analytics for customer segmentation and targeting: Market Segmentation: Positioning products and services using perceptual maps, Application of perceptual map through Microsoft

Excel, Basic Customer Value Template, Varying Margins, Sensitivity Analysis, Customer Lifetime Value Model, A Primer on Valuation,

Unit/Module III: Demand Forecasting and Pricing

12 lecture hours

Sales Forecasting of existing product / innovation: Learn about descriptive analytics. Implement forecasting models such as simple linear, multiple regression, Ratio to Moving Average, Winter's method for exponential smoothing with trend and seasonality. , Forecasting of sales for new products: Application of 'S' curves, the bass diffusion model, including bass diffusion model for new products, Estimating Linear and Power Demand Curves, Using Solver to Optimize Price for Single and Multiple Products, Price Bundling.

Unit/Module IV: Marketing Mix Models and Advertising Models

10 lecture hours

The Adstock Model, Optimizing Advertising, Linear Media Allocation Model, Market Basket Analysis and RFM Analysis, Customer Churn & Customer Lifetime Value

Unit/Module V: Text Mining and Sentiment Analytics

4 lecture hours

Text Mining in R studio, Sentiment analysis

Text Books :

1. Winston, Wayne L. Marketing Analytics: Data-Driven Techniques with Microsoft Excel. John Wiley & Sons, 2014.

Reference Books :

1. Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (2010). Multivariate Data Analysis (7th Edition). Pearson Education.
2. Abbott, Dean. (2017). Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst. Wiley.
3. Dawar, N. (2018). "Marketing in the age of Alexa." Harvard Business Review, May-June, 2018.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration					
MMBA229L	Strategic Brand Management	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	Marketing Management- I & II					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Understand the role of brands, the concept of brand equity, and the advantages of creating strong brands; Know the main ways to build brand equity by properly choosing brand elements, designing marketing programs and leveraging secondary associations; Measure, manage and leverage customer-based brand equity

CO 2: Create strong brands, measure brand value, and leverage brand equity; Evaluate pros & cons of brand valuation; Analyze key branding decisions

CO 3: Articulate the importance of brands, the concept of brand equity and the advantages of creating strong brands; Develop a comprehensive and topical understanding of strategic brand management for organizational growth

CO 4: Appreciate the importance of innovation in creating, measuring and sustaining brand equity to expand business opportunities; Expose to ethical and global practices of branding

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	3	2	1
CO2	3	3	2	2	1	3	2	1
CO3	3	3	2	2	1	3	2	1
CO4	3	3	3	2	L	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I:

8 lecture hours

Introduction to course content and evaluation components, brands and strategic brand management process, Developing a brand strategy – CBBE and brand positioning Developing a brand strategy – Brand resonance and the value chain, Designing and implementing brand marketing programs – Choosing brand elements to build brand equity

Module II :

6 lecture hours

Determinants and stages of buyer behaviour, Need recognition, search, and information gathering, Comparing brands and Evaluation rules, Choice, Post-purchase process Consumer's expectations and satisfaction, Measuring satisfaction and value

Module III:

6 lecture hours

Measuring and interpreting brand performance, Measuring and interpreting brand performance – Capturing customer mind-set, Measuring and interpreting brand performance – Capturing market performance

Module IV:

8 lecture hours

Growing and sustaining brand equity – Designing and implementing brand architecture strategies Growing and sustaining brand equity – Introducing and naming new products and brand extensions Growing and sustaining brand equity – Managing brands over time, Growing and sustaining brand equity – Managing brands over geographic boundaries and market segments

Text Books :

1. Keller, Kevin Lane, M.G. Parameswaran, and Isaac Jacob. Strategic Brand Management: Building, Measuring, and Managing Brand Equity. 4th ed. Pearson.

Reference Books :

1. Kornberger. Brand Society: How Brands Transform Management and Lifestyle. Cambridge.
2. Panda, Tapan. Product and Brand Management. 1st ed. Oxford University Press.

3. Dutta, Kirti. Brand Management: Principles and Practices. Oxford University Press.
4. Aaker, David A. Brand Asset Management: Driving Profitable Growth Through Your Brand. Jossey-Bass.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2051L	Financial Modelling	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic understanding of accounting and and Basic Excel skills				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- **CO1:** Understand the purpose and importance of financial modelling in business decisions
- **CO2:** Use Excel for creating and analysing financial statements
- **CO3:** Apply basic forecasting techniques to project financial data
- **CO4:** Perform scenario and sensitivity analysis to assess business outcomes
- **CO5:** Present financial models and interpret results for decision-making

Module 1: Introduction to Financial Modelling

3 lecture hours

- What is Financial Modelling?
- Importance in business, investment, and planning
- Overview of financial models and where they are used
- Common financial concepts: time value of money, cash flows, risk-return (conceptual only)

Module 2: Excel Basics for Financial Modelling

5 lecture hours

- Excel environment and best practices
- Basic formulas and functions (SUM, AVERAGE, IF, VLOOKUP, etc.)
- Formatting, referencing, and error-checking
- Basic data organization and charting

Module 3: Understanding Financial Statements

7 lecture hours

- Components of financial statements:
 - Balance Sheet
 - Income Statement
 - Cash Flow Statement
- How statements relate to each other
- Basic financial terminology and interpretation
- Introduction to ratio analysis (profitability, liquidity, solvency)

Module 4: Building Financial Statements in Excel**5 lecture hours**

- Entering and linking historical financial data
- Building simplified Income Statement, Balance Sheet, and Cash Flow Statement
- Creating formulas to maintain relationships across statements
- Simple ratio calculations within Excel

Module 5: Forecasting Financial Data**5 lecture hours**

- Identifying key drivers of revenue and costs
- Forecasting the Profit & Loss Statement
- Forecasting the Balance Sheet using assumptions
- Introduction to working capital forecasting
- Simple case study for practice

Module 6: Scenario and Sensitivity Analysis**5 lecture hours**

- What-if analysis using Excel tools (Goal Seek, Data Tables)
- Creating scenarios (best case, worst case, base case)
- Analyzing how financial outcomes change with assumptions
- Visualizing impact using charts

Textbooks:

1. Using Excel for business analysis: a guide to financial modelling fundamentals (PDF)
By Fairhurst, Danielle Stein, Wiley

Reference Books:

1. Chandan Sengupta, Financial Modelling Using Excel and VBA. New Delhi: Wiley India, 2011, ISBN 13: 978-8126531820

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA231L	Business Valuation	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding of the quantitative methods of valuing companies

CO2: Insights into how companies create, maintain or destroy value

CO3: Ability to evaluate financially the business performance and prospect of any firm

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	2	2
CO2	3	3	2	3	3	3	2	3
CO3	2	2	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Fundamentals of Business Valuations

10 lecture hours

Module II : Discounted Cash Flow Valuation and Relative Valuation Technique

10 lecture hours

Module III: Practical Applications of Business Valuation Techniques

10 lecture hours

Text Books :

1. Damodaran, Aswath. 2006. Damodaran on Valuation. New Delhi: Wiley India Pvt. Ltd.

Reference Books :

1. Titman, K., and J.D. Martin. 2015. Valuation. New Delhi: Pearson.

2. Koller, T., M. Goedhart, and D. Wessels. 2005. Valuation (McKinsey & Company).
New Jersey, USA: Wiley.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration					
MMBA232L	International Finance	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	Financial Management					

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1:** Establish an understanding of foreign exchange market and exchange rates
- CO2.** Know how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms
- CO3.** Understand the issues pertaining to multinational financing and investment decisions
- CO4.** Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	3	3	3	3	3	1
CO2	3	3	3	2	2	1	2	3
CO3	2	3	3	3	3	2	2	3
CO4	3	3	2	3	2	2	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: International Financial Environment

6 lecture hours

Multinational Financial Management: An Overview, International Flow of Funds, International Financial Markets, Exchange Rate Determination, Currency Derivatives

Module II: Exchange Rate Behaviour

6 lecture hours

Government Influence on Exchange Rates, International Arbitrage, and Interest Rate Parity, Relationships Among Inflation, Interest Rates, and Exchange Rates

Module III: Exchange Rate Risk Management

6 lecture hours

Forecasting Exchange Rates, Measuring Exposure to Exchange Rates Fluctuations, Managing Transaction Exposure, Managing Economic Exposure and Translation Exposure

Module IV: Long - Term Asset and Liability Management

6 lecture hours

Direct Foreign Investment, Multinational Capital Budgeting, International Corporate Governance and Control, Country Risk Analysis, Multinational COC and Capital Structure, Long Term Financing

Module V: Short - Term Asset and Liability Management

6 lecture hours

Financing International Trade, Short-Term Financing, International Cash Management

Text Books:

1. Shapiro, Alan C.. MULTINATIONAL FINANCIAL MANAGEMENT, 8TH ED. India: Wiley India Pvt. Limited, 2008.

Reference Books:

1. Eiteman, David K., Stonehill, Arthur I., Moffett, Michael H.. Multinational Business Finance. India: Addison-Wesley, 2003.
2. Moffett, Michael H., Stonehill, Arthur I., Eiteman, David K.. Fundamentals of Multinational Finance. United Kingdom: Pearson, 2013.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA233L	Security Analysis and Portfolio Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.

CO2: Designing and managing the bond as well as equity portfolios in the real world, valuing equity & debt instruments, managing mutual funds, measuring portfolio performances.

CO3: Learn how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

CO4: Understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	3	3	3	3	1
CO2	2	3	3	2	3	1	2	3
CO3	1	2	3	3	3	2	3	3
CO4	3	3	2	3	3	1	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Nature and Scope of Investment Management and Portfolio Analysis: Overview

6 lecture hours

Basics of stock markets. Investment versus Speculation, Investment Alternatives and Their Evaluation, Financial Markets, Portfolio Management Process, Approaches to Investment Decision Making, Common Errors in Investment Management, and Qualities of Successful

Investing. Role of Portfolio Management, Portfolio Management Practices in International markets.

Module II: Basic Concepts and Methods

6 lecture hours

Risk and Return – Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk. Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis Framework Technical Analysis: Basic Tenets of Technical Analysis - Dow Theory - behaviour of Stock Prices - Major Trends - Charts and Trend Lines - Resistance and support Lines - Different Patterns, Elliot Wave Theory, Efficient market theory.

Module III: Modern Portfolio Theory

6 lecture hours

Portfolio Theory: The Benefits of Diversification, Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Co movements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio. Capital Asset Pricing Model - Assumptions – Inputs Required for Applying CAPM, The Capital Market Line - Security Market Line, Pricing of Securities with CAPM. FAMA French Model, Limitations for all models.

Module IV: Equity and Bond Valuation

6 lecture hours

Balance Sheet Techniques- Book value, Liquidation value, Replacement cost. Discounted Cash Flow Techniques: Dividend discount model, Free cash flow model. Relative Valuation Techniques: Price-earnings ratio, Price-book value ratio, Price-sales ratio. Bond Valuation: Bond Returns, Coupon Rate, Current Yield, Yield to Maturity, Yield to Call, Bond duration.

Module V: Portfolio Management

6 lecture hours

Specification of Investment Objectives and Constraints, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation. Performance Measures Treynor Measure, Sharpe Measure, Jensen Measure. Asset Allocation

Text Books :

1. Thomas, S. Security Analysis and Portfolio Management. Prentice-Hall of India, 2014.

2. Chandra, P. Investment Analysis and Portfolio Management. Tata McGraw Hill, 2012.

Reference Books :

1. R. C., S. E., & E. K. "Designing and Implementing the Portfolio Management Process: Some Thoughts and Tips Before You Charge In." January 2002.
2. Lo, A. W. "Survival of the Richest." Harvard Business Review, August 1, 2014. <https://hbr.org/2006/03/survival-of-the-richest>.
3. Nichols, N. A. "Efficient? Chaotic? What's the New Finance?" Harvard Business Review, August 1, 2014. <https://hbr.org/1993/03/efficient-chaotic-whats-the-new-finance>.
4. Placing Strategic Bets: The Portfolio Approach--Measuring and Managing Innovation Risk. Harvard Business Press.
5. Luehrman, T. A. "Finance Reading: Risk and Return 2: Portfolio Theory." Harvard Business Review, 2017. <https://hbr.org/product/finance-reading-risk-and-return-2-portfolio-theory/8603-PDF-ENG>.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	MBA				
MMBA2052L	Banking Operation and Credit Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Understanding of Banking				

Course Outcomes (COs)

- CO1: Understand the legal framework that regulates banks in India.
- CO2: Identify and assess the risks associated with banking operations.
- CO3: Describe the different types of banking services and products that are available.
- CO4: Evaluate the performance of banks using key metrics.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		2	1		3	1
CO2	2	1	3			2	
CO3	2	3		1		3	1
CO4			1	3	2	1	3

Course Contents

Module I: Legal Framework of Regulation of Banks (4 hours)

A. Business of Banking, Constitution of Banks, Reserve Bank of India Act, 1934, Banking Regulation Act, 1949, Role of RBI as a Central Bank and Regulator of NBFCs/Banks, Government & Co-operative Banks, Regulation by Other Authorities

B. Licensing of Banking Companies including RBI Policy for Universal & Small Finance Banks. Overview of Commercial Banks, NBFCs, FIs, CRR, SLR, Equity & Debt Market

Module II: Banking Products and Services (5 hours)

A. Retail, corporate, and digital banking products; credit lifecycle including appraisal, pricing, and monitoring; trade finance, treasury products, and bancassurance.

Module III: Risk Management and Credit Risks (14 hours)

A. Introduction to Risk Management, Basel Accords I–III, Credit Ratings – CIBIL, Internal/External Ratings, RBI Guidelines, Credit Derivatives

B. Credit Info Systems, Restructuring & Recovery – NPAs, Wilful Defaulters, Insolvency & Bankruptcy Code (IBC), IBC 2016

Credit Appraisal and Monitoring in Indian Banks

Credit Sanctioning Process

Risk-Based Pricing of Loans

Credit Monitoring and Early Warning Signals

Sectoral Credit Deployment Trends (e.g., MSMEs, Infrastructure)

Capital Adequacy (Credit Risk – Standardized Approach & Advanced Approach)

Probability of Default

Exposure at Default

Loss Given Default

Case Study on Yes Bank, IL&FS, or PMC Bank failures and the credit mismanagement lessons.

Module IV: Treasury Management (2 hours)

A. Treasury Management Concepts, Integrated Treasury Functions, Regulatory Environment.

Module V: Measuring Performance and Asset-Liability Management (3 hours)

A. Key Metrics – NII, NIM, CAR, Asset Quality, CAMELS Approach

B. ALM: Liquidity Risk and Interest Rate Risk

Module VI: Legal Aspects of Banking Operations (2 hours)

A. PMLA Act 2002: KYC Compliance, Banking Offences, Types of Charges- Mortgage, Pledge, Hypothecation, Lien, Assignment

Text Books

1. Management of Banking and Financial Services, 4th Edition, 2017 by Suresh Padmalatha & Paul Justin, Pearson Education

Reference Books

1. Bank Financial Management, Indian Institute of Banking and Finance
2. Bankers' Handbook on Credit Management By Indian Institute Of Banking & Finance (IIBF)

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
MMBA2053L	Infrastructure and the Private Sector	L	T	P	C	
Owning School/Department	School of Management	2	0	0	0	
Pre-requisites/Exposure	Introductory Courses in Economics and Finance					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand challenges faced by Infrastructure focussed businesses.

CO2: Understand how Public-Private Partnerships (PPPs) can address Infrastructure challenges.

CO3: Apply PPP concepts and best practices worldwide to address challenges faced by Infrastructure focused businesses.

CO4: Apply concepts of ESG compliance and Value-for-Money from PPPs to improve sustainability of infrastructure projects.

CO-PO/PSO Mapping

COs POs	PO1 Application	PO2 Critical Thinking	PO3 Communication	PO4 Lifelong Learning	PO5 Ethics	PSO1	PSO2	PSO3
CO1	3	3	2	1	1	2	2	2
CO2	3	3	3	2	2	3	3	2
CO3	3	3	2	3	3	3	2	2
CO4	3	3	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Content

Module 1: Infrastructure Challenges

3 lecture hours

- Infrastructure and its characteristics – large externalities; public good characteristics; natural monopoly characteristics

- Recent history of infrastructure provision – preponderance of government provision but increasing role of Public-Private Partnerships
- Infrastructure Challenges – large infrastructure deficit, fiscal resource crunch, limited resources are often spent on bad projects, time and cost over-runs, poor quality of publicly provided infrastructure, poor maintenance increases costs and reduces benefits

Module 2: Financing Infrastructure

3 lecture hours

- Sources of infrastructure finance – Government Budgetary Support; Internal and Extra-Budgetary Resources; Private Investment
- The Indian experience – Review of infrastructure investment from the Eleventh Plan (2007-12) to recent years
- Financing the National Infrastructure Pipeline (2019-20 to 2024-25)
- Brownfield Asset Monetization models - Infrastructure Investment Trusts (InvITs); Toll-Operate-Transfer (TOT)
- Challenges in financing of infrastructure; Increasing institutional investment into infrastructure and its link with Environmental, Social and Governance (ESG) compliance

Module 3: Public-Private Partnership (PPP) Concepts

3 lecture hours

- Public-Private Partnerships – Concept and features
- Design of PPP Projects: risk allocation; competitive bidding; bid parameters; project finance related issues
- The incentives of stakeholders in PPP projects – political economy issues.
- How can PPPs help in infrastructure provision?

Module 4: PPP Models and Issues

3 lecture hours

- Different PPP models – Build-Operate-Transfer (BOT), BOT (Toll) and BOT (Annuity) projects; Design-Build-Finance-Operate-Transfer (DBFOT); Hybrid Annuity Model (HAM)
- Typical issues that arise in each PPP model

Module 5: PPPs in different sectors

3 lecture hours

- Private Participation in Infrastructure database of the World Bank
- PPPs in economic infrastructure (telecom, energy, transportation, and water and sewerage) sectors; PPPs in social infrastructure (health and education) – typical issues by sector

Module 6: Designing and Managing PPP Transactions

3 lecture hours

- PPP Contracts– Standardization versus Flexibility debate
- Key stages in bidding out PPP projects – Request for Qualification (RFQ) and Request for Proposal (RFP)
- Model Concession Agreements – Performance requirements, payment mechanism, dispute resolution mechanisms, termination provisions

Module 7: Infrastructure Regulation

3 lecture hours

- Importance of autonomous regulation – preventing regulatory capture; Difficulties in establishing a sustainable regulatory regime
- Types of Regulation– regulation by contract; autonomous regulatory institutions

- Regulatory institutions in India – Telecom Regulatory Authority of India (TRAI); Electricity Regulatory Commissions; Tariff Authority of Major Ports (TAMP); Airport Economic Regulatory Authority (AERA)
- Issues and Options: Objectives; Autonomy; Functions; Accountability; Regulatory processes; Multi-sectoral regulators

Module 8: PPPs in India

3 lecture hours

- Overview of developments and current status of PPPs in India
- Understanding the institutional framework for contracting and financing PPPs
- Some specific issues regarding infrastructure projects–Environmental clearance; Land acquisition

Module 9: Renegotiations and Cancellation of Infrastructure Projects

3 lecture hours

- Should infrastructure contracts be renegotiated?
- Incidence of renegotiations - International and Indian experience
- The conflict between ex-ante optimality and ex-post incentives to renegotiate
- Why are infrastructure projects cancelled?

