

JECRCTM
UNIVERSITY
BUILD YOUR WORLD

Jaipur School of Business

Course Structure

Master of Business Administration

Academic Programmes

Batch (2022-2024)

Total Credits for the Batch 2022-2024 = 100 Credits

- 1. Minimum Credit required = 100 credits**
- 2. No relaxation in Core and Fundamental subjects.**
- 3. Option can be availed in Specialization, Interdisciplinary and General Subjects.**

Summary Sheet

Semester	1st	2nd	3rd	4th	Total	Min. credit required for degree
Credit	23	25	32	20	100	100

Type	Foundation	Core	Specialization	Interdisciplinary	General
Total Credit	22	18	32	12	16

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

Semester I

S. No.	Sub Code	Sub Name	L	T	P	C	Type
1	MBA501A	Basics of Communication for Managers	2	-	-	2	G
2	MBA502A	Technology in Management	2	-	-	2	ID
3	MBA503A	Fundamentals and New Age Marketing	2	-	-	2	F
4	MBA504A	Organisational Behaviour	2	-	-	2	F
5	MBA505A	Business Economics for Managers	2	-	-	2	F
6	MBA506A	Financial Management	2	-	-	2	F
7	MBA507A	Quantitative Techniques for Managers	2	-	-	2	F
8	MBA508A	Business Awareness	2	-	-	2	G
9	MBA509A	Statistics for Managers	2	-	-	2	F
10	MBA510A	Cognitive Skills	2	-	-	2	C
11	MBA511A	Self-Performance Skills	2	-	-	2	C
12	MBA512A	Technology Management for Manager (Lab)	-	-	2	1	ID
TOTAL			23	-	2	23	

Semester II

S. No.	Sub Code	Sub Name	L	T	P	C	Type
1	MBA513A	Professional Communication	2	-	-	2	F
2	MBA514A	Market Analysis	2	-	-	2	C
3	MBA515A	Introduction to Financial Products	2	-	-	2	F
4	MBA516A	Operations Management	2	-	-	2	F
5	MBA517A	New Age Business Models	2	-	-	2	F
6	MBA518A	Human Resource Management	2	-	-	2	G
7	MBA519A	Sales & Distribution Management	2	-	-	2	C
8	MBA520A	Analytical Tools for Managers - I	2	-	-	2	ID
9	MBA521A	Consumer Behavior	2	-	-	2	C
10	MBA522A	Problem Solving and Making Decisions	2	-	-	2	G
11	MBA523A	Thought Leadership 2	2	-	-	2	G
12	MBA524A	VAC-Aptitude, LR & DI	2	-	-	2	ID
13	MBA525A	Analytical Tools for Managers – I (Lab)	-	-	2	1	ID
TOTAL			25	-	2	25	

Semester III

S. No.	Sub Code	Sub Name	L	T	P	C	Type
1		Elective 1	3	-	-	3	S
2		Elective 2	3	-	-	3	S
3		Elective 3	2	-	-	2	S
4		Elective 4	2	-	-	2	S
5		Elective 5	2	-	-	2	S
6		Elective 6	2	-	-	2	S

7	MBA526A	Government and Business	2	-	-	2	S
8	MBA527A	Analytical Tool for Managers - II	2	-	-	2	ID
9	MBA528A	Negotiation	2	-	-	2	C
10	MBA529A	Thought Leadership 3	2	-	-	2	ID
11	MBA530A	Stress and Conflict Management	2	-	-	2	C
12	MBA531A	Aptitude and Logic	2	-	-	2	F
13	MBA532A	Summer Internship Project Report	-	-	6	6	S
TOTAL			26	-	6	32	

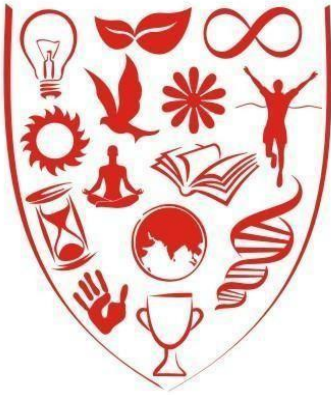
Semester IV

S. No.	Sub Code	Sub Name	L	T	P	C	Type
1		Elective 7	2	-	-	2	S
2		Elective 8	2	-	-	2	S
4	MBA533A	Business Law	2	-	-	2	G
5	MBA534A	Entrepreneurship	2	-	-	2	C
6	MBA535A	Building Presence	2	-	-	2	C
7	MBA536A	Strategic Thinking and Leadership	2	-	-	2	G
8	MBA537A	Workplace Dynamics and Ethics	2	-	-	2	G
9	MBA538A	Industry Internship Report	-	-	6	6	S
TOTAL			14	-	6	20	