Module 10: Value for Money in PPPs

3 lecture hours

- Sustainability of PPP projects and Value for Money (VfM) to the Government
- Covid Impact on Infrastructure and its Financing
- Course Review

Text Books

1. Recommended Text Book: Pratap, Kumar V and Rajesh Chakrabarti. 2018. “Public Private Partnerships in Infrastructure: Managing the Challenges”; Publisher: Springer Science and Business Media Singapore Pte Ltd. (<http://www.springer.com/in/book/9789811033544>)

References/ Readings

1. World Bank. 1994. *World Development Report 1994: Infrastructure for Development*. Washington DC: The World Bank (pages 13-36). (<https://openknowledge.worldbank.org/bitstream/handle/10986/5977/WDR%201994%20-%20English.pdf?sequence=2&isAllowed=y>)
2. Report of the Task Force on National Infrastructure Pipeline, Volume 1 and 2. 2020. New Delhi: Ministry of Finance (https://dea.gov.in/sites/default/files/Report%20of%20the%20Task%20Force%20National%20Infrastructure%20Pipeline%20%28NIP%29%20-%20volume-i_1.pdf) pages 25-41
3. The Economist. 2014. Public investments in infrastructure do the most good at times like the present (<http://www.economist.com/news/finance-and-economics/21621801-public-investments-infrastructure-do-most-good-times>)
4. Kumar V Pratap. 2021. Are we creating outcomes similar to Power sector by proliferating Metro rail across cities in India? SAGE journal, Vikalpa(IIM, Ahmedabad) 46(1) pages 7–

12. (Are We Creating Outcomes Similar to Power Sector by Proliferating Metro Rail Across Cities in India? (sagepub.com))
5. Kumar V Pratap and Manshi Gupta. 2022. “The role of reasonable user charges in financing the National Infrastructure Pipeline” [The Role of Reasonable User Charges in Financing the National Infrastructure Pipeline (sagepub.com)Vikalpa(IIM, Ahmedabad)47(3) pages 1-6]
6. Kumar V Pratap. 2013. Delhi Airport Metro Express–What can be done to Redeem the Project? Economic and Political Weekly, Volume XLVIII No 49 (December 7, 2013) (<http://www.epw.in/journal/2013/49/commentary/delhi-airport-metro-fiasco.html>)

Assessment Scheme

Components	Internal Assessment	Group Project (Presentation and Submissions)	End-Term Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA286L	Programming for Analytics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Statistics				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Apply various data mining and related concepts of data science using R and Python programming languages.

CO2: Apply data science algorithms for finding efficient solutions for business and management problems using historical and real-time data.

CO3: Implement various concepts of data science.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	1	3	2	2	2	2
CO2	3	3	1	2	2	2	3	3
CO3	2	2	1	3	2	2	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Fundamentals of R programming

7 lecture hours

Introduction to R software, R data structures, vectors, matrix, arrays, data frame, list, Export-Import of data, Data management: variable creation and recoding, renaming variables, missing values, type conversions, sorting data, merging datasets, sub setting datasets, numerical and character functions, control flow statements, user-written functions, aggregation and restructuring, the reshape package.

Unit/Module II: Data Analytic using R**10 lecture hours**

Graphs: graphical parameters- symbols and lines, colors, text, characteristics, adding text, customized axes and legends, bar plots, pie charts, histograms, kernel density plots, box plots

Basic Statistics: Descriptive statistics, correlations, t-tests, nonparametric tests, Regression Analysis, Analysis of variance.

Unit/Module III: Fundamentals of Python programming**5 lecture hours**

Built in Data Structure, functions and files, Introduction to NumPy, Data Loading, Storage and file format, Data Cleaning and Preparation, data manipulation with Pandas.

Unit/Module III: Data Analytic using Python**8 lecture hours**

Plotting and Visualization, Summary Statistics, Predictive Analysis: Regression Analysis and Time series analysis

Text Books:

1. Robert I Kabacoff, R in Action- Data Analysis and Graphics with R, Manning Publications Co., Shelter Island, New York.

Reference Books:

1. Jake VanderPlas, Python Data Science Handbook, O'Reilly Media, Inc., Sebastopol, CA.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA287L	Text Mining and Sentiment Analysis	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop an understanding of the role of analysis of text data for business decision making.

CO2: Gain expertise of text data pre-processing for analysis.

CO3: Apply text analysis to gain user insights and better business decision making.

CO4: Apply different tools for collecting, analyzing, and exploring social media data for research and development purposes.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1							
CO2						2		
CO3		2	2				1	1
CO4								

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Pre-processing of textual data

5 lecture hours

Natural Language basics, Text tokenization, Text Normalization, Understanding Text syntax and structure, Creating Custom Corpora, Part-of-speech Tagging, Transforming Chunks and Trees

Module II: Text Classification

5 lecture hours

Bag of word model, TF-IDF Model, Advance Vectorization Model, multinomial Naïve Bayes, Support Vector machine, Feature Matrix, Key phrase extraction, Topic Modelling.

/Module III: text similarity and Clustering_

10 lecture hours

Information retrieval, feature engineering, similarity measures, analyzing text similarity, document clustering: K-mean, affinity propagation, hierarchical. Semantic and sentiment Analysis.

Module IV: Social Media Data Analysis_

10 lecture hours

Types of Social Media Analysis, tools of Social Media Analysis, Social Media Text Analytics, intention mining, trend mining. Social media data, twitter/Facebook APIs for data access

Text Books :

1. Perkins, Jacob. Python 3 Text Processing with NLTK 3 Cookbook. PACKT Publishing, Birmingham, UK.

Reference Books :

1. Zhao, Yanchang. RDM- R and Data Mining: Examples and Case Studies. Elsevier Publishing, New York.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA288L	Data Mining and Visualization	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Identify the use of data mining in different business applications.

CO2: Determine the various data mining techniques for real world applications

CO3: Describe statistical and qualitative information through easy-to-understand visuals.

CO4: Practice on various computer software packages and apply Visualization Science to Influence Business Decisions

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	3	3	3	2
CO2	2	3	1	2	2	2	2	3
CO3	3	3	1	2	2	2	2	2
CO4	2	2	1	2	3	3	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Data Mining Introduction

5 lecture hours

Data Mining Concept, Data Mining Techniques, Data Mining and BI, Supervised learning Vs Unsupervised learning, Basic Data Mining Tasks, Data Mining Issues and Challenges

Unit/Module II : Data Mining Techniques

10 lecture hours

Mining Frequent Patterns, Associations, and Correlations: Apriori Algorithm, Market Basket Analysis, Classification and Prediction: Decision Tree, Pruning, Cluster Analysis: Classical

Partitioning Methods.

Unit/Module III: Visualization with Tableau

15 lecture hours

Install Tableau Public and R software and explore the interface, Importing Data into Tableau
Charts : Bar Chart, Line Chart, Tree Map, Advanced Formatting, Create Dashboards and add interactions

Text Books :

1. Berry, M.J.A., and Gordon Linoff. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management. Wiley. 2018
2. Vercellis, Carlo. 2013. Business Intelligence: Data Mining and Optimization for Decision Making. Wiley.

Reference Books :

1. Shmueli, Galit, Nitin R. Patel, and Peter C. Bruce. 2011. Data Mining for Business Intelligence. Wiley.
- 1.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA289L	Analytics for Service Operations	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NIL				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the specific attributes of different kind of services in the competitive scenario.

CO2: Analyze unique challenges in managing excellent service operations.

CO3: Apply the appropriate analytical tools and techniques to design and deliver service operations to achieve a competitive advantage

CO4: Evaluate analytical tools specific to service industries in managing operations.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	3						2	
CO3		3		2				3
CO4		3			2			3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit/Module I: Understanding Services

6 lecture hours

Importance of Services in Globalized Economy, Nature of Services, Introduction to Service Strategies, Technology in Services, Service supply relationship, Benefits and Risks of Outsourcing Services

Unit/Module II : Designing the Service Enterprise

6 lecture hours

Service Process Analysis, Little's Law, Taxonomy and Approaches for Service Process Design
Measuring Service Quality, Service Facility Location Analysis

Unit/Module III: Managing Demand and Capacity for Services **8 lecture hours**

Subjective Models –Delphi Method, Cross-Impact Analysis, Causal Models-Regression Models, Time Series Models, Strategies for Managing Demand, Strategies for Managing Capacity, Yield Management Essential Features of Queuing Systems, Computer Simulations-Monte Carlo and Discrete Event Simulations.

Unit/Module IV: Managing Waiting Lines **8 lecture hours**

General Relationship between Queuing System Characteristics, Analytical Queuing Model-Standard M/M/1 Model, Finite-Queue M/M/1 Model,,M/M/c Model, General Self-Service Model, Capacity Planning Criteria –Average Customer Waiting Time, Minimizing the Sum of Customer Waiting Costs and Service Costs.

Text Books :

1. Fitzsimmons, James A., Mona Fitzsimmons, and Sanjeev K. Bordoloi. Service Management: 2018
2. Operations, Strategy, Information Technology. 8th ed. McGraw Hill Education, New Delhi, ISBN:

Reference Books :

1. Johnston, Robert, Graham Clark, and Michael Shulver. 2012. Service Operations Management: Improving Service Delivery. 5th ed. Pearson.
2. Parker, David W. 2012. Service Operations Management: The Total Experience. Eastern Economy Publication.
3. Slack, Nigel, Stuart Chambers, and Robert Johnston. 2007. Operations Management. 5th ed. Prentice Hall, FT.

4. Krajewski, Lee J., Larry P. Ritzman, Manoj K. Malhotra, and S. K. Srivastava. 2015. Operations Management: Processes and Supply Chains. 9th ed. Pearson Education, New Delhi.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Programme	Master of Business Administration				
MMBA290L	AI and Machine Learning	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop an understanding of techniques of Artificial Intelligence and Machine .

CO2: Explore the various applications of AI and ML in business contexts.

CO3: Understand how to analyse ubiquitous data for making data-driven business decisions

CO4: Explore ethical considerations and challenges in AI implementation.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	2	3		3			3	
CO3	2	3		3		2	3	
CO4			3	2				3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Artificial Intelligence

5 lecture hours

Understand the fundamental concepts of AI and ML, Explore the various applications of AI and ML in business contexts, Recognize the potential impact of AI and ML on the business landscape.

Module II : Data Collection and Pre-processing

10 lecture hours

Data sources and acquisition, Data pre-processing techniques: cleaning, transformation, feature engineering, Handling missing and categorical data

/Module III: Machine Learning Algorithms and Models

10 lecture hours

Supervised Learning: Regression and Classification, Tree-based Models, Unsupervised Learning: Clustering algorithms: k-means, hierarchical clustering, Dimensionality reduction: PCA, t-SNE

Module IV: Model Deployment and Interpretability

5 lecture hours

General Relationship between Queuing System Characteristics, Analytical Queuing Model- Standard M/M/1 Model, Finite-Queue M/M/1 Model, M/M/c Model, General Self-Service Model, Capacity Planning Criteria –Average Customer Waiting Time, Minimizing the Sum of Customer Waiting Costs and Service Costs.

Text Books:

2. Analytics Data Science & Artificial Intelligence – System for Decision Support, Ramesh Sharda, Dursun Delen, Efraim Turban, Pearson , 2021.

Reference Books:

1. Kulkarni, Parag., Joshi, Prachi. Artificial, Intelligence: Building Intelligent Systems. India: PHI Learning, 2015.
2. Jackson, Philip C.. Introduction to Artificial Intelligence: Third Edition. United States: Dover Publications, 2019

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2054L	System Dynamics and Modelling	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand system thinking and importance of system dynamics

CO2: Design causal loop and stock-flow diagram for different system

CO3: Develop system dynamics models for different business functions

CO4: Evaluate the model through testing and validation

CO5: Apply model tools and techniques for system dynamic models

CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	2					3	2	
CO2		3					2	
CO3			3				2	
CO4				3	2			2
CO5		2		3				2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction

8 Hours

Systems Thinking and System Dynamics

Causal Loop Diagram (CLD)

Guidelines to build CLD

Stock & Flow Diagram: Basics-

Graphical Integration

Patterns of Behaviour

Study Traffic Congestion using CLD

Module 2: Feedback System

8 Hours

Dynamics of Positive Feedback Systems

Dynamics of Negative Feedback System

Introduction to Modeling using Vensim software
Zero-Value Goal System, Positive and Negative Loop

Module 3: Parameter Estimation and Diffusion Model

8 Hours

Introduction to Diffusion Model and parameter estimation-
Bass Diffusion Model
Modelling Examples -Supply Chain Models, Societal Aging

Module IV: Model Testing and Validation

6 Hours

Testing System Dynamics Models
Model Validation
Sensitivity analysis
Policy Analysis

Text Books:

1. System Dynamics -Modelling and Simulation by Bilash Kanti Bala , Fatimah Mohamed Arshad, Kusairi Mohd Noh, Springer Nature Publications

Reference Books:

1. System Dynamics-Theory and Case Studies by B. J. Ragnath and Lewline L. R. Rodrigues
2. Systems Thinking, System Dynamics: Managing Change and Complexity by Kambiz E. Maani, Robert Y. Cavana, Pearson Education

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA291L	Digital Media	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Digital and marketing management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the components of digital media, its uses, and differences from traditional ones.

CO2: Understanding digital media ecosystem and related strategies.

CO3: To understand how to manage the content and use creative digital content.

CO4: To understand the functioning of the web and mobile app for better utilization of social media.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	3	3	3	2
CO2	2	3	1	2	2	2	2	3
CO3	3	3	1	2	2	2	2	2
CO4	2	2	1	2	3	3	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1:

5 lecturer hours

Fundamentals of Digital Media; Introduction to Digital Media; Digital Media vs Traditional Media

Role and Growth of Digital Media in India; Challenges associated with Digital Media; Evolution of Digital Media and Types of Digital Media; Digital Media Platforms (DMP); Digital Media Ecosystem; Characteristics of Digital Users; Characteristics of the Modern Work Environment

Module 2:**10 lecturer hours**

Content creation; Types of Content; Creating Blog-Vlog, Podcasting, RSS, Product Opinion Sites and Forums. Role of web analytics in digital decision making, Overview of SEO and its important in content writing, Concept of A/B testing & its use

Web and Digital Publishing – Digital Publishing and Internet Terms; Authoring Digital Content

Module 3:**8 lecturer hours**

Content Development; Tools and Techniques; Website Building; Digital Publishing Platforms, Online Publishing Tools; Web Content Management (WCM), Microblogging: Blog Posting or Live Blogging: What is live blogging and how do blogs live? Requirements of a live blog;

Module 4:**7 lecturer hours**

Mobile App Development; Mobile Ecosystem; Mobile Operating Systems, Platforms and Devices Characteristics of the Mobile User Experience; Marketing and Distributing Mobile Applications, Revenue Models

Text Books:

1. Puneet Singh Bhatia, , Social Media & Mobile Marketing: Willey, 2019,
2. Chayko, Mary. Superconnected: The Internet, Digital Media, and Techno-Social Life. United States: SAGE Publications, 2017.

Reference Books:

1. Kline, David., Burstein, Daniel., De Keijzer, Arne J., Berger, Paul. Blog!: How the Newest Media Revolution is Changing Politics, Business, and Culture. New York: CDS Books, 2005.
2. Hill, Steve., Bradshaw, Paul. Mobile First Journalism: Producing News for Social and Interactive Media. United Kingdom: Routledge, 2019.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA292L	Media Cost Management & Control	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Acquire an understanding of the key concepts and ideas within the field of Media Cost Management and Control.

CO2: Develop an understanding of how to effectively manage and control the cost of media planning and buying.

CO3: Acquire skills and knowledge necessary to effectively plan, execute, and evaluate media campaigns that deliver maximum impact at a reasonable cost.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		2			2		
CO2		2		3	1		2	
CO3		2		1	3			3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Media Cost Management & Control 6 lecture hours

Overview of the media industry; Understanding cost analysis in media cost control and management; Analyzing media costs and identifying areas for improvement; Importance of media cost management and control; Basic concepts and principles of media cost management; Comparison of media channels in terms of reach, frequency, and cost.

Module II : Budgeting and Forecasting**6 lecture hours**

Understanding the media budget; Developing a media budget and forecast; Monitoring and adjusting the media budget, as necessary

Module III: Media Invoicing and Payment**4 lecture hours**

Understanding media invoicing and payment processes; How to analyze the results of media campaigns to determine the return on investment; Make informed decisions about future media spending; Managing media payments and reconciling invoices; Implementing processes for prompt payment and dispute resolution.

Module IV Financial Reporting**10 lecture hours**

Overview of financial reporting in media cost control and management; Understanding the components of a financial report; Developing financial reports for media campaigns.

Module V Emerging Trends in Media Cost Management**4 lecture hours**

Financing International Trade, Short-Term Financing, International Cash Management

Text Books:

1. Stenzel, Catherine., Stenzel, Joe. Essentials of Cost Management. Germany: Wiley, 2003.

Reference Books:

1. Gupta, K. P.. Cost Management: Measuring, Monitoring & Motivating Performance. India: New Delhi :Global India Pub., 2009.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA293L	Media Production and Consumption	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the different types of media production.

CO2: Learn about the various stages of the production process.

CO3: Understand the factors that influence media consumption.

CO4: Develop critical thinking and analytical skills to create and distribute media content in the media industry.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					2		
CO2		2						3
CO3			1				3	
CO4				2			1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Media Production and Consumption 12 lecture hours

Overview of media production and consumption, Importance of media production and consumption in the media industry, Terminologies and concepts in media production and consumption

Module II : Types & Stages of Media Production

9 lecture hours

Television production, Film production, Digital media production, Concept development, Pre-production, Production, Post-production

Module III: Distribution of Media Content & Factors Influencing Media Consumption

9 lecture hours

Traditional distribution channels, Digital distribution channels, Emerging distribution platforms, Audience demographics, Media consumption habits, Media platform preferences

Unit/Module IV Financial Reporting

Text Books:

1. Turow, J. (2020). Media today: Mass communication in a converging world. Routledge

Reference Books:

1. Kindem, Gorham., Musburger, PhD, Robert B.. Introduction to Media Production: The Path to Digital Media Production. Netherlands: Taylor & Francis, 2012.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA294L	Media and Sports Industry	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

CO1: Acquire an understanding of the key concepts and ideas within the field of Media and Sports Industry.

CO2: Develop an understanding of how to critically appreciate the relation between media and sport industry.

CO3: Acquire skills and knowledge necessary to understand the political economy of sports media

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		2					
CO2		3		2	3			
CO3		3		2	3			

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Media and Sports Industry

6 lecture hours

Overview of the media industry – The rise of Mass Media, Evolution of sports; From playful self-development to Globalized, Mediatized sport, Overview of Sport media industry - Political Economy of Sports media; Understanding relationships between media and sports industry; sports and advertising, Overview of Sports Journalism; sports commentary, sports event management

Case Study – Indian Premier League

Module II: Platforms for Sports Media**6 lecture hours**

Understanding how sports media operates and has evolved in the various media platforms

Sports and press, sports and radio, sports and TV, sports and Digital, Evolution of Apps,

Case Study – Cricinfo, Dream 11

Module III: Sports and Culture**3 lecture hours**

Understanding sports and culture, soft power of sports; analyzing the role of sports in Gender, Race, Religion, Identity, Nationalism, Diplomacy, Drugs and Violence etc.; Mega sport events – Olympics, FIFA World Cup

Case Study : Politicizing Football – Sports and Politics

Module IV: Sports Industry and Media in India**6 lecture hours**

Overview of sports industry in India – Industry reports; Sports Media Industry; Size of sports media India ; E Sports and Gaming; Fandom;

Sports Celebrities, Sportsperson as a Brand – Case Study – Michael Jordan, Virat Kohli

Text Books :

1. Nicholson, Michael, Andrew Kerr, and Mike Sherwood. Sport and the Media: Managing The Nexus. Amazon. 2019

Reference Books :

1. Raney, Arthur A., and James Bryant. Handbook of Sports and Media. Routledge.2019

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA245L	Media Research Tools and Analytics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NIL				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop an understanding of media industries and familiarity with research into media audiences and users.

CO2: Apply different types of media research methods and analyse the findings.

CO3: Demonstrate an understanding of the significant risk and ethical issues raised by the conduct of media research

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3						3	3
CO2		3				3	2	3
CO3			3				1	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I:

8 lecture hours

Introduction and History of Media Research: Evolving theoretical background of media research, Evolving research paradigms in media research, Media effects and media uses. Measuring media usage and exposure, Key audience measures, Data capture techniques, Print and electronic media

Module II :

6 lecture hours

Primary research and Analysis: Baseline Survey, Behavioural Change Research, , Brand Perception Study, Customer Satisfaction and Loyalty Study, Communication Effectiveness Study (End Line Survey), Policy Research, Social Research

Module III:**4 lecture hours**

Secondary research and Analysis: Client, Competition & Industry Landscape, Policy & Regulatory Landscape, Media Coverage and Messaging Matrix, Social Media Research and Campaign Analysis

Module IV:**8 lecture hours**

Media Analysis: Quantitative Methods and Qualitative Methods. Quantitative Methods: Share of Voice, Reporting Genres, Visibility by Publication, Coverage Spread and Placement, Audience reach. Qualitative Methods: Coverage Tonality, Spokespersons in focus, Key Coverage Highlights, Coverage Trend.

Module V:**4 lecture hours**

Ethical issues in research: Ethics Vs Morality, privacy; anonymity and confidentiality; authenticity; informed consent; recruitment, voluntary participation, data security and management, Principles of resolving ethical dilemma

Text Books:

1. Gunter, Barrie. Media Research Methods: Measuring Audiences, Reactions and Impact. India: SAGE Publications, 2000.

Reference Books:

1. Berger, Arthur Asa. Media Analysis Techniques. United States: SAGE Publications, 2017.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2043	Purchasing & Inventory Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To understand the role of Procurement & Purchasing in facilitating supply chain operations.

CO2: To make the students understand the key issues in procurement & Lay hands in the new methods of procurement in the organization.

CO3: To equip the students with type of purchasing principles, procedures and systems widely used in Organizations.

CO4: Understand inventory costs and importance of safety stock in the Organization

CO5: To enrich the students with the knowledge of basic models in Inventory management and its applications in real time environment

CO6: Remembering concepts of Procurement and Inventory management.

CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3					3		
CO2	3						1	
CO3		3		3		2		
CO4		3			2		2	2
CO5		2		2			3	
CO6		3						2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Procurement**5 lecture****hours**

Introduction to Procurement

Principles, Objectives and Strategies of Procurement

Types of Procurement

Strategic Procurement, Sustainable & ethical Procurement

Procurement & Sourcing Management

Procurement Technology and E-Procurement

Module 2: Purchasing and Sourcing**10 lecture****hours**

Purchasing Organization, Purchasing Structure Importance of Purchasing

Purchasing Principles, Procedures and Systems

Importance of Seller-Buyer Relations, Negotiation and factors of negotiations, Price Analysis, Market Structure, Supplier Relationship Management (SRM)

Sourcing: Make or buy decisions, Strategic Sourcing, Advantages of Sourcing

Supplier selection- Auction & negotiation, Supplier rating

Risk Sharing & Supply Chain Performance

Significance of Warehouse in SCM, Elements 7 Principle of warehouse design, Safety & security

Module 3: Inventory Management**8 lecture hours**

Introduction to Inventory Management

Types of Inventories, Purpose of Inventory, Inventory cost

Independent demand verses Dependent demand

Inventory control Methods

Economic Order Quantity Models

Pareto Principle

Module 4: Material Management**07 lecture hours**

Material Requirement Planning

Lean Material Management

Material handling, logistics & transportation

Information technology in Material Management : Enterprise Resource Planning (ERP) systems, Warehouse Management Systems (WMS), inventory tracking, and data analytics
Quality Control and Assurance of material

Text Books :

- Collier, D. A., and Evans, J. R. (2022), *Operations and Supply Chain Management* (2nd Edition), Cengage publication.
- Chase, R.B, Aquilano, N.J, Jacobs, F.R and Shankar, R. (2013), *Operations Management for Competitive Advantage* (14th Edition), Tata McGraw-Hill

Reference Books :

- Stevenson, W. J., *Operations Management* (9th Edition), Tata McGraw-Hill
- James. A. Fitzsimmons, Mona Fitzsimmons, & Sanjeev K. Bordoloi, *Service Management-Operations, Strategy, Information Technology* (8th Edition), McGraw Hill Education, New Delhi. ISBN: 978-0-07-802407-8
- Mahadevan, B. (2018). *Operations Management: Theory and Practices*(2nd Edition), Pearson Education, New Delhi.
- Gaither, N. (2016), *Production and Operation Management* (10th Ed.), Dryden Press, Thomson Learning, Bombay.
- Slack, N., Chambers, S., Johnston, R. (2007), *Operations Management*, Prentice Hall, 5th Ed., FT
Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., Srivastava, S. K. (2015). *Operations Management: Processes and Supply Chains* (9th Edition), Pearson Education, New Delhi.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA533	Supply Chain Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To appreciate the evolution of Supply Chain Management as a discipline, and to enable the student to look at a firm's operations in an integrated and unified manner.

CO2: To understand the links between Operations Strategies, Competitive Priorities and Supply Chain choices.

CO3: To appreciate the role of Inventory Management, Logistics, Information Technology and Infrastructure in the effective design and management of supply chains.

CO4: To develop skills to design and configure supply chains to address variety of business situations.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3						2	
CO2	3	3				2		
CO3		2		3				2
CO4			3	3			2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Modern supply chain and logistics trends

5 lecture hours

Supply chain overview , Role of logistics , Sustainability in supply chains and logistics , Supply chain configuration , 3PL concepts , 4PL concepts,

Module 2: Materials forecasting and inventory planning,

5 lecture hours

Qualitative forecasting theories, Forecasting panels , Thought leaders , Delphi technique

Qualitative forecasting theories , Seasonal demand forecasting , Moving average , Weighted moving average , Exponential smoothing , Forecasting error , Identifying bias , Determining economic order quantities , Determining to reorder points

Replenishment strategies , Make-to-stock , Make-to-order , Assemble-to-order

Module 3: Procurement and go-to-market strategies

5 lecture hours

Role of procurement , Procurement process flows , Sourcing strategies , Vendor management
Partnerships and alliances

Module 4: Role of transportation and shipping in logistics

5 lecture hours

Definition of fleet management , Objectives and costs of fleet management , Transportation modes , Optimized routing and cubing , Incoterms for international commerce

Module 5: Role of warehousing in logistics

5 lecture hours

Warehousing network design , Configuration of warehousing space , Value-adding activities : Stockpiling, spot stocking and assortments , Cross-docking, break bulking and consolidation , Mixing, postponement and assemble-to-order , Warehousing equipment and tools , Reverse logistics

Module 6: Supply Chain Operations Reference (SCOR) framework for performance management

5 lecture hours

SCOR framework overview , Identifying level 1, 2 and 3 SCOR metrics , Customizing level 4 SCOR metrics , Setting performance targets, Continuous performance improvement

Text Books :

1. Shah, Janat. Supply Chain Management: Text and Cases. India: Pearson Education, 2009.

Reference Books :

1. Supply Chain Management. India: Pearson Education, 2008.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2040	Transportation & Distribution Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the role of transportation and distribution in the supply chain and its impact on organizational efficiency and customer satisfaction.

CO2: Analyze different modes of transportation and make data-driven decisions on route selection and transshipment for cost and efficiency optimization.

CO3: Apply quantitative methods, including transportation problems and linear programming, to optimize transportation costs and improve distribution networks.

CO4: Evaluate the factors involved in facility location decisions, risk pooling, and distribution strategies to achieve sustainable supply chain management.

CO-PO/PSO Mapping

COs à POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3	PSO 4
CO1	3					3			
CO2		3					1		
CO3		3		3					3
CO4		3			2		2	2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Transportation System

06 lecture hours

Overview of the Transportations System
Key Component of Distribution Systems
Types of Distribution Channels
Introduction to Transportation Management

Module 2: Transportation Modes and Route Selection

8 lecture hours

Types of Transportation Modes
Factors Affecting Modes Selection
Route Selection and Network Design
Transshipment and Network Flow

Module 3: Quantitative Techniques in Transportation and Distribution **8 lecture hours**

Transportation Problem and Optimization
Linear Programming Application in Transportation
Network Models and Shortest Route Problem

Module 4: Risk Management and Sustainable Distribution Strategies **4 lecture hours**

Risk Management in Transportation and Distribution
Risk Pooling in Distribution
Sustainable Transportation and Distribution Practices

Module 5: Facility Location, Warehousing, and Distribution Network Design **4 lecture hours**

Facility Location Analysis
Warehouse Management and Inventory Control
Distribution Network Design and Optimization

Text Books :

1. David Simchi-Levi, Ravi Shankar, Phillip Kaminsky, Designing and Managing the Supply Chain 4 th edition. McGraw-Hill Publishing Company Ltd, New Delhi.
2. Richard B. Chase, Ravi Shankar, and F. Robert Jacobs, Operations & Supply Chain Management (15 th Edition: SIE), McGraw-Hill Publishing Company Ltd, New Delhi.

Reference Books :

1. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, 3rd Edition, Prentice Hall (2007).
2. Novack, R. A., Gibson, B., & Coyle, J. J. (2018). *Transportation: A global supply chain perspective* (9th ed.). Cengage Learning.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2041	Warehousing & Distribution Facilities Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To assess the concepts of warehouse managements

CO2: To design and formulate strategic warehouse plans encompassing location selection

CO3: To evaluate and appraise the operational intricacies of warehouse management and learn to apply key performance indicators (KPIs) to optimize all aspects of warehouse management.

CO4: To appraise and examine the potential risks associated with warehouse operations, packaging and Picking strategies.

CO5: To synthesize and integrate advanced technological tools and software applications relevant to warehouse management systems

CO6: To analyze best global perspectives in warehousing, distribution management and cold chain management

CO-PO/PSO Mapping

COs à POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3					3	1	
CO2		2					3	
CO3	3		1		2	2		
CO4		3		3			2	2
CO5		3		3				3
CO6		3		3				3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Warehouse Distribution Management **4 lecture hours**

Introduction to Warehousing, Importance, Benefits

Warehouse Versus Godwons

Warehouse Processes, WMS

Distribution Centers

Centralized vs De-centralized warehouse

Types of Warehouses: Characteristics

Types of Warehouse Operations

Module 2: Warehouse Layouts and Space Utilization **8 lecture hours**

Warehouse Layouts, Warehouse Layout designs

Warehouse Layout design tips

Warehouse: Storage Plan, Slotting

Types of Pallets

Warehouse Effectiveness, Utilization & Accessibility

Stacking vs Racking; Honeycombing

Location of Receiving and Shipping

Warehouse location numbering, Warehouse space calculations

Module 3: Warehouse Metrics **6 lecture hours**

Inventory KPIs

Picking KPIs

Distribution KPIs

Receiving KPIs

Putaway KPIs

Safety KPIs

Culture KPIs

E-Commerce KPIs

Module 4: Shipping and Packaging **4 lecture hours**

Warehouse Picking strategies & its types.

Shipping

Packaging

Benefits of Shipping & Packaging

Module 5: Warehouse Location Strategies

8 lecture hours

Warehouse location selection criteria, Techniques for selecting the best location

Procedure for selecting a Site

Factor rating method

Factor weight rating system

Center of Gravity method (COG)

Warehouse Location Median Model

Text Books :

1. David Simchi-Levi, Ravi Shankar, Phillip Kaminsky, Designing and Managing the Supply Chain 4 th edition. McGraw-Hill Publishing Company Ltd, New Delhi.
2. Rangarajan, V. R. (2022). *Basics of Warehouse and Inventory Management: The Pillars of Business Logistics*. India Specific Edition. Notion Press.
- 3 Richards, G. (2021). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs* (3rd ed.). Kogan Page.
4. Ross, D. F. (2015). *Distribution Planning and Control: Managing in the Era of Supply Chain Management* (5th ed.). Springer.
5. Stuart Emmett, (2005) , Excellence in Warehouse Management, John Wiley & Sons. Ltd

Reference Books :

- Narayan, P., & Subramanian, J. (2009). *Inventory Management-principles and Practices*. Excel Books India.
- Tompkins, J. A., & Smith, J. D. (1998). *The Warehouse Management Handbook* (2nd ed.). Tompkins Press.
- Myerson, P. A. (2015). *Lean Warehousing: Enhancing Storage Capabilities and Processes*. McGraw-Hill Education.
- Christopher, M. (2016). *Logistics and Supply Chain Management* (5th ed.). Pearson.
- Kapoor, S. K., & Kansal, P. (2003). *Basics of distribution management: A logistics approach*. PHI Learning Pvt. Ltd.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration						
MMBA2055L	Supply Chain Technology & Information System	L	T	P	C		
Owning School/Department	School of Management	2	0	0	2		
Pre-requisites/Exposure	Supply Chain Management						

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To understand the classification, implementation, and strategic implications of supply chain technologies.

CO2: To understand the structure, role, and integration of information systems in enhancing supply chain planning, coordination, and execution.

CO3: To explore the implementation, integration, and maintenance of key supply chain technologies.

CO4: To examine the digital transformation framework and evaluate the application of advanced digital tools

CO5: To investigate AI and ML applications in supply chain operations including forecasting, inventory management, logistics, and generative AI-driven innovations.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		3			3		
CO2	3	2		3		2		
CO3	3			3	2		3	3
CO4			3	3				3
CO5	2	3					3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Supply Chain Technology (6 lecture hours)

Introduction to Supply Chain Technologies, Classification of SC Technologies, Purpose and implementation of SC Technologies, Enablers, Barriers, Benefits, Challenges and future opportunities of Supply Chain Technology

Module II: Information Systems in Supply Chain Management (6 lecture hours)

Overview of supply chain information systems, System analysis and design for SC information system, Connecting MRP, MRP-II, Closed Loop MRP and ERP with the Information System in a SC, Role of Information System in SC coordination and synchronization

Module III: Implementing and Managing Supply Chain Technology (6 lecture hours)

Supply chain technology integration and interoperability, EDI concepts and applications, Blockchain technology and its applications in a SC, Radio Frequency Identification (RFID) Technology, Supply chain transparency and traceability using EDI, RFID and Blockchain, Supply chain technology maintenance and upgrade

Module IV: Digital Transformation in Supply Chain Management (4 lecture hours)

Framework of Digital transformation in SC, Use of Digital Platform in SCM, Digital Twin and Its application in SCM, Control Tower in SCM, Cloud Computing and IOT Supply Chain Management

Module V: Artificial Intelligence (AI) & Machine Learning (ML) in SCM (8 Lecture hrs)

AI and ML concepts and applications, AI-powered supply chain forecasting, AI-enabled inventory optimization, Logistics and Transportation Management, Gen-AI in SCM Application

Text Books:

1. David Simchi-Levi, Ravi Shankar, Phillip Kaminsky, Designing and Managing the Supply Chain 4 th edition. McGraw-Hill Publishing Company Ltd, New Delhi.
2. Christopher, M. (2022). Logistics and supply chain management. Pearson Uk.

3. **Turban, E., Leidner, D., McLean, E., & Wetherbe, J. (2018).** *Information Technology for Management: On-Demand Strategies for Performance, Growth and Sustainability (11th ed.)*. Wiley.

Reference Books:

- Brown, T., & Green, M. (Eds.). (2020). Advances in global logistics and supply chain management. Global Business Press.
- Anderson, P. (2019). Supply chain management and logistics: A practical approach. Logistics Publications.

Articles, case studies, and reports provided throughout the course.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA2042L	Performance and Compensation Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Human Resource Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Interpret performance management framework in the context of the business environment.

CO2: Determine performance goals of employees in alignment with the organizational goals.

CO3: Define a performance-linked compensation plan for the employees.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2		2				2		2
CO3	2							

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Performance Planning

11 lecture hours

Defining Performance and Factors Affecting Performance, characteristics of a Performance Management System, Line Managers ownership of PMS, Strategic alignment of performance system & Business Strategy, SMART Framework & OKR, Preparing Goal Sheet, Excel based goal sheet In class exercise, Competency-based performance management System, Competency Identification and Assessment Process, Competency Assessment

Module II : Performance Assessment & Enhancement

7 lecture hours

Performance assessment & errors in Performance Appraisal, Methods of Performance Appraisal

Result Based Methods, Behaviour Based Methods, Performance Review, Feedback, Mentoring & coaching, Review of Module: Comparative analysis of methods of assessment in Seminar mode

Module III: Performance linked compensation

6 lecture hours

Factors influencing Compensation, monetary & and non-monetary components, fixing, compensation, monetary & and non-monetary components, fixing compensation, Performance linked Pay, Metrics to measure the effectiveness of performance pay, Seminar on reflection on the performance-reward mechanism.

Module IV: Contemporary Themes in Performance and Compensation

4 lecture hours

Green Performance and Compensation Management, Managing Performance in Remote Work Project Presentation, Seminar on Performance & Reward at the Core of Talent Management

Text Books :

1. Bhattacharyya, D.K. Performance Management Systems & Strategies. Pearson, New Delhi, 2017.

Reference Books :

1. Aguinis, Herman. Performance Management. 3rd ed. Pearson Education, New Delhi, 2018.
2. Sahu, R.K. Competency Mapping. Excel Books, New Delhi, 2009.
3. Armstrong, Michael. Armstrong's Handbook of Performance Management. Kogan Page India, New Delhi, 2010.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA297L	Talent Acquisition	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Explain the different concepts and key success factors for effective Talent acquisition and management

CO 2: Identify critical issues and frame strategies and scenarios required to develop Talent acquisition skills

CO 3: Apply the principles and best practices of Talent management in organizational settings

CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1			2	2			2
CO2		2		1		2		
CO3	2		3		1	2		1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Talent Acquisition

10 lecture hours

A: Introduction to Talent Acquisition (TA): Definition, significance, and evolving role in organizations. Benjamin Schneider's: pillars of Talent Acquisition, Difference between Talent acquisition, recruitment and talent Management.

High potential vs High performers : 9 box Grid model

Workforce planning for Talent Acquisition : Internal hiring vs external hiring

Talent acquisition analytics- Recruitment funnel-data and metrics to measure talent acquisition effectiveness.

Types of employees, KASH model, Talent Acquisition trends.

B: Manager's Role in Talent Management and building Talent acquisition strategy:

Poaching, raiding, employee engagement

Talent pool and talent pipeline

Module 2: Talent Acquisition strategy and assessment techniques **10 lecture hours**

A: Competency mapping as an acquisition strategy

B: Onboarding: Understanding and conducting competency-based assessments, Strategies for successful onboarding of newly acquired talent.

C: Interview Techniques and Fit Analysis: Designing effective interview questions (behavior-based and situation-based), Person-Job Fit and Person Organization Fit analysis
Removing unconscious biasness

Module 3: Talent acquisition and management best practices: Emerging trends

10 lecture hours

A: Employer Branding and EVPs: Establishing and enhancing employer brand alignment, Crafting and communicating Employee Value Propositions (EVPs), Addressing employer brand misalignment challenges.

B: Remote and Virtual Recruitment: Strategies for remote talent acquisition

C: Diversity and Inclusion: Strategies for Creating a Diverse and Inclusive Workforce

D: Modern Mentoring and talent retention: Contemporary mentoring techniques

Text Books :

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", Tata McGraw Hill, 1st Edition, 2004.
2. Ed by Larry Israelite, "Talent Management", ASTD Press, 1st Edition, 2004.
3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge, 1st Edition, 2009.

Reference Books :

The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate by Jacob Morgan.

2. "Employee Engagement 2.0: How to Motivate Your Team for High Performance" by Kevin Eikenberry.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA298L	Learning & Development	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain and propose different methods to access the processes and outcomes of learning.

CO2: Explain different ways to deliver learning.

CO3: Evaluate key metrics that will demonstrate learning outcomes and results.

CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1	1	2	1	1	1	1	2
CO2	1	2	2	2	1	1	2	2
CO3	3	3	3	3	3	2	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Learning and Development

10 lecture hours

Introduction to L&D, Elements of L&D, Approaches to L&D, E-learning, Blended learning, Self-directed learning, Training and development, Personal development planning

Module 2: Training hours

10 lecture

Training needs analysis, training design, training delivery, methods of training, Training evaluation

Module 3: Contemporary L&D Topics**10 lecture hours**

Transfer of learning, Integrating learning transfer into program planning, employee training and technology, future of learning, performance management.

Text Books :

Michelle Parry-Slater (2021). The Learning and Development Handbook: A Learning Practitioner's Toolkit. Kogan Page Publisher.

Reference Books :

Tricia Emerson and Mary Stewart (2011). The Learning & Development Book, ATD Press Publisher.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA299L	Compensation & Reward Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Describe the principles, theories, and practices of compensation and reward management, including job evaluation, pay structures, and benefits.

CO2: Apply compensation theories to analyze organizational strategies and develop appropriate pay structures and incentive plans.

CO3: Evaluate and create effective compensation plans that align with organizational goals and promote employee motivation and retention.

CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1		1			1	1	1
CO2	1	1	2	1	1	2	2	2
CO3	2	1	2	3	2	2	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Compensation Management:

12 lecture hours

Concept of Compensation: Definition, scope, and key components., Distinctions: Differences between compensation, wages, and salary, Compensation Context: Overview of the organizational and market context for setting compensation, System of Compensating: Overview of different compensation systems and structures, Dimensions of Compensation: Analysis of compensation elements and factors, Concept of Reward: Definition and types

(financial vs. non-financial), Role of Compensation in Organizations: Impact on performance, motivation, and retention, Non-Financial Compensation Systems: Types and role in job satisfaction and engagement, Total Reward System: Concept, components, and advantages, Trends in Compensation Management: New and emerging trends, including flexible benefits, work-life balance options, etc, Job Analysis and Evaluation: Methods for determining job roles, requirements, and value within an organization.

Module 2: Theories and Legislation Related to Compensation **10 lecture hours**

Equity Theory: Application of equity theory in compensation management to ensure fairness and reduce turnover, Expectancy Theory: Link between motivation, effort, and reward, Minimum Wages Act, 1948: Overview of the act, its purpose, and key components.

Legislative Compliance: Importance of aligning compensation practices with legal requirements and ethical considerations, Implications for Organizations: How theories and laws influence organizational policies and employee relations.

Module 3: Salary Structure and Gratuity **8 lecture hours**

Salary Structure: Breakdown of salary components, including: (Basic Pay, House Rent Allowance (HRA)

Provident Fund (PF), Employee State Insurance (ESI)

Gross Salary vs. Net Salary: Definitions and differences)

Gratuity: Purpose, eligibility, and benefits, (Gratuity Rules: Key rules under Indian labour laws, Gratuity Formula: Calculations based on years of service and last drawn salary, Importance of Salary Structuring: Strategic and financial implications for employees and organizations.)

Text Books :

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", Tata McGraw Hill, 1st Edition, 2004.
2. Ed by Larry Israelite, "Talent Management", ASTD Press, 1st Edition, 2004.
3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge, 1st Edition, 2009.

Reference Books :

The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate by Jacob Morgan.

2. "Employee Engagement 2.0: How to Motivate Your Team for High Performance" by Kevin Eikenberry.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2061L	Entrepreneurial Thinking in Family Business	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the concept of entrepreneurial thinking and its relevance in the family business context.

CO2: Identify psychological, structural, and cultural enablers/barriers to entrepreneurial thinking in family businesses.

CO3: Develop tools and techniques for opportunity identification and strategic renewal in family firms.

CO4: Apply artificial intelligence for ideation, decision-making, and risk management in family businesses.

CO5: Critically analyze real-life family business cases that demonstrate entrepreneurial thinking across generations.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	1	2	3	2	1
CO2	3	3	3	2	3	3	3	2
CO3	2	2	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	3

Course Contents

Module I: Entrepreneurial Thinking and the Family Business Mindset (6 lecture hours)

- Defining entrepreneurial thinking: Proactivity, innovation, and risk-taking
- Contrast between traditional and entrepreneurial logic
- The influence of family values, legacy, and history on mindset
- Developing an intrapreneurial culture within family firms

Module II: Opportunity Recognition and Strategic Innovation (7 lecture hours)

- Entrepreneurial alertness and pattern recognition in family businesses
- Renewal and diversification strategies
- Tools: SWOT, TOWS, and Blue Ocean Strategy
- Entrepreneurial orientation across generations

Module III: Conflict, Change, and Entrepreneurial Leadership (7 lecture hours)

- Intergenerational tensions and entrepreneurial risk
- Building consensus and managing change
- Leadership transition and empowering next-gen innovators
- The role of trust, governance, and decision rights

Module IV: AI-Powered Entrepreneurial Thinking and Decision-Making (8 lecture hours)

- Using AI for opportunity scanning and business model innovation
- AI in scenario planning, predictive analytics, and customer insights
- Role of AI in minimizing risk and supporting generational transition
- Tools: ChatGPT for ideation, Tableau/Power BI for strategic visualization

- Caselets: AI-enabled pivots in traditional family businesses

Module V: Capstone Project and Case-Based Learning (7 lecture hours)

- Family business case studies: Entrepreneurial vs. conservative trajectories
- Group projects: Develop a pitch for transforming a traditional family business using entrepreneurial thinking + AI tools
- Peer feedback and reflections on mindset shifts
- Final presentations

Text Books:

- Lumpkin, G. T., & Brigham, K. H. *Entrepreneurial Orientation in Family Business*, Journal of Family Business Strategy.
- Hoy, F., & Sharma, P. *Entrepreneurship and Family Business*, Edward Elgar.

Reference Books:

- Miller, D., & Le Breton-Miller, I. *Managing for the Long Run: Lessons in Competitive Advantage from Great Family Businesses*, HBR Press.
- McKinsey reports on AI in entrepreneurial ventures and traditional sectors
- Harvard Business School family business case studies

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration						
Course Code: MMBA2062L	Course Name: Family Business Governance & Dynamics	L	T	P	C		
Owning School/Department	School of Management	2	0	0	2		
Pre-requisites/Exposure	Principles of Management, Organizational Behaviour						

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the structure, lifecycle, and key characteristics of family-owned businesses.

CO2: Evaluate family governance frameworks and their impact on business sustainability.

CO3: Examine the interpersonal dynamics and challenges involved in managing family and business interests.

CO4: Develop strategic approaches to succession planning, leadership transition, and professionalization in family firms.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	3	2
CO2	3	3	3	2	2	3	2	3
CO3	3	3	2	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3

1 = Weakly related, 2 = Moderately related, 3 = Strongly related

Course Modules

Module I: Introduction to Family Businesses (08 lecture hours)

- Definition and characteristics of family businesses
- Historical development and economic significance
- Key differences between family and non-family enterprises
- Lifecycle stages of family firms
- Advantages and limitations of family business models

Module II: Family Governance Structures (08 lecture hours)

- Corporate vs. family governance
- Building governance structures: family councils, boards, and constitutions
- Role of non-family managers and independent directors
- Governance policies and legal considerations
- Ethical dilemmas in family businesses

Module III: Dynamics of Family and Business Interaction (07 lecture hours)

- Managing overlapping systems: family, ownership, and management
- Understanding family roles, values, and culture
- Conflict management and emotional intelligence in family firms
- Case studies on family dynamics and business performance

Module IV: Succession Planning and Professionalization (07 lecture hours)

- Importance of succession planning and leadership transition
- Next-generation development and engagement
- Professionalizing the business without losing legacy
- Balancing tradition with innovation
- Real-life succession case analyses

Books and References

1. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to Generation: Life Cycles of the Family Business*. Harvard Business Review Press.
2. Carlock, R. S., & Ward, J. L. (2010). *Family Business Governance: Maximizing Family and Business Potential*. Palgrave Macmillan.
3. Poza, E. J., & Daugherty, M. S. (2018). *Family Business*. Cengage Learning.
4. Miller, D., Le Breton-Miller, I. (2005). *Managing for the Long Run: Lessons in Competitive Advantage from Great Family Businesses*. Harvard Business School Press.
5. Ward, J. L. (2011). *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership*. Palgrave Macmillan.

Suggested Reading

- Sharma, P. (2004). *An Overview of the Field of Family Business Studies: Current Status and Directions for the Future*. Family Business Review.
- Astrachan, J. H., & Shanker, M. C. (2003). *Family Businesses' Contribution to the U.S. Economy: A Closer Look*. Family Business Review.

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
Course Code: MMBA2063L	Course Name: Innovation Management in Family Business	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	Principles of Management, Organizational Behaviour					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the nature and significance of innovation in family business contexts.

CO2: Analyze generational dynamics and leadership transitions in family-run businesses.

CO3: Explore tools and strategies to manage innovation sustainably in family enterprises.

CO4: Apply artificial intelligence and emerging technologies to drive innovation in family businesses.

CO5: Evaluate real-world cases to design innovation-driven strategies specific to family firms.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	1	2	3	2	1
CO2	3	3	3	2	3	3	3	2
CO3	2	2	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	3

Course Contents

Module I: Introduction to Family Business and Innovation (6 lecture hours)

- Understanding family businesses: Definition, structure, types
- Innovation challenges and opportunities in family enterprises
- Legacy vs. change: Innovation resistance in family firms
- Role of family culture, values, and governance in fostering innovation

Module II: Succession Planning and Innovation Continuity (6 lecture hours)

- Generational dynamics and intergenerational innovation transfer
- Grooming next-gen leaders for innovation
- Conflict resolution and managing change in family firms
- Succession planning models and innovation readiness

Module III: Innovation Tools and Strategies for Family Businesses (7 lecture hours)

- Open innovation and collaborative models in family firms
- Business model reinvention for traditional businesses
- Design thinking and user-centric approaches
- Risk-taking and resource allocation for innovation

Module IV: Artificial Intelligence and Technology-Driven Innovation (8 lecture hours)

- Introduction to AI in business innovation
- Use of AI for market forecasting, customer insights, and operational efficiency
- AI tools for digital transformation in legacy businesses
- Ethical considerations and change management when implementing AI

- Case studies: Family businesses using AI for innovation (e.g., fashion, FMCG, manufacturing)

Module V: Case Studies and Capstone Project (7 lecture hours)

- Comparative case studies: Indian and global family firms
- Family business innovation failures and lessons learned
- Group project: Designing an innovation strategy using AI for a family firm
- Final presentations and peer feedback

Text Books:

- Gersick, K. E., Davis, J. A., McCollom Hampton, M., & Lansberg, I. *Generation to Generation: Life Cycles of the Family Business*, Harvard Business Review Press.
- Tidd, J., & Bessant, J. *Managing Innovation*, Wiley.

Reference Books:

- Zellweger, T. *Managing the Family Business: Theory and Practice*, Edward Elgar.
- Ward, J. *Keeping the Family Business Healthy*, Palgrave Macmillan.
- McKinsey & Company reports on AI in business and family-owned enterprise transformation.

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
Course Code: MMBA2064L	Course Name: Succession Planning and Leadership Transition	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Principles of Management, Organizational Behaviour, Family Business Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the concepts and importance of succession planning in family and non-family organizations.

CO2: Analyze the processes and challenges involved in leadership transition.

CO3: Develop strategies for grooming next-generation leaders and managing generational shifts.

CO4: Evaluate governance, communication, and emotional factors influencing succession success.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	3	2
CO2	3	3	3	3	2	3	2	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	2	3	3	3	3	3

1 = Weakly related, 2 = Moderately related, 3 = Strongly related

Course Modules

Module I: Introduction to Succession Planning (08 lecture hours)

- Defining succession planning: scope and significance
- The business case for succession planning in family and non-family firms
- Types of succession: planned vs. unplanned
- Risks of poor succession planning
- Key stakeholders in the succession process

Module II: Leadership Transition in Family Businesses (08 lecture hours)

- Generational leadership shift in family enterprises
- Identifying and preparing successors
- The founder's dilemma and emotional aspects of letting go

- Managing sibling and cousin teams
- Building trust and credibility for successors

Module III: Institutionalizing Succession (07 lecture hours)

- Role of governance structures in transition
- Role of advisors, mentors, and boards in planning transition
- Communication strategies and transparency
- Policy frameworks: family constitutions, succession policies
- Legal and financial considerations

Module IV: Developing Future Leaders (07 lecture hours)

- Competency models and leadership development frameworks
- Mentorship and coaching systems
- Balancing tradition with innovation and modernization
- Learning from global best practices
- Case studies on successful and failed leadership transitions

Books and References

1. Lansberg, I. (1999). *Succeeding Generations: Realizing the Dream of Families in Business*. Harvard Business School Press.
2. Carlock, R. S., & Ward, J. L. (2010). *When Family Businesses are Best: The Parallel Planning Process for Family Harmony and Business Success*. Palgrave Macmillan.
3. Le Breton-Miller, I., & Miller, D. (2014). *Managing Succession in the Family Business: The Case of the Family Farm*. Academy of Management Executive.
4. Poza, E. J., & Daugherty, M. S. (2018). *Family Business*. Cengage Learning.
5. Sharma, P. (2003). *An Overview of the Field of Family Business Studies: Current Status and Directions for the Future*. Family Business Review.

Suggested Reading

- Ward, J. L. (2011). *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership*.
- Handler, W. C. (1994). *Succession in Family Business: A Review of the Research*. Family Business Review.

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Semester IV

Name of Program	Master of Business Administration				
MMBA396J	Management of MSMEs	L	T	P	C
Owning School/Department	School of Management	0	0	12	6
Pre-requisites/Exposure	Summer Internship Project				

Course Outcomes (Co)

On completion of this course, the students will be able to:

CO 1: Apply theoretical knowledge to problem solving and management of small business

CO 2: Understand the policy and institutional support environment facing the MSME entrepreneur

CO 3: Develop application methods of efficient management of men, money, material and market

CO-PO/PSO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO3
CO1	3	3				3		
CO2				2			1	
CO3					1			1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Orientation and Project Selection

25 hours

- Introduction to the MSME owners and their business
- Selection of project in the area of specialisation
- Review of methodologies and project development
- Finalization of project plan in consultation with the faculty and MSME supervisor

Module 2: Project Design execution

50 hours

- Conduct a comprehensive review of relevant work and literature
- Study and Identify the potential problem/improvement area of the identified MSME
- Design project methodology and select appropriate techniques.
- Develop project questions and hypotheses.
- Finalizing methods to be followed and tools to be used

Module 3: Data Collection and Analysis

60 hours

- Review of internal or external reports, articles, accumulated data, academic literatures on the specific problem
- Perform work study of how the MSME functions and identify the potential improvement areas
- Perform survey-based research, if required to determine the root cause of problems and/or capability of the organization to improvise

Module 4 : Report Writing

40 hours

- Analysis and interpretation of data/results
- Identify the concluding points of the project
- Develop a research report

Module 5 : Report Presentation

5 hours

- Refine the research report and complete the final draft Develop a presentation for the project.
- Present the findings to the faculty and MSME supervisors.

Text Books :

3. Enugala Manohar, Small-scale Industries: Issues and Challenges, LAP Lambert Academic Publishing, 2018

Reference Books

- Annual Reports of Ministry of MSME (2022-2023)
- Desai Vasant, Management of Small-Scale Industries, Himalaya Publishing House Pvt. Ltd. New Delhi, 2014

Assessment Scheme:

Components	Internal Assessment	Mid Term/Report	End Term/	Total
Weightage (%)	40%	20%	40%	100%

Program Name	Master of Business Administration				
MMBA2095J	Immersive Learning Project	L	T	P	C
Owning School/Department	School of Management	0	0	14	7
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Gets functional understanding of working on primary and secondary data.

CO2: Analyze the management related issues and develop themselves as reflective practitioners and learning.

CO3: Apply concepts learnt to the research topics.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO	POS
CO1	3	3	1	1	1	3	2	1
CO2	2					2		
CO3	3	2				2		3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Orientation and Project Selection

10 hours

Introduction and setting expectations from Dissertations

Expected Outcomes' research process

Ways of working

Module 2: Synopsis presentation on the compendium of articles

15 hours

Choosing a Research Topic

Choose 5 topics

Narrow down to 1 topic

Familiarization with Research Resources like Ebsco

Module 3: Literature Review

20 hours

Choose top 10 papers and discuss with faculty • Formulate in tabular format findings of each paper

Work on literature review

Presentation of Research topic.

Module 4: Developing Research Questions

15 hours

Developing Research Questions which should include: the issue that you are going to be investigating • your argument or thesis (what you want to prove, disprove, or explore)

the limits of your research (i.e. what you are not going to be investigating)

Module 5: Writing a research proposal

45 hours

Writing a research proposal and creating a research plan

Submission of Progress Report -1

Identifying Variables and data sources

Collection of Online data

Data Cleaning and Data Analysis

Interpretation of Results and writing report (Mid-term Report)

Final Report Submission

Virtual presentation

Textbooks:

1. Kothari, C. R. Research Methodology: Methods and Techniques. India: New Age International (P) Limited, 2004.

Reference Books:

1. Panneerselvam, R. Research Methodology. India: Phi Learning, 2014.

Assessment Scheme:

Components	Internal	Mid Term	End Term	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA278L	Marketing of Services	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

CO2: Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.

CO3: Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.

CO4: Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

CO5: Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.

CO6: Conduct a services audit plan for a service firm.

CO7: Integrate course concepts into individual performance to become better customer service representatives in the service environment.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	2	3
CO2	3	3	2	2	2	2	2	3
CO3	3	3	2	2	2	2	2	2
CO4	3	3	2	2	2	3	2	3
CO5	3	3	2	2	2	2	2	3
CO6	3	3	2	2	2	2	2	2
CO7	3	3	2	2	2	2	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Understanding Service Products, Consumers, And Market 5 lecture hours

Creating Value in the Service Economy, Understanding Service Consumers, Positioning Services in Competitive Markets

Module II: Pricing, Distributing, and Branding of Services 5 lecture hours

Sustainability frameworks (circular economy, cradle-to-cradle design, triple bottom line)
Value through sustainability and as a differentiator, Stakeholder engagement, Building a sustainable brand

Module III: Customer Interface Management 6 lecture hours

Designing Service Processes, Balancing Demand and Capacity, Crafting the Service Environment, Managing People for Service Advantage

Module IV: Customer Relationship Management 6 lecture hours

Managing Relationships and Building Loyalty, Complaint Handling and Service Recovery,

Module V: Striving for Service Excellence 6 lecture hours

Improving Service Quality and Productivity, Building a World-Class Service Organization

Text Books:

1. Zeithaml and Bitner (2018). Services Marketing: Integrating Customer Focus Across the Firm. Tata McGraw-Hill

Reference Books:

1. Shanker, Ravi. Services Marketing. India: Excel Books, 2002

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA280L	Social Media Marketing	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding concepts and analytical tools in social media management.

CO2: Developing strategy for successful social media marketing.

CO3: Understanding ethical considerations in social media.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	3	2	2
CO2	2	2	1	3	2	2	3	3
CO3	2	2	3	2	2	1	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Social Media

4 lecture hours

Overview of social media platforms and their audience, Impact of social media on business and society

Module II: Social Media Strategy

4 lecture hours

Aligning social media goals with business objectives, Target audience analysis and segmentation

Module III: Content Creation and Management

8 lecture hours

Crafting engaging content, Content calendar creation, Utilizing visuals, videos and storytelling
Content strategy for different social media platforms, Influencers and audience-created content

Unit/Module IV: Social Media Analytics

8 lecture hours

Introduction to social media analytical tools, Interpreting data and KPIs, Using analytics to optimize social media campaigns.

Unit/Module V: Social and Ethical Considerations

6 lecture hours

Understanding social media crisis and maintaining a positive image, Privacy and data protection, Ethical issues in influencer content

Text Books:

1. Ellis-Chadwick, F., Chaffey, D. (2019). Digital Marketing. United Kingdom: Pearson.

Reference Books:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. Kingsnorth, S. (2019). Digital Marketing Strategy: An Integrated Approach to Online Marketing. India: Kogan Page.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA282L	Sustainable Marketing	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To Identify and analyze the impact of social, economic, and environmental change, as well as the opportunities and threats that these changes present to individuals, businesses, and society.

CO2: To develop an understanding of the link between sustainable business practices and societal and environmental well-being.

CO3: To incorporate sustainability ideas into marketing methods and strategies, as well as marketing planning and execution.

CO4: To communicate to diverse stakeholders of the advantages of incorporating sustainability principles and objectives into marketing activities.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3					3	2
CO2	3		1	3	2	2	3	
CO3	2	3		3	1		3	2
CO4		2		3	3		2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Sustainable Marketing

6 lecture hours

What is sustainable marketing, Climate change in business context, Applications of sustainable marketing, Systems thinking and sustainability

Module II: Frameworks of Sustainability**6 lecture hours**

Sustainability frameworks (circular economy, cradle-to-cradle design, triple bottom line)
Value through sustainability and as a differentiator, Stakeholder engagement, Building a sustainable brand

Module III: Customer Interface Management**6 lecture hours**

Designing Service Processes, Balancing Demand and Capacity, Crafting the Service Environment, Managing People for Service Advantage

Module IV: Customer Relationship Management**6 lecture hours**

Managing Relationships and Building Loyalty, Complaint Handling and Service Recovery,

Unit/Module V: Striving for Service Excellence**6 lecture hours**

Improving Service Quality and Productivity, Building a World-Class Service Organization

Text Books :

1. Martin, Diane, and Data John Schouten. 2015. Sustainable Marketing. Pearson India.
2. Carvill, Michelle, Gemma Butler, and Geraint Evans. Sustainable Marketing: How to Drive Profits with Purpose. Bloomsbury Business. 2018

Reference Books :

1. Singh, Amit Kumar, and Priyanka Mahanta. Green Marketing and Sustainable Development. Mittal Publication,

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA284L	Industrial Marketing Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: To understand the basics of industrial marketing management or B2B marketing with a discussion on similarities and differences between B2B and B2C marketing; to understand the decision-making process applied by organizational buyers, factors affecting the buying behavior and buy-seller relationship in B2B context, dealing ethically; to understand the segmentation process in B2B marketing and assessment of its potential (Understand Value: Market Strategy)

CO 2: To understand the strategic issues in industrial marketing management or B2B marketing context including a perspective on factors affecting global business; to understand the role and importance of key account management in industrial marketing management or B2B marketing; to understand management of new industrial products in B2B marketing; to understand services in B2B marketing context; to understand the role of branding in the context of B2B marketing; to understand the role of pricing as well as type of pricing suitable for different requirements in a B2B marketing context.

CO 3: To understand and design channels in B2B marketing context; to understand and manage personal selling in B2B context; to understand the role of e-commerce and social media as a channel strategy in B2B context

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	3	2	3	2	2
CO2	3	3	1	3	3	3	3	3
CO3	3	3	1	3	2	3	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I:

4 lecture hours

- Overview of B2B Marketing: Basics of B2B Marketing, Individual Assignment (Briefing about course outline & Group Project submission)
- B2B Principles, Market Sensing (Satisfaction Index Model), Understanding Customers (Value in Use).
- Organizational Buying Behavior and Relationship Management:

Home Reading:

What is Industrial Marketing (V. Kasturi Rangan & Bruce Isaacson; HBS:9-592-012)

Bonoma, T.V. (2006). Major sales—who really does the buying? Harvard Business Review. R0607).

Corey, E.R. (1989). Industrial buying behavior. Harvard Business School. 9-582-117

Case Study:

Dominion Motors & Controls Ltd. HBS No. 9-589-115

Initiation of Group Project, Finalization of Company to be studied.

Module II:

10 lecture hours

- Key strategies Issues B2B Marketing
- Segmentation in business market and assessment of its potential:
- Strategic perspective and global aspects in B2B marketing, Market Offerings, Market Orientation (Realization strategy, Realization process model, Market oriented realization, and Purchase orientation process)
- Qualifying an opportunity / prospecting
- Deal Making
- Managing RFPs & Negotiations
- Mapping the client organizations' decision making
- Miller & Hyman's Blue Sheet
- Key account management in B2B marketing, (Prospecting and Hierarchy of Effects)

Reading:

Shapiro, B.P., & Thomas, V.B. (1984). How to segment industrial markets. HBS-84312

Corey, E.R (1996). Industrial marketing strategy-An overview. Harvard Business School. 589102

Cesdes, F.V. (1989). Managing Major Accounts, HBS, 9590046

Case Study:

Quelch, J.A., & Hartman, K.B., (2017), Pintura Corporation: The Lena Launch Decision, HBS No. 9-917-523. Boston. MA: HBS

“San Antonio”: assessing the key account system. Emerald emerging markets case studies, (2012)

Cespedes, F.V., & Bell, M. (1995). Dendrite International HBS No. 9-594948. Boston, MA. HBS

Module III:

10 lecture hours

Business strategy Vs. Market Strategy

- Managing Industrial Products
- Managing Industrial Services
- Branding in B2B Marketing
- Pricing in B2B marketing
- Managing sales function in B2B marketing context

Reading:

Griffin, A., (2002), Product development cycle time for B2B products, IMM, 31(4),291-304

Reinartz, W., & Ulga, W. (2008). How to sell services more profitably, HBR R0805F

Muyllle, S., Dawar, N., & Rangarajan, D. (2012), B2B Brand architecture, California Management Review, CMR502

Corey, E.R (1990). Note on pricing strategies for industrial products, HBS 582124

Steenburgh, T. (2006). Personal Selling and sales management, HBS, 507039

Case study:

Quelch, John A, (1991). Loctite Corporation: Industrial Products Group, HBS No. 9581066, Boston, MA

Frei, F.X., Edmondson, E.C., & Hajim, C (2007). Dell Computers (A): Field Service for corporate clients, HBS No. 9603067, Boston, MA

Rangan, V.K., & Yong, S. (2010), Soren Chemical: Why is the new swimming pool product sinking? HBS No. 4188. Boston

Shapiro, B.P., & Sherman, J.J. (1985). Cumberland Metal Industries: Engineered products division, HBS No. 9580104

Cespedes, F.V., & Preble M.G (2016). DoubleDutch, HBS 815044

Module IV:

2 lecture hours

i. Role of electronic commerce in B2B marketing context

ii. Social-media in B2B Marketing

(Google's DoubleClick Strategic Move" (BusinessWeek '07; "Social Networks Get Down to Business" (eMarketer '08*; "B2B Marketers Ready to Spend Online" (eMarketer '08*))

Reading:

Sawhney, M. (2000). E-hubs: the new B2B marketplaces. HBR, 78(3), 97-106.R00306

Andersson, S., & Wikstrom. N. (2017). Why and how are social media used in a B2B context, and which stakeholders are involved? JBIM, 32(8), 1098-1108

Case Study:

Narayandas, D. (2007). Arrow Electronics Inc. HBS No. 9-598-022. Boston, MA: HBS

Cisco Systems: Launching the ASR 1000 series Router using social media marketing Kellogg school of management cases. (2017)

Individual Project Presentation (Additional Class, if required): The entire class benefits from the projects done by the fellow participants also provides exposure to different industries and Industrial Marketing Management or B2B problems faced therein.

Text Books :

1. Sarin, Sharad. 2014. Business Marketing Concepts and Cases. McGraw Hill Education.

Reference Books :

- 1.Hutt, Michael D., Dheeraj Sharma, and Thomas W. Speh. 2014. Business Marketing Concepts and Cases 2 B Marketing: A South-Asian Perspective. Cengage Learning.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Programme	Master of Business Administration				
MMBA270L	Retail Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Marketing Management, Consumer Behavior, Human Resource Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To evaluate current retailing trends based on consumer and competitive environments.

CO2: To identify various retail opportunities and evaluate the strategies associated with each type of opportunity.

CO3: To distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.

CO4: To recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3					3	1
CO2	3		1	3	2	2	3	
CO3		3	2	3	1		3	2
CO4		2	1	3	3		2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Overview about Retail

4 lecture hours

Understanding retail management and retail marketing, Retailing formats and classifications, Retail strategy and structure

Module II: Retail Planning**6 lecture hours**

Understanding retail consumers, Retail location strategy, Strategic retail planning process

Experiential Learning: Case Study Analysis

Module III: Strategic Elements in Retail Management**6 lecture hours**

Retail situation analysis, Identification of consumer characteristics and needs, Overall retail strategy

Experiential Learning: Case Study Analysis

Module IV: Retail Organization and Functions**5 lecture hours**

Retail organization and human resource management, Retail operations management: Operational context, Customer relationship management

Experiential Learning: Case Study Analysis

Module V: Merchandise Management and Pricing**7 lecture hours**

Developing merchandise plans, Implementation of merchandise plans

Pricing in retailing,

Experiential Learning: Case Study Analysis

Module VI: Communication with Customers**3 lecture hours**

Communicating retail image, Retail promotional strategy, Retail branding and positioning

Text Books:

1. Berman Barry, Evans Joel R, Chatterjee Patrai, Retail Management: A Strategic Approach (13th ed.), Pearson, 2017.

Reference Books:

1. Pradhan Swapna, Retailing Management: Text and Cases (6th ed.), McGraw Hill Education India, 2020

2. Gilbert Dave, Retail Marketing Management (2nd ed.), Pearson, 2011.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2056L	Course Name: Customer Analytics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

Course Duration: 30 Hours

Credits: 2

Course Outcomes (COs)

On completion of this course, students will be able to:

- **CO1:** Understand the fundamentals of customer analytics and its role in data-driven marketing.
- **CO2:** Apply customer acquisition and retention analytics to enhance marketing effectiveness.
- **CO3:** Leverage pricing and revenue optimization techniques for customer profitability.
- **CO4:** Analyze customer sentiment and text data to extract actionable insights.
- **CO5:** Utilize customer experience analytics to drive personalization and engagement strategies.

CO-PO/PSO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
C01	3				3			
C02	2	3		3		3		
C03	2	3		3		2	3	
C04			3	2				3
C05		2	3	3			3	

(1 = Weakly Related, 2 = Moderately Related, 3 = Strongly Related)

Course Contents

Module I: Introduction to Customer Analytics (6 lecture hours)

- Definition and Importance of Customer Analytics
- Role of Data in Understanding Customer Behaviour
- Sources of Customer Data (CRM, Web Analytics, social media, Surveys)
- Ethical Considerations in Customer Data Usage

Module II: Customer Acquisition and Retention Analytics (8 lecture hours)

- Customer Journey Mapping and Touchpoints
- Customer Acquisition Metrics (CAC, Conversion Rate, Lead Scoring)
- Customer Retention Strategies and Metrics (Churn Rate, NPS, CLV)
- A/B Testing and Multivariate Testing for Marketing Campaigns

Module III: Pricing and Revenue Optimization Using Customer Data (5 lecture hours)

- Customer-centric pricing Strategies
- Demand Forecasting and Elasticity Analysis
- Dynamic Pricing and Yield Management
- Case Study on Revenue Optimization in E-Commerce & Retail

Module IV: Customer Sentiment and Text Analytics (6 lecture hours)

- Introduction to Sentiment Analysis
- Natural Language Processing (NLP) for Customer Feedback
- Case Study on Brand Sentiment Analysis
- Ethics and Challenges in Text Analytics

Module V: Customer Experience and Personalization Analytics (5 lecture hours)

- Customer Experience Metrics (CSAT, NPS, Customer Effort Score)
- Behavioural Analytics and Personalization Techniques
- Customer Engagement Strategies in Omnichannel Retail

Textbooks & References

Primary Textbooks:

1. Wedel, M., & Kamakura, W. A. (2000). *Market Segmentation: Conceptual and Methodological Foundations*. Springer.
2. Kumar, V. (2018). *Customer Relationship Management: Concept, Strategy, and Tools*. Springer.

Reference Books:

1. Fader, P. (2020). *Customer Centricity: Focus on the Right Customers for Strategic Advantage*. Wharton Digital Press.
2. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). *Multivariate Data Analysis*. Pearson.
3. Hastie, T., Tibshirani, R., & Friedman, J. (2009). *The Elements of Statistical Learning*. Springer.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA276L	Behavioural Finance	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the core principles and scope of behavioural finance.

CO2: Acquire a deep understanding of various behavioural biases and their categorization.

CO3: Analyse Real-Life Case Studies, Identifying Biases, and Critically Evaluating Strategies for Rational Decision-Making

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	2	2
CO2	3	3	2	3	3	3	2	3
CO3	2	2	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Behavioural Finance

8 lecture hours

What is Behavioural Finance?

The History of Behavioural Finance Historical Perspective on the link between Psychology and Economics, Modern Behavioural Finance, Psychographic Models used in Behavioural Finance, Introduction to Behavioural Biases Definition and Categorisation

Module II : Belief Perseverance and Information Processing Biases 8 lecture hours

Cognitive Dissonance Bias, Conservatism Bias, Confirmation Bias, Representativeness Bias, Illusion of Control Bias, Hindsight Bias - Description and Practical Application, Mental Accounting Bias, Anchoring and Adjustment Bias, Framing Bias, Availability Bias, Self-Attribution Bias, Outcome Bias, Recency Bias - Description, Practical Application.

Module III: Emotional Biases**8 lecture hours**

Loss Aversion Bias, Overconfidence Bias, Self-Control Bias, Status Quo Bias, Endowment Bias, Regret Aversion Bias, Affinity Bias - Description, Practical Application, Regret Aversion Bias, Affinity Bias - Description, Practical

Module IV: Application of Behavioral Finance to Asset Allocation 6 lecture hours

Guidelines for Determining Best Practical Asset Allocation, Investment Policy and Asset Allocation

Text Books :

1. Pompian, Michael M. 2006. Behavioral Finance and Wealth Management: How to Build Optimal Portfolios That Account for Investor Biases. New Jersey: John Wiley & Sons.

Reference Books :

1. Thaler, Richard H., and Cass R. Sunstein. 2008. Nudge: Improving Decisions About Health, Wealth, and Happiness. New Haven: Yale University Press.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Programme	Master of Business Administration				
MMBA342L	Wealth Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: To provide an in-depth understanding about Financial Planning and Wealth Management in Indian Context.

CO2: To facilitate an understanding of Financial Planning / Wealth Management components, tools, techniques and processes.

CO3: To apprise the students regarding the international best practices in the field of Financial Planning and Wealth Management.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	1	1	2	2	2
CO2	3	3	3	2	2	3	3	2
CO3	3	3	2	3	3	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Financial planning& its process

8 lecture hours

Introduction to Financial Planning : Role of Financial Planner ; Financial Planning Process; Client Data Analysis; Life Cycle; Wealth Cycle; Risk Profiling and Asset Allocation;

Financial Plan- Goal-based Financial Plan.

Module II : Investment & Risk Management:

7 lecture hours

Equity: Role of Equity; Active and Passive Exposures; Returns from Passive Exposure to S&P CNX Nifty; Sector Exposure and Diversification; Fundamental and Technical Analysis

Debt: Role of Debt; Deposits and Debt Securities; Yields and Interest Rate Risk; Interest Rate and Debt Investments;

Alternate Assets: Gold, Role of Gold; Gold Investment Routes; Real Estate; Real Estate Investment Routes; Real Estate Indices

Module III: Investment Evaluation Framework, Risk Profiling & Asset Allocation

5 lecture hours

Risk-Return Framework; Risk- Standard Deviation & Beta; Risk Adjusted Returns - Sharpe Ratio, Treynor Ratio, Alpha; Risk Profiling; Why Asset Allocation?; Strategic Asset Allocation; Tactical Asset Allocation; Rebalancing

Module IV: Elements of Taxation

5 lecture hours

Exempted Income; Deductions from Income - Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG; Long Term and Short Term Capital Gain / Loss; Speculation Profit / Loss; Capital Gains Tax exemption under Section 54EC; Capital Gains Tax exemption under Section 54F;

Module V: Taxation of Investment Products

5 lecture hours

Dividend Tax / Tax on Income Distributed by Mutual Funds; Securities Transaction Tax (STT); Capital Gains Taxation; Taxation of Fixed Deposits and Fixed Maturity Plans- Fixed Deposits; Fixed Maturity Plans (FMP); Dividend and Growth Options in Mutual Fund

Text Books :

1.Verma, Ankit, Deepak Tandon, Pooja Baag, and Neeraj Saxena. Wealth Management- Text & Cases. 1st ed. New Delhi: Staredu Solutions. 2019.

2.Rattiner, Jeffrey H.. Getting Started As a Financial Planner. Viva Books Pvt. Ltd. 2006

Sinha, Madhu. 2008. Financial Planning: A Ready Reckoner.

Reference Books :

1. Winning The Wealth Game. N.p.: McGraw-Hill Education (India) Pvt Limited, 2007.Dun

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration						
MMBA2057L	Financial Derivatives & Risk Management	L	T	P	C		
Owning School/Department	School of Management	2	0	0	0		
Pre-requisites/Exposure	Security Analysis and Portfolio Management and FM						

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding of different type of risk management practices and their nuances

CO2: Understanding of the Derivatives Marketplace, Practices, Conventions and Players

CO3: Understanding of the Derivatives Products like Forwards, Futures, Swaps, Options etc.

CO4: Understanding of the option markets and products, option strategies and pricing

CO5: Learn how to set up a Swap Arrangements between two parties with or without a financial intermediary.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	3	2	1
CO2	3	3	2	2	1	3	2	1
CO3	3	3	2	2	1	3	2	1
CO4	3	2	2	2	1	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Risk Management

2 lecture hours

Basic approaches to measuring market risk, Scenario analysis and stress testing, Risk, expectations and market prices: the Capital Asset Pricing Model, Corporate Risk Management

Module II: Evolution of Derivatives

2 lecture hours

The Evolution of Derivatives, Emergence of Derivatives in India, Categorization of Derivatives, and Key Characteristics of Derivatives. Examination of Premature Delivery, Extension, and Cancellation in Forward Contracts. Understanding Basis Risk and the Necessity of Hedging. Exploring Currency Futures and their Associated Hedging Approaches. An Insight into Derivatives Trading Landscape in India.

Module III: Forward and Futures Contract and their application 10 lecture hours

Meaning and difference of forward and futures, contract specification, Trading and Settlement Mechanism, Marking to market, Operation of margins, Pay-offs

Hedging with Forward and Futures - Why Hedge, Hedging Concepts, Basis Risk, Hedging Strategies - Long hedge, short hedge and cross hedging, Determination of Optimal Hedge Ratio, Optimal Number of Contracts.

Determination of forward and futures prices - Pricing of forward and future contract, Value of forward and future contract, Pricing Theories- Expectations approach and Cost of Carry Model

Module IV: Option contracts, Pricing, and trading strategies 14 lecture hours

Option Contracts - Meaning of Option Contract, Development of Option Market, Types of Option Contracts- Call Option, Put Option, Concept of ITM, ATM and OTM. Exchange Traded Vs. Over-the-Counter Options Market, Mechanics of Option Trading, Option Price Quotations

Principle of Option Pricing – Factors determining option prices, Put – Call Parity, Principle of Call Option Pricing and Principle of put Option Pricing. Pay-off of Option Contract.

Trading Strategies Using Options - Principal Protected Notes, Spreads, Combinations

Module V: Understanding of Swaps 2 lecture hours

Meaning and Structure of Swap, Types of Swap, Market for Swap Contracts

Text Books:

- a) **Text:** Reference: Option, Futures and other Derivatives, J.C. Hull, Pearson Publication

Reference Books:

- b) Derivatives and Risk Management, J.R. Verma, Tata McGraw Hill Publications
c) Keith Redhead, “Financial Derivatives – An Introduction to Futures, Forwards, Options and Swaps”, 1st Edition 1997, Prentice Hall of India
d) Class PPT
e) Cases and additional learning materials as and when made available in class

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	30%	40%	100%

Name of Program	Master of Business Administration				
MMBA2058L	Sustainable Finance and Reporting	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Corporate Finance				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Analyze the strategic importance of sustainable finance and ESG integration for long-term value creation.

CO2: Evaluate and apply global and Indian sustainability reporting frameworks and disclosures.

CO3: Interpret ESG data to assess financial performance, reporting quality, and regulatory compliance.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	3	2	3	3	3
CO2	3	2	2	3	2	3	3	3
CO3	3	3	2	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Sustainable Finance & ESG

6 Hours

ESG and financial performance linkage, Role of sustainable finance in capital markets, Sustainable investing strategies: SRI, impact investing, ESG integration

Module II: ESG Risk Assessment and Integration

9 Hours

ESG risk materiality mapping, Sector-specific ESG risk and return assessment, ESG ratings and scorecards (MSCI, Sustainalytics, Refinitiv), Regulatory and reputational risks in ESG

Module III: Sustainability Reporting Frameworks & Compliance

9 Hours

GRI, SASB, TCFD, ISSB, Integrated Reporting: Indian frameworks: SEBI BRSR, MCA ESG disclosures, KPIs, metrics, and financial relevance of ESG reporting; ESG assurance and audit

Module IV: ESG Analytics and Performance Interpretation

6 Hours

ESG data sources and tools (Bloomberg, Thomson Reuters), Peer benchmarking, trend analysis, and dashboarding, Case studies of ESG disclosure and performance (Global & Indian firms), Ethical challenges and greenwashing detection

Text Books:

1. Cato, Molly Scott (2022). *Sustainable Finance*. Springer International Publishing.
2. Schoenmaker, Dirk, and Willem Schramade (2018). *Principles of sustainable finance*. Oxford University Press.

Reference Books:

1. Gutterman, A. S. (2021). *Sustainable finance and impact investing*. Business Expert Press.
2. Parikh, K. M. (2025). *ESG & BRSR Reporting* (2nd ed.). New Delhi: Taxmann Publications Pvt. Ltd.
3. White, G. B. (2015). *Sustainability Reporting: Managing for Wealth and Corporate Health*. New York: Business Expert Press.
4. Aracil, E. (Ed.), & Sancak, I. (Ed.). (2023). *Essential concepts of sustainable finance: An A-Z guide*, Taylor & Francis Ltd.
5. SEBI. *BRSR Framework*, 2021
6. GRI & TCFD official guidance
7. KPMG & PwC Reports on ESG in India

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration (MBA)					
MMBA2059L	Financial Econometrics	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	Finance Specialization only					

Course Outcomes (COs)

By the end of this program, students should have the following knowledge, skills and values:

CO1: Student will understand the fundamental econometric concepts, including time series analysis, stationarity, and the underlying principles of modelling.

CO2: Students will be able to apply advanced econometric models to real-world financial time series data, including conducting forecasts and assessing the volatility.

CO3: Students will be able to apply advanced econometric models to real-world financial time series data, including conducting forecasts and assessing the volatility and risk associated with financial assets.

CO4: Students will effectively communicate their econometric analyses and findings through well-structured written reports and presentations.

CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	2	1	2	1	3	2	2
CO2	3	3	2	2	2	3	2	2
CO3	3	3	2	2	2	3	2	3
CO4	2	2	3	2	2	2	3	3

1= Weakly related

2= Moderately related

3= Strongly related

Course Contents:

Module 1: Introduction to Financial Econometrics

(Hours: 2)

Introduction to financial econometrics
Financial Market Data and Data Source
Introduction and Installation of Software

Module 2: Correlation and Causation

(Hours: 4)

Simple Regression with Classical Assumptions
Correlation and Its properties
Least Square Estimation and BLUE
Properties of estimators
Coefficient of Determinants
Relation between correlation and regression
Multiple Regression Model and Hypothesis Testing
Functional forms of regression models

Module 3: Times series Model and its application

(Hours: 5)

Time series data and its characteristics
Compilation of Data for testing purpose
Concepts of Stationarity and Non-stationarity
Unit roots and tests for stationarity (ADF, KPSS)
Introduction to Autoregressive (AR) models
Moving Average (MA) models
ARMA models: Formulation and estimation

Introduction to statistical software (e.g., R, or EViews) using Time series data.

Hand on practice and Interpretation of results

Module 4: Univariate GARCH Modelling

(Hours: 4)

ARCH-LM Test and its requirement

Concepts of ARCH and GARCH Modelling

Model construction and Testing

Forecasting of Asset Prices

Practical Applicability of GARCH Model

Module 5: Multivariate GARCH Modelling.

(Hours: 6)

Introduction to Multivariate GARCH Models

Modelling and Intercepting relation between two Markets

Interpretation of Results

Practical Applicability of M-GARCH Models

Module 6: Panel data models

(Hours: 6)

Panel data and its characteristics

Compilation of Data for testing purpose

Normally distributed data, Homoscedasticity, Multicollinearity

The fixed effects model, Time-fixed

effects model, The random effects model. Limited

dependent variable models- The linear probability model,

The logit and probit models, Multinomial linear dependent

Variables

Module 6: Report Writing and Research Ethics

(Hours: 3)

How to prepare final research report

Academic writing

Ethical issue related to research

Textbooks:

□ **Gujarati, D. N. & Porter, D. C.** (2017). *Basic Econometrics* (5th Edition). McGraw-Hill Education. ISBN-13: 978-9353163242

□ **Wooldridge, J. M.** (2019). *Introductory Econometrics: A Modern Approach* (7th Edition). Cengage Learning. ISBN-13: 978-9353502966

Reference Books:

□ **Tsay, R. S.** (2010). *Analysis of Financial Time Series* (3rd Edition). Wiley.

- A comprehensive reference for time series models, GARCH, and multivariate models.

□ **Hamilton, J. D.** (1994). *Time Series Analysis*. Princeton University Press.

- A classic and rigorous text widely used for advanced econometric time series modeling.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA348L	Deep Learning	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Statistics and coding				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop understanding of deep learning and machine learning for business decision making.

CO2: To acquire ability to understand the workflow through the use of models and tools for better solutions for business problems & managerial decision making.

CO3: To equip the students with the ability to use libraries in python , specifically keras and tensorflow for better decision making.

CO4: The students will be able to acquire the skills of using neural networks, image classification etc for problem solving in business.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	2	2	2
CO2	3	2	1	3	2	2	1	2
CO3	3	3	3	3	3	3	2	3
CO4	3	3	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Deep Learning

7 lecture hours

Overview of artificial intelligence and machine learning, Fundamentals of neural networks, Evolution and key concepts of deep learning, Probabilistic Modeling, Decision trees, Random forests, and gradient boosting machines, Mathematical building blocks of neural network

Module II: Artificial Neural Network**8 lecture hours**

Data Representation for Neural Networks, Anatomy of neural network, Introduction to keras, Binary Classification problem using neural network, Artificial neural Network using python, Applications of deep learning through TensorFlow, Keras and PyTorch

Module III: Deep learning for Computer Vision**8 lecture hours**

Convolutional Neural Network – Structure, pooling layers, improving performance of CNN, Classifying handwritten digits with convolutional networks, Recurrent Neural Network- RNN implementation and training, Backpropagation through time, Long-Short term memory

Module IV: Strategic Integration of Deep Learning**7 lecture hours**

Identifying business problems suitable for deep learning solutions, Return on Investment (ROI) and cost-benefit analysis, Developing a deep learning strategy for organizational growth, Project on business problem employing deep learning solution.

Text Books:

1. Ivan Vasilev, Python Deep learning, Published by Packt Publishing Ltd. 2019

Reference Books:

1. Francois Chollet, Deep learning with Python, Manning Publications Co, 2018
2. Ian Goodfellow, Deep Learning, Deep Learning Publishers, Inc; 2018

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA350L	Analytics for Sustainable Supply Chain	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Statistics and coding				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the importance of green and sustainability in the supply chain

CO2: Design efficient and effective sustainable supply chain

CO3: Apply advanced analytical tools and techniques for sustainable supply chain

CO4: Apply tools and techniques in waste, recycling, and reverse logistics

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3	2	
CO2		3					2	
CO3		3		3			2	
CO4		3	2		2			3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1, Sustainability and climate change,

08 lecture hours

Introduction to sustainable supply chain management, Climate change-Green House Gas Emissions trends, UNFCCC reports, Kyoto Protocol, Paris Agreement –Essential Elements, Sustainable development goals, Renewable energy and non-conventional sources of energy, Digital supply chain management, Supply chain resilience and agility, Risk and uncertainty in supply chain,

Module 2, Analytics for sustainable transportation

Sustainable transportation: Classification and impact, Technological and regulatory Initiatives in green transportation, Vehicular emission analysis, Decision models for transportation mode selection, Analytics for route optimization, Analytics for low carbon transport planning in urban sector,

Module 3, Analytics for green sourcing, and inventory planning 12 lecture hours

Green purchasing principles and practices and life cycle cost assessment, Analytics for life cycle cost assessment and spend analysis, Simulation for inventory planning and control, Analytics for sustainable supply chain network optimization, Warehousing analytics and applications,

Module 4, Analytics for close loop supply chain 10 lecture hours

Reverse logistics and applications, Heuristics for waste collection, disposal, and recycling, Improving social and environmental performances in global Supply Chain

Text Books :

1. Bouchery, Y., J. C. Fransoo, J. C. Corbett, and T. Tan. Sustainable Supply Chain Management: A Research-Based Textbook. Springer Publications, 2014.

Reference Books :

1. Morana, J. Sustainable Supply Chain Management. Wiley Publications, 2013.
2. Krmac, E. Sustainable Supply Chain Management. Intech Open Publications, 2016.
3. Slack, N., S. Chambers, and R. Johnston. Operations Management, 5th ed. Prentice Hall, FT, 2007.
4. Krajewski, L. J., L. P. Ritzman, M. K. Malhotra, and S. K. Srivastava. Operations Management: Processes and Supply Chains, 9th ed. Pearson Education, New Delhi, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA368L	AI Techniques in Analytics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Grasp the fundamentals of data analytics.

CO2: Apply machine learning and NLP algorithm and Time Series to analytics

CO3: Use prescriptive analytics techniques for business decisions.

CO4: Understand latest trends in AI and their relevance to analytics.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	2	1	1	2	1	1
CO2	3	3	2	3	1	3	2	1
CO3	3	3	2	3	1	3	1	1
CO4	2	2	3	1	1	2	3	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 Introduction to AI and Analytics 7 lecture hours

Overview of Artificial Intelligence, Importance of AI in Analytics, Applications of AI in Analytics

Fundamentals of Data Analysis 5 lecture hours

Exploratory Data Analysis (EDA), Data Visualization and Statistical Analysis

Module 2 Predictive Analytics / Machine Learning 7 lecture hours

Data mining Process, Methods and Algorithms, Machine learning techniques: Regression Analysis, , classification Algorithms, Clustering Algorithms, Ensemble Methods, Time Series Analysis: Time Series Data Characteristics, Forecasting Techniques, Anomaly Detection in Time Series Data, Text Mining, sentiment, and Social Analytics, Reinforcement Learning for

Module 3	Prescriptive Analytics and Big Data	5 lecture hours
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Module 4 Robotics, Social Network, AI and IoT **4 lecture hours**

Module 5 Ethics and Privacy in implementation of AI Driven Analytics Projects

Ethics and Privacy, Organizational and societal impact

1.Analytics Data Science & Artificial Intelligence – System for Decision Support, Ramesh Sharda, Dursun Delen, Efraim Turban, Pearson , 2021.

- 1.Kulkarni, Parag., Joshi, Prachi. Artificial, Intelligence: Building Intelligent Systems. India: PHI Learning, 2015.
2. Jackson, Philip C.. Introduction to Artificial Intelligence: Third Edition. United States: Dover Publications, 2019

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2050L	Digital Business Modelling	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Understand the concept and categorization of digital business models.

CO 2: Understand how these models are implemented by software disruptors such as Apple, Google, Facebook and Amazon.

CO 3: Analyze how digital business models impact the daily lives of users.

CO 4: Evaluate the interaction of different platforms with its users which forms the platform economy.

CO 5: Apply the different variables of a platform to design the blueprint of a digital platform.

CO 6: Evaluate the effectiveness of the proposed digital platform using the cases of existing platform brands in the Indian market.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	2					2		
CO3		2	2		3			2
CO4	3		3		2		2	2
CO5		3		3		3	3	2
CO6		3		3				

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Digital Business Models

4 lecture hours

Creation of value by businesses: digital vs. traditional

The rise of internet-based brands

Digital as a business model

The role of developers in building digital business models

Module II: Categorization of digital business models

12 lecture hours

E-commerce businesses

Asymmetric business models

Digital platforms and the platform economy

Sides of a platform (N-sided platforms)

Network effects: Direct and indirect

Transaction platforms vs. innovation platforms

Module III: Digital platforms and competition

6 lecture hours

Ride-hailing, food-delivery and fashion: The case of Uber, Swiggy and Myntra

Platform competition: Barriers to entry

Homing: Single-homing vs. multi-homing

Differentiation and niche competition

Crowdsourcing

Module IV: Designing a digital platform

8 lecture hours

Why do platforms fail?

Variables: participants, sides and resources

The chicken and egg problem

Launching the platform

Concluding the course

Text Books:

1. Cusumano, M. A., Gawer, A., & Yoffie, D. B. (2019). The business of platforms: strategy in the age of digital competition. Innovation, and Power. HarperCollins Publishers.

Reference Books:

1. Gawer, A. (Ed.). (2011). Platforms, markets and innovation. Edward Elgar Publishing.
2. Jullien, B., & Sand-Zantman, W. (2021). The economics of platforms: A theory guide for competition policy. Information Economics and Policy, 54, 100880.
3. Kenney, M., & Zysman, J. (2016). The rise of the platform economy. Issues in science and technology, 32(3), 61.
4. McIntyre, D. P., & Srinivasan, A. (2017). Networks, platforms, and strategy: Emerging views and next steps. Strategic management journal, 38(1), 141-160.
5. Rietveld, J., & Schilling, M. A. (2021). Platform competition: A systematic and interdisciplinary review of the literature. Journal of Management, 47(6), 1528-1563.
6. Yoffie, D. B., Gawer, A., & Cusumano, M. A. (2019). A study of more than 250 platforms reveals why most fail. Harvard Business Review.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100

Program	Master of Business Administration				
MMBA354L	Films and Entertainment Industry	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Marketing Management, Media Production and Consumption				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Gain insights into the positioning of the film market in the entertainment industry in India and abroad

CO2: Investigate the upswing of OTT platforms with varied products amidst the changing investment patterns

CO3: Develop film strategy from a conceptual stage and gain insights into the legal and ethical aspects

CO4: Explore the functioning of television entertainment, music industry and the changing gaming culture

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2			3	2	2	2	
CO2	2	3		2			2	
CO3	2	2	2	3		2		
CO4		2		3	1			2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Indian Film Industry

4 lecture hours

Share of Indian Film market to the total M&E industry, Past trend and estimates for next 5 years, Major languages and their share in the film pie, Revenue sources: Domestic Theatrical,

Home Video, Cable & Satellite, Ancillary Streams, Opportunities and Threats, Lifecycle of a film

Module II: Films and Strategy

6 lecture hours

Content strategy plans to convert to business – communication channels, Engagement with the talent management agencies to construct the commercials of key talent- Director & Lead Cast, Role of Director and his/her deliveries, Standard milestone for disbursement of payments, the Exploitation of non-theatrical rights - Satellite, Digital & Music, The pricing parameters for sale: Cast, Director, Genre and Production House, Examples across various genres and talent

Module III: Film Marketing

6 lecture hours

Marketing of the film, Budgeting and planning of the film release, Scheduling the break of communication – timing, Scheduling the break of communication – timing, Importance of trailer, music and TV for grabbing the attention of the audience, Customizing the communication for different platforms -- TV, Print, Radio & Social Media, Importance of Public Relations, Worldwide Distribution of Films – theatrical, Understanding the Domestic Box Office, Gross Box Office (GBOC), Net Box Office (NBOC) and final distribution share, India Theatrical Territory break up and key players, Overseas Distribution: Traditional exploitation and non-diaspora markets

Module IV: OTT Market

4 lecture hours

OTT considerations/impact, Star system considerations , Changing investment patterns, budgeting and financing, Understanding revenue share, pre-production process, Project greenlighting, Role of a Creative Producer, Production and post-production process, national and international markets

Module V: Music, TV and Gaming

6 lecture hours

Music industry, Television industry and TRPs', Gaming culture, Major milestones of India's entertainment industry and its future

Module VI: Laws, Regulations and Ethics related to the Entertainment Industry

4 lecture hours

The value of IP and its exploitation post the first cycle, Bollywood and way forward in times of Digital Content, Industry practices, Cinematograph Act: Key provisions, Censor Board of Film Certification, Ethics4 lecture hours

Text Books :

1. Kohli, Vanita. The Indian Media Business. India: SAGE Publications, 2013.**Web**

References:

1. Lieberman, Al., Esgate, Pat. The Definitive Guide to Entertainment Marketing: Bringing the Moguls, the Media, and the Magic to the World. United States: Pearson Education, 2013.
2. Ulin, Jeffrey C.. The Business of Media Distribution: Monetizing Film, TV, and Video Content in an Online World. United States: Taylor & Francis, 2019.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA356L	Media Planning & Buying	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Gain insights into the process of media planning and buying.

CO2: Gain theoretical knowledge on the media planning and buying.

CO3: To understand the industry aspects of the media planning and buying.

CO4: Explore the recent trends in media planning and buying, especially with regard to the digital sphere.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2			3	2	2	2	
CO2	2	3		2			2	
CO3	2	2	2	3		2		
CO4		2		3	1			2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Media Planning and Selection

4 lecture hours

Basic terms and concepts of media planning, The function of media planning in advertising, Role of media planner challenges in media planning, Media brief and media audit, NCCS and BARC Grid

Module II: Media: An Overview

6 lecture hours

Media types characteristic of major media forms, Internet –the big medium, ATL & BTL Media, Electronic media, Outdoor Advertising, Transit advertising

Module III: Pricing Media Properties and Communication Mix 6 lecture hours

Pricing Media Properties, Syndicate and spot buys, sponsorships, and associate sponsorships,
Media pricing for television, radio, and print media

Communication Mix- Events and sponsorship, Merchandising, point of purchase, In film advertising and mobile advertising, Ambient advertising, Negotiation skills in media buying and laws of persuasion

Module IV: Media Measurement **4 lecture hours**

Reach and Frequency, GRPS/GVT Ratings, TRP/TVT Ratings, Impressions, Cost efficiency
Cost per thousand and Cost per rating, Circulation / Readership /AIR, Selectivity Index and
Share of Voice

Module V: Digital Media Planning **6 lecture hours** [Search](#)

engine optimisation and search engine marketing, Mobile advertising, Email marketing – (Cost per email open CPO), cost per email sent (CPS), cost per visit, cost per click, cost per transaction, cost per form fill or cost per lead (CPL)

Module VI: Digital Media Buying **4 lecture hours**

Buying digital advertising: an overview paid media, owned media and earned media, Direct buys from the websites, Programmatic Buying: DSP (Demand side platform) or RTB (Real time bidding), Cost per action (CPA), pay per action (PPA), Advertising.

Text Books:

1. Media Planning & Buying. N.p.: Deepublish, 2017.

Reference Books:

1. Geskey, Ronald D.. Media Planning & Buying in the 21st Century. United States: 2020:Marketing Communications LLC, 2014.
2. Media Planning - From Recency to Engagement. India: ICFAI University Press, 2006.
3. Katz, Helen. The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying. United Kingdom: Taylor & Francis, 2022.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration					
MMBA358L	Marketing and Branding in Event Industry	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Gain insights into the positioning of the film market in the entertainment industry in India

CO1: Gain insights into the process of Marketing and branding in the context of event industry.

CO2: Gain theoretical and business aspects on the event industry.

CO3: To understand the industry aspects of the event industry.

CO4: Explore the recent trends in the event industry, drawing meaningful linkages with branding and marketing.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2			3	2	2	2	
CO2	2	3		2			2	
CO3	2	2	2	3		2		
CO4		2		3	1			2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Marketing and branding

4 lecture hours

Introduction to Media Planning and Selection- Basic terms and concepts of branding, Basic terms and concepts of marketing, The function of branding and marketing, Visual identity design, logo, mission and values in branding, Brand theory in marketing.

Module II: Activities in Event Management**6 lecture hours**

5c's of Event Designing, Scheduling, Technical requirements-Lighting, Audio/Video, Pre, During Post Event Activities Logistic, Suppliers

Module III: Event theme**6 lecture hours**

Venue, Target Audience, Layout, Theme, Backdrop, Banner, Décor

Module IV: Entertainment**4 lecture hours**

Catering, Various media for event promotion, Understanding the relevance of each media to event promotion, Comparison and strengths and weaknesses of each, Sponsorships, Event marketing and event promotion

Module V: Event Evaluation**6 lecture hours**

Basic Evaluation Process, Establishing tangible objectives and sensitivity in evaluation, Evaluation from Event Organizers' Point of View, Evaluation from Clients' Point of View

Module VI: Recent trends in marketing and branding in event industry**2 lecture hours**

Rise of virtual and hybrid events, Augmented reality and virtual reality for events., The use of artificial intelligence in the event industry, Social media as an event promotion tool, Mobile technology and how people attend events.

Text Books :

1. Palmer, Scott. Essential Guide to Stage Management, Lighting and Sound. United Kingdom: Hodder & Stoughton, 2000.
2. The Event Professional's Handbook: The secrets of successful events. N.p.: Harriman House Limited, 2016.

Reference Books :

1.Golovinski, Meshulam (Shuli). Event 3.0: How Generation Y & Z are Re-shaping the Events Industry. United Kingdom: Lulu.com, 2011.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA360L	Media Marketing & Distribution	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop a comprehensive understanding of the principles of media marketing and distribution

CO2: Explore the various elements of media marketing and distribution, from the basics of media planning to the complexities of global media

CO3: Gain insight into the operational and strategic aspects of media

CO4: Understand the importance of media planning, research, and evaluation in the success of media campaigns and recognize the importance of digital media, social media, and mobile media in today's media landscape and ethics

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2				2	2	2	
CO2	2	2		2			2	
CO3	2	3		2	2	2		
CO4		2	2	3	1			2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Media Marketing and Distribution 6 lecture hours

The Role of Media in Marketing and Distribution, Media Planning and Budgeting, Media Research and Evaluation

Module II: Digital and Social Media Marketing

8 lecture hours

Social Media Platforms, SEO and SMO, OTT and Digital Media, Paid and Organic Marketing, Google Analytics, Utilizing Paid Media to Amplify Your Reach

Module III: Content Creation for Media Marketing and Distribution

8 lecture hours

SEO Optimized Content, Platform Specific Content, User and Influencer Content,
Developing a Multi-Channel Content Strategy, Crafting Compelling Visuals for Engagement
Crafting Engaging Copy for social media, Creating Effective Ads for Social Media

Module IV: Analyzing the Performance of Media Distribution and Promotion

8 lecture hours

Optimizing Media Distribution Strategies and evaluating, Trends in Digital Media Distribution
Challenges of Global Media Distribution, Target Audience Identification and Analysis, Rights Management for Media Distribution, Impact of AI and Automation on Media Distribution
Cross-Platform Media Distribution Strategies, The Future of Media Distribution, Team and Risk management

Text Books :

- 1.Katz, Helen. The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying. United Kingdom: Taylor & Francis, 2022.
- 2.Ulin, Jeffrey C.. The Business of Media Distribution: Monetizing Film, TV, and Video Content in an Online World. United States: Taylor & Francis, 2019.

Reference Books :

1. Knecht, Robert E., Jr. Media Marketing and Distribution: A Practical Guide to the Entertainment Industry. 4th ed.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA364L	Employee Relations	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Analyze the organizational and employee objectives for improved organizational effectiveness.

CO2: Analyze the rules, regulations, policies, and guidelines applied in performing employee relations program functions.

CO3: Understand the growing interest in the use of employee relations to improve the quality of work-life.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		1	1		2	1	2
CO2	1	2	1		1		2	2
CO3	2	2		3	2		2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Employee Relation

4 lecture hours

The basic concept of employee relations, ERM, Nature of employee relations, Factors influencing ERM, principles of ERM, Aim of ERM, Functions of employee relations managers, Barriers to ERM.

Module II: Statutory Employee Relations (Related to Wage and Bonus)

8 lecture hours

Concept and levels of wages, Legislations Related to Wage and Bonus: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965.

Module III: Industrial Disputes**6 lecture hours**

Industrial dispute: Concept, Forms of industrial action, Types of strikes, Types of disputes, Causes of industrial disputes, Measures to improve industrial relations.

Module IV: Statutory Employee relations (Related to Industrial Relations and Conflict Prevention**8 lecture hours**

Industrial Relations and Conflict Prevention: The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Trade Unions Act, 1926

Module V: Negotiation Essentials for Employee Relations_**4 lecture hours**

Basic concept of conflict and negotiation, Approaches to Resolve Conflict—The Approach-Avoidance Continuum, The dual concern model of conflict resolution, Negotiation, Features of negotiation, Types of negotiation, and Negotiation process.

Text Books :

1.Ulin, Jeffrey C.. The Business of Media Distribution: Monetizing Film, TV, and Video Content in an Online World. United States: Taylor & Francis, 2019.

Reference Books :

.1. Sahoo, D. P.. Employee Relations Management: Text and Cases. India: SAGE Publications, Incorporated, 2020.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2044L	HR Metrics and Analytics	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	HRM				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Analyze HR metrics and data to assess recruitment, retention, and performance.

CO2: Evaluate forecasting techniques and HR dashboards for data-driven decisions.

CO3: Apply tools like SPSS and RapidMiner to address HR analytics challenges.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1			2		3		
CO2		2					3	
CO3	2	2		2		2	3	

1= weakly related

2 = moderately related

3 = strongly related

Course Contents:

Module I: Introduction to HR Metrics and Analytics

10 lectures hours

Introduction to HR metrics and analytics, Sources of Data, Process of Analytics, Big Data Analytics, Introduction to Hadoop, HR Metrics to Human Resource Analytics- Performance, Difference data, information, measurement, metrics and insight.

Qualified Candidates, Time to Fill, Time to Hire, Offer Acceptance Rate, Hires to Goal, Quality of Hire, Cost Per Hire, Retention Rates, Measuring the costs of hiring- Cost per hire, hiring cycle time, hiring fill rate, offer acceptance rate, Yield ratio.

Module II: Forecasting Metrics

10 lectures hours

Markov Analysis, Sensitive Analysis (what - if analysis), How to operate SPSS, Human Resource Information Systems (HRIS), Importance of HRIS, Introduction to performance related data, Performance metrics, Revenue per employee, Profit per FTE, establishing causation and Correlation for performance and performance drivers, Importance of HR dashboard, how to make HR dashboard with excel. Presentations (Tutorials)

Module III: Practical aspects and Case Studies on HR Analytics

10 lectures hours

Case study on Recruitment Analytics, Case study on Selection Analytics, Analytics in Training and Development, Case study on Analytics in Talent Management, Compensation Management, and Employee Engagement. How to use Rapid Miner tool.

Text Books:

1. Yadav, R.S. and Maheshwari, S. HR Analytics: Connecting Data and Theory, Wiley Publication, 2020.
2. Bernard Marr. Data-Driven HR, How to Use Analytics and Metrics to Drive Performance, Kogen Page, 2018.

Reference Books:

1. Laurie Bassi, Rob Carpenter, Dan McMurrer. HR Analytics Handbook, McBassi & Company, 2010.
2. P. Gene, B. Boyce, and Jac Fitz-Enz. Human capital analytics: How to harness the potential of your Organization's greatest asset, Wiley, 1st edition, 2015.
3. Bhattacharyya. D. Human Resource Research Methods Oxford University Press – 1st Edition, 2016.
4. Soundararajan. R and Singh., K. Winning on HR Analytics: Leveraging Data for Competitive Advantage – 1st edition, 2016.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2045L	Organization Change and Transformation	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	HRM				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Outline the nature and reasons for organizational change.

CO2: Apply the principles and techniques of Organisation transformation in modern organization.

CO3: Apply OD interventions in an organizational context.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					2		
CO2		2					2	
CO3			2	2				2

1= weakly related

2 = moderately related

3 = strongly related

Course Contents:

Module I: Introduction to Change

8 lectures hours

Definition and types of change

Exercise: on Identifying need of change

Internal and external drivers of change, SWOT and PESTLE analysis

Key concepts and theories: Lewin's change management model

Kotter's eight-step change model

Case Study

Module II: Leading Change

8 lectures hours

Resistance to change

Tools and techniques for assessing organizational effectiveness

Data collection tools: Techniques and metrics for change

Themes & issues of the future of organization change

Review & Panel activity

Module III: Organization Development Interventions

7 lectures hours

Learning Organizations

Intervention Strategies: Team building,

Process consultations

Building coalition and leadership support

Exercise: Simulation

Module IV: Innovation and Transformation

6 Lecture Hours

Fostering a culture of innovation

Digital transformation and emerging technologies

Building agility and resilience

Diversity and Inclusion in OCT

Project presentation

Text Books

- Lawrance, Paul. (2015). Leading change: How successful leaders change approach change management, Kogan Page
- Northouse, Peter G. (2019). Leadership Theory and Practice, 8th Edition. Sage Publications, Inc. Thousand Oaks, CA. ISBN: 978-1-5063-6231-

References Books:

- Entrekina, Lanny & Scott-Ladd, Brenda (2014). Human Resource Management and Change: A practising manager's guide, Routledge publication.
- Gary Yulk, Nihanth Uppal, Leadership in organizations, Pearson, 3e, 2019.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
- Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.

- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications,2010
- Mark Hughes, Managing Change, Universities Press,2011.

Assessment Scheme:

Components	Internal Assessment	Mid Term (assignment)	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Module III: SHRM And The “Bigger Picture”**10 lecture hours**

Managing careers, Mentor relationships, Work-life integration, International human resource management.

Text Books:

1. Strategic Human Resource Management, Tanuja Agarwala, Oxford University Press, 2023.

Reference Books:

1. Strategic Human Resource Management: An International Perspective, Gary Rees and Paul Smith, Sage Publishers, 2022.
2. Strategic Human Resource Management, Charles R. Greer, Pearson, New Delhi.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100

Name of Program	Master of Business Administration					
MMBA2047L	Multimodal Transportation Management	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the concepts, importance, and integration of different modes in multi-modal transportation systems.

CO2: Analyze the planning, operational, and economic aspects of multi-modal transportation networks.

CO3: Apply sustainable practices and innovative solutions to optimize multi-modal transportation systems.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3
CO1	3	3	2		3		
CO2	2	3	3	2		3	
CO3	-	3	3	3			3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Multi-Model Transportation

5 lecture hours

Definition and concept of multi-modal transportation, Evolution of multi-modal transportation

Importance of multi-modal transportation in global supply chains, Benefits and challenges of multi-modal transportation, Key players in multi-modal transportation (e.g., shippers, carriers, forwarders, terminal operators)

Module II: Modes of Transport

5 lecture hours

Road Transport: Types of road vehicles (trucks, trailers, vans), Road infrastructure and its impact on transportation. **Rail Transport:** Types of rail transport (freight trains, passenger trains), Rail infrastructure and its impact on transportation. **Air Transport:** Types of aircraft used for cargo transport, Airport infrastructure and its impact on transportation. **Sea Transport:** Types of ships (containerships, tankers, bulk carriers), Port infrastructure and its impact on transportation. **Inland Waterways Transport:** Types of inland waterways (rivers, canals), Inland waterways infrastructure and its impact on transportation. **Pipeline Transport:** Types of pipelines (oil pipelines, gas pipelines), Pipeline infrastructure and its impact on transportation.

Module III: Intermodal Transport Operation

5 lecture hours

Intermodal transportation concepts and definitions, Types of intermodal transport (e.g., containerization, piggybacking, ro-ro), Key components of intermodal transport chains (terminals, containers, equipment), Intermodal transport documentation and procedures, Challenges and opportunities in intermodal transport operations.

Module IV: Multi-Model Transport Planning and Design

5 lecture hours

Factors influencing multi-modal transport planning (demand, supply, cost, time, risk), Multi-modal transport network design and optimization, Route planning and selection, Scheduling and synchronization of different modes of transport, Capacity planning and resource allocation.

Module V: Technology and Information Systems in Multi-Model Transportation

5 lecture hours

Role of technology in improving multi-modal transport efficiency, Transportation Management Systems (TMS), Global Positioning Systems (GPS) and tracking technologies Blockchain technology in multi-modal transportation, Internet of Things (IoT) applications in multi-modal transport.

Module VI: Economic, Environmental, and Social Impacts of Multi-Modal Transportation

5 lecture hours

Economic impacts of multi-modal transportation (cost savings, economic growth, job creation), Environmental impacts of multi-modal transportation (pollution, greenhouse gas emissions, noise), Social impacts of multi-modal transportation (safety, congestion, community impact), Sustainable multi-modal transport solutions.

Text Books:

1. Chopra, S., & Meindl, P. (2016). Supply chain management: Strategy, planning & operation. Pearson.
2. Taniguchi, E., & Yamada, T. (2012). Intermodal freight transport. Springer.

Reference Books:

1. Chopra, S., & Meindl, P. (2016). Supply chain management: Strategy, planning & operation. Pearson.
2. Lamming, R. (2016). Logistics and supply chain management. Routledge.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
MMBA2049L	Logistics Strategy and Planning	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To analyze the role of logistics in supporting business strategy and align logistics functions with organizational goals to drive competitive advantage.

CO2: To design and implement strategic logistics plans incorporating demand forecasting, capacity planning, and resource allocation.

CO3: To identify and analyze the cost structures in logistics and transportation, determining cost drivers and areas for improvement.

CO4: To assess the impact of emerging technologies on logistics transparency and security, understanding how these innovations can be leveraged for supply chain optimization.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3			3		2		
CO2	3	3		3			3	
CO3	3	2		3			3	2
CO4			3	3				3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Fundamentals of Logistics Strategy

6 lecture hours

Introduction to logistics and supply chain management, The role of logistics in business strategy, Key drivers of logistics strategy, Aligning logistics strategy with business goals, Key performance indicators (KPIs) for logistics success

Module II: Strategic Logistics Planning

8 lecture hours

Framework for strategic logistics planning, Demand forecasting and capacity planning
Transportation modes and their impact on logistics planning, Network design and optimization (warehousing and distribution), Outsourcing vs. in-house logistics: decision-making models

Module III: Cost Management and Financial Strategies

6 lecture hours

Cost structures in logistics and transportation, Strategies for cost reduction and efficiency improvement, Logistics budgeting and investment decisions, Risk management in logistics cost planning

Module IV: Technology and Innovation in Logistics Strategy

10 lecture hours

Role of digital transformation: AI, IoT, and big data analytics, E-commerce logistics: last-mile delivery strategies, Sustainable logistics practices and green supply chain strategies, Blockchain and its impact on supply chain transparency, Ethical and regulatory considerations in global logistics, Case studies

Text Books:

1. Christopher, M. (2016). Logistics and Supply Chain Management (5th ed.). Pearson.
2. Christopher, M. (2022). Logistics and supply chain management. Pearson Uk.

Reference Books:

- Smith, J. (2021). Logistics documentation system: A comprehensive guide. Logistics Press.
- Brown, T., & Green, M. (Eds.). (2020). Advances in global logistics and supply chain management. Global Business Press.
- Anderson, P. (2019). Supply chain management and logistics: A practical approach. Logistics Publications.

Articles, case studies, and reports provided throughout the course.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Program	Master of Business Administration				
MMBA350L	Analytics for Sustainable Supply Chain	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Statistics and coding				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the importance of green and sustainability in the supply chain

CO2: Design efficient and effective sustainable supply chain

CO3: Apply advanced analytical tools and techniques for sustainable supply chain

CO4: Apply tools and techniques in waste, recycling, and reverse logistics

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3	2	
CO2		3					2	
CO3		3		3			2	
CO4		3	2		2			3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1, Sustainability and climate change,

08 lecture hours

Introduction to sustainable supply chain management, Climate change-Green House Gas Emissions trends, UNFCCC reports, Kyoto Protocol, Paris Agreement –Essential Elements, Sustainable development goals, Renewable energy and non-conventional sources of energy, Digital supply chain management, Supply chain resilience and agility, Risk and uncertainty in supply chain,

Module 2, Analytics for sustainable transportation

Sustainable transportation: Classification and impact, Technological and regulatory Initiatives in green transportation, Vehicular emission analysis, Decision models for transportation mode selection, Analytics for route optimization, Analytics for low carbon transport planning in urban sector,

Module 3, Analytics for green sourcing, and inventory planning 12 lecture hours

Green purchasing principles and practices and life cycle cost assessment, Analytics for life cycle cost assessment and spend analysis, Simulation for inventory planning and control, Analytics for sustainable supply chain network optimization, Warehousing analytics and applications,

Module 4, Analytics for close loop supply chain 10 lecture hours

Reverse logistics and applications, Heuristics for waste collection, disposal, and recycling, Improving social and environmental performances in global Supply Chain

Text Books :

1. Bouchery, Y., J. C. Fransoo, J. C. Corbett, and T. Tan. Sustainable Supply Chain Management: A Research-Based Textbook. Springer Publications, 2014.

Reference Books :

1. Morana, J. Sustainable Supply Chain Management. Wiley Publications, 2013.
2. Krmac, E. Sustainable Supply Chain Management. Intech Open Publications, 2016.
3. Slack, N., S. Chambers, and R. Johnston. Operations Management, 5th ed. Prentice Hall, FT, 2007.
4. Krajewski, L. J., L. P. Ritzman, M. K. Malhotra, and S. K. Srivastava. Operations Management: Processes and Supply Chains, 9th ed. Pearson Education, New Delhi, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
MMBA2060L	Global Logistics Operation	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the critical role of logistics documentation in global trade and international supply chain operations.

CO2: Identify key international documents, legal frameworks, and compliance requirements across different countries and trade zones.

CO3: To explore global technologies such as EDI, blockchain, and cloud systems used in digital logistics documentation.

CO4: To develop skills to manage and automate documentation processes effectively in a global logistics environment.

CO5: To enable students to understand emerging trends like AI, IoT, and green logistics, and their impact on documentation systems through real-world international case studies.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	3	2		3		2	3	
CO3	3			3			3	3
CO4			3	3				3
CO5	2	3					3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Global Logistics Documentation (4lecture hours)

Role of logistics in global supply chain management, Importance of documentation in cross-border logistics operations, Types of global logistics documents: commercial invoices, bills of lading (B/L), packing lists, certificates of origin, letters of credit, Documentation flows in international trade transactions, Common challenges in Global Logistics.

Module II: Legal and Regulatory Aspects of International Logistics (8 lecture hours)

International trade laws (WTO, WCO, and UNCTAD guidelines), Customs documentation and compliance procedures, Overview of Incoterms and their application in logistics, Legal implications of inaccurate or missing documentation, Regulatory requirements for import/export documentation, role of global logistics compliance officers in minimizing trade risks

Module III: Global Tools and Technologies for Documentation Management (6 lecture hours)

Digitization of international logistics: EDI, blockchain, e-CMR, eAWB (IATA initiatives), Automation tools for data entry and document processing, AI/ML in document validation, translation, and compliance screening, Cloud-based document management in global TMS, WMS, and ERP systems, Global data privacy laws (GDPR, HIPAA, CCPA) and cybersecurity in logistics documentation

Module IV: Documentation in Global Logistics Operations (4 lecture hours)

Freight forwarding and international documentation: FIATA documents, House vs. Master B/L, Inventory and warehousing documents: cross-docking records, international stock audits, Transportation modes (sea, air, rail, multimodal) and their documentations, Reverse logistics and return documents in international e-commerce, Global case studies: Amazon Global, UPS Worldport, Singapore Freeport

Module V: Best Practices and Future Trends in Global Logistics (8 lecture hours)

Best practices for document standardization across global supply chains, Global benchmarking for documentation audits and compliance, Sustainability and paperless documentation: digital customs declarations, green shipping practices, Emerging technologies: IoT tracking, smart contracts, digital twins in documentation, Global trends: decarbonization pressures, digital trade corridors, Case studies.

Text Books:

1. David Simchi-Levi, Ravi Shankar, Phillip Kaminsky, Designing and Managing the Supply Chain 4 th edition. McGraw-Hill Publishing Company Ltd, New Delhi.
2. Christopher, M. (2022). Logistics and supply chain management. Pearson Uk.
- 3 Johnson, T. (2010). Exports Imports Procedures and Documentation (3rd ed.). Harper Collers Publications
4. The Handbook of Logistics and Distribution Management" by Alan Rushton, Phil Croucher, and Peter Baker

Reference Books:

- Smith, J. (2021). Logistics documentation system: A comprehensive guide. Logistics Press.
- Brown, T., & Green, M. (Eds.). (2020). Advances in global logistics and supply chain management. Global Business Press.
- Anderson, P. (2019). Supply chain management and logistics: A practical approach. Logistics Publications.
- Christopher, M. (2016). Logistics and Supply Chain Management (5th ed.). Pearson.
- Kapoor, S. K., & Kansal, P. (2003). Basics of distribution management: A logistics approach. PHI Learning Pvt. Ltd..

Articles, case studies, and reports provided throughout the course.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
Course Code: MMBA2065L	Course Name: Conflict Management in Family Business	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Organizational Behaviour, Family Business Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the nature, types, and sources of conflicts specific to family businesses.

CO2: Analyze the role of communication, relationships, and power structures in family business disputes.

CO3: Apply strategies and frameworks for conflict resolution, negotiation, and mediation in family enterprises.

CO4: Design proactive governance mechanisms to minimize conflicts and enhance family business sustainability.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	3	2
CO2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3

1 = Weakly related, 2 = Moderately related, 3 = Strongly related

Course Modules

Module I: Introduction to Conflict in Family Business (08 lecture hours)

- Defining conflict in the context of family-owned businesses
- Types of conflict: task, relationship, generational, succession-related
- Causes and triggers: emotional ties, ownership overlap, unclear roles
- Impact of unresolved conflict on business performance and family harmony
- Cross-cultural perspectives on family business conflict

Module II: Dynamics and Root Causes of Conflict (08 lecture hours)

- Role of family values, identity, and traditions
- Communication breakdown and generational gaps
- Ownership vs. management vs. family roles
- Case studies on real-life family business disputes
- Power struggles and informal authority

Module III: Conflict Resolution Strategies and Tools (07 lecture hours)

- Conflict management styles (avoiding, accommodating, collaborating, etc.)
- Negotiation and mediation in family contexts
- Role of external advisors, consultants, and mediators
- Using emotional intelligence and active listening
- Constructive confrontation and feedback techniques

Module IV: Governance and Preventive Mechanisms (07 lecture hours)

- Importance of governance in conflict prevention
- Family constitutions and charters
- Establishing clear roles, responsibilities, and succession plans
- Role of family councils and communication forums
- Building a culture of trust and transparency

Books and References

1. Dana, L. P. (2007). *Handbook of Research on Family Business*. Edward Elgar.
2. Carlock, R. S., & Ward, J. L. (2001). *Strategic Planning for the Family Business*. Palgrave Macmillan.
3. Levinson, H. (1971). *Conflicts That Plague Family Businesses*. Harvard Business Review.
4. Poza, E. J., & Daugherty, M. S. (2018). *Family Business*. Cengage Learning.
5. Kets de Vries, M. F. R. (1996). *Family Business: Human Dilemmas in the Family Firm*. Routledge.

Suggested Reading

- Sorenson, R. L. (1999). *Conflict Management Strategies Used by Successful Family Businesses*.
- Astrachan, J. H., & Pieper, T. M. (2008). *Conflict in Family Firms: Common Metaphors and Suggestions for Intervention*.
- Ward, J. L. (2004). *Perpetuating the Family Business: 50 Lessons Learned from Long-Lasting, Successful Families in Business*.

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
Course Code: MMBA2066L	Course Name: Internationalization of Family Business	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	International Business, Family Business Management, Business Strategy					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the drivers, barriers, and theoretical foundations of internationalisation in family businesses.

CO2: Evaluate the strategic decisions and entry modes used by family businesses for international expansion.

CO3: Analyze how family dynamics, ownership structure, and generational influence shape internationalisation strategies.

CO4: Apply frameworks to design internationalisation plans aligned with the values and long-term vision of family enterprises.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	3	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3

1 = Weakly related, 2 = Moderately related, 3 = Strongly related

Course Modules

Module I: Foundations of Internationalisation in Family Business (08 lecture hours)

- Concept and significance of internationalisation
- Family business characteristics and global competitiveness
- Uppsala model, born-global theory, and resource-based view
- Role of family values, goals, and legacy in shaping international outlook
- Key motivations and benefits of going global

Module II: Entry Strategies and Market Selection (08 lecture hours)

- International market selection: cultural, political, and economic considerations
- Entry modes: exporting, joint ventures, strategic alliances, acquisitions, subsidiaries
- Balancing risk and control in foreign markets
- Role of networks and diaspora connections
- Case studies on successful internationalisation of Indian and global family firms

Module III: Governance, Leadership, and Succession in Global Context (07 lecture hours)

- Impact of family governance on international growth
- Professionalization vs. family control in global expansion
- Leadership succession and international continuity
- Integrating global talent and family leadership
- Aligning global operations with family identity and ethics

Module IV: Challenges and Future of International Family Enterprises (07 lecture hours)

- Institutional, legal, and cultural barriers in international markets
- Managing conflict between family and business priorities
- Dealing with strategic paradoxes: local responsiveness vs. global integration
- Building sustainable transgenerational global businesses

- Trends and innovations shaping the future of international family firms

Books and References

1. Fernández, Z., & Nieto, M. J. (2006). *Impact of Ownership on the International Involvement of SMEs*. Journal of International Business Studies.
2. Casillas, J. C., & Acedo, F. J. (2013). *Internationalisation of Family Business: A Theoretical Model Based on International Entrepreneurship Perspective*.
3. Poza, E. J., & Daugherty, M. S. (2018). *Family Business*. Cengage Learning.
4. Carney, M. (2005). *Corporate Governance and Competitive Advantage in Family-Controlled Firms*.
5. Gallo, M. A., & Sveen, J. (1991). *Internationalizing the Family Business: Facilitating and Restraining Factors*. Family Business Review.

Suggested Reading

- Zahra, S. A. (2003). *International Expansion of Family Firms: A Knowledge-Based Perspective*.
- Kontinen, T., & Ojala, A. (2010). *Internationalisation Pathways of Family SMEs: Psychic Distance as a Family Firm Resource*.
- De Massis, A., Frattini, F., Kotlar, J., Petruzzelli, A. M., & Wright, M. (2016). *Innovation through Tradition in Family Firms*.

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration					
Course Code: MMBA2067L /MMBA2068L	Course Name: Capstone Project / Family Business Revamp Plan	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	International Business, Family Business Management, Business Strategy					

Course Outcomes (COs)

On successful completion of the course, students will be able to:

CO1: Conduct a comprehensive diagnostic analysis of an existing family business.

CO2: Apply entrepreneurial frameworks and innovation strategies to design a business revamp plan.

CO3: Integrate AI tools and data-driven decision-making into family business transformation.

CO4: Develop leadership, collaboration, and project management skills through real-life application.

CO5: Deliver a strategic plan and pitch to stakeholders using business and academic rigor.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	3	2	2	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	2	3	3	2	3	3	2	3
CO5	3	2	3	3	3	3	3	3

Course Contents / Project Modules

Module I: Project Framing and Business Diagnostics (Weeks 1–2)

- Introduction to the Capstone and expectations
- Tools for business analysis: SWOT, PESTEL, Porter's Five Forces
- Understanding the unique characteristics of the selected family business
- Establishing objectives, scope, and desired outcomes for revamp

Module II: Innovation and Strategic Renewal Planning (Weeks 3–5)

- Identifying innovation gaps and renewal opportunities
- Business model reinvention using BMC (Business Model Canvas)
- Incorporating customer feedback and market trends
- Developing value propositions for new products/services

Module III: Integrating AI and Technology in the Revamp Strategy (Weeks 6–7)

- AI applications in small and traditional businesses
- Using AI tools for customer insights, market research, and operations
- Tools: ChatGPT for business ideation, Power BI/Tableau for dashboards, AI-based CRMs
- Ethical and organizational considerations in adopting technology
- Mini workshop: AI-enabled transformation use cases

Module IV: Financial Feasibility and Risk Management (Weeks 8–9)

- Estimating investment requirements and ROI projections
- Creating financial models and risk mitigation plans
- Exploring funding options: internal, external, and government support
- Business continuity and succession considerations

Module V: Final Plan Presentation and Stakeholder Pitch (Weeks 10–12)

- Developing a comprehensive Family Business Revamp Report

- Executive Summary, Strategic Framework, Implementation Roadmap
- Pitch preparation: content, visuals, and storytelling
- Final project presentation to panel of faculty and external experts
- Feedback, revisions, and course reflections

Text and Reference Material:

Core Readings:

- Tidd, J., & Bessant, J. *Managing Innovation*, Wiley
- Ward, J. *Perpetuating the Family Business*, Palgrave Macmillan
- Osterwalder, A., & Pigneur, Y. *Business Model Generation*, Wiley

AI & Strategy Resources:

- Harvard Business Review articles on AI and digital transformation
- McKinsey & BCG reports on AI in family-run and legacy businesses
- Microsoft Learn & Tableau Public for AI/data tools training

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Name of Program	Master of Business Administration				
Course Code: MMBA2069L	Course Name: Legal & Tax Implications of Business Succession in India	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Business Law, Family Business Management, Indian Taxation System				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the legal frameworks and statutory obligations involved in business succession in India.

CO2: Evaluate different succession structures and their tax implications under Indian law.

CO3: Analyze real-life cases of succession planning with legal and financial perspectives.

CO4: Apply succession planning strategies that are compliant, tax-efficient, and aligned with family governance goals.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	3	3	3	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3

1 = Weakly related, 2 = Moderately related, 3 = Strongly related

Course Modules

Module I: Legal Framework for Business Succession in India (08 lecture hours)

- Overview of succession laws: Hindu Succession Act, Indian Succession Act
- Legal instruments for succession: wills, family settlements, trusts
- Role of company law and partnership law in succession planning
- Succession in different forms of business ownership: sole proprietorships, partnerships, LLPs, private limited companies
- Dispute resolution and legal risks in succession

Module II: Taxation Aspects of Succession Planning (08 lecture hours)

- Income Tax Act implications in inheritance and transfer of assets
- Capital gains tax, gift tax, and tax exemptions in succession
- Taxation of family trusts and holding companies
- Valuation rules under Income Tax and FEMA
- Wealth preservation and tax-efficient transfer strategies

Module III: Structuring Succession through Legal Entities (07 lecture hours)

- Use of family trusts, holding companies, and LLPs in succession
- Regulatory requirements and compliance under Companies Act and SEBI
- Role of Memorandum of Understanding (MoUs) and shareholder agreements
- Cross-border succession and FEMA implications
- Role of professional advisors: lawyers, CAs, and estate planners

Module IV: Practical Cases and Strategic Succession Planning (07 lecture hours)

- Case studies on Indian business families and succession disputes
- Successful structuring examples for generational transfer
- Governance frameworks: family constitution, boards, and councils
- Building a succession roadmap: legal, tax, and emotional readiness
- Checklist for holistic and compliant succession planning

Books and References

1. Subramanian, R. (2020). *Business Laws* – Oxford University Press.
2. Singhania, V. K. & Singhania, M. (2024). *Students' Guide to Income Tax* – Taxmann.
3. Kapoor, N. D. (2019). *Elements of Mercantile Law* – Sultan Chand & Sons.
4. Poza, E. J., & Daugherty, M. S. (2018). *Family Business* – Cengage Learning.
5. Nadkarni, M. (2022). *Succession Planning and Trusts: Legal and Tax Aspects for Indian Families*.

Suggested Reading

- SEBI Guidelines, FEMA Act, Companies Act, and relevant notifications
- KPMG and PwC reports on succession planning in India
- Articles from journals such as *Journal of Family Business Strategy* and *Chartered Accountant Journal*

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%