Specialisation Elective Subjects

S. No.	Sub Code	Subject	L	T	P	C	Type
Marketing Management							
1	MBA539A	Brand Management	3	-	-	3	S
2	MBA540A	New Businesses in Emerging Market	3	-	-	3	S
3	MBA541A	Marketing Analytics	2	-	-	2	S
4	MBA542A	International Marketing	2	-	-	2	S
Digital Marketing							
1	MBA543A	Website Planning, SEO & SEM	3	-	-	3	S
2	MBA544A	Social Media Marketing	3	-	-	3	S
3	MBA545A	Email Marketing - ORM, Email	2	-	-	2	S
4	MBA546A	Marketing Data Tools and Techniques	2	-	-	2	S
Finance							
1	MBA547A	Introduction to Financial Markets & Institutions	3	-	-	3	S
2	MBA548A	Corporate Finance & Asset Management	3	-	-	3	S
3	MBA549A	Financial Planning & Wealth Management	2	-	-	2	S
4	MBA550A	Financial Analysis	2	-	-	2	S
Banking, Financial Services & Insurance (BFSI)							
1	MBA551A	BFSI Products	3	-	-	3	S
2	MBA552A	Introduction to Retail Banking	3	-	-	3	S
3	MBA553A	Current Account & Savings Account (CASA)	2	-	-	2	S
4	MBA554A	Insurance Management and Wealth Management	2	-	-	2	S
Operations Management							
1	MBA555A	Advanced Operations Management	3	-	-	3	S
2	MBA556A	Operations Research	3	-	-	3	S
3	MBA557A	Quality Management Standards and Six Sigma	2	-	-	2	S
4	MBA558A	Operations Analytics	2	-	-	2	S
Logistics & Supply Chain Management							
1	MBA559A	Logistics	3	-	-	3	S
2	MBA560A	Supply Chain Management	3	-	-	3	S
3	MBA561A	Inventory Management & Delivery Efficiency	2	-	-	2	S
4	MBA562A	Technology in Logistics & Supply Chain	2	-	-	2	S
IT, Analytics & Research							
1	MBA563A	Data Analytics-I	3	-	-	3	S
2	MBA564A	Data Analytics-II	3	-	-	3	S
3	MBA565A	Business Research	2	-	-	2	S
4	MBA566A	Strategic Technology Management	2	-	-	2	S
Human Resource Management							
1	MBA567A	Training & Development	3	-	-	3	S
2	MBA568A	Recruitment	3	-	-	3	S
3	MBA569A	Employee Life Cycle & Organisational Development	2	-	-	2	S
4	MBA570A	Compensation and Benefits	2	-	-	2	S
Sales Management							
1	MBA571A	Sales Management	3	-	-	3	S
2	MBA572A	Sales Processes	3	-	-	3	S

3	MBA573A	Sales Systems	2	-	-	2	S
4	MBA574A	Managerial Skills for Sales	2	-	-	2	S
Retail Management							
1	MBA575A	Introduction To Retail Management	3	-	-	3	S
2	MBA576A	Retail Planning & Branding	3	-	-	3	S
3	MBA577A	Strategy & Finance in Retail	2	-	-	2	S
4	MBA578A	Digital Commerce	2	-	-	2	S



JECRCTM
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Jaipur School of Business

Syllabi

Master of Business Administration

Academic Programme

Batch (2022-2024)

MBA I SEMESTER
Fundamentals and New Age Marketing
SUBJECT CODE:
CREDITS: 4

Objectives - Fundamentals and New Age Marketing course intends to cover the fundamental and New-age Management for providing an insight to the student of various practical and applicable aspects of Marketing management that includes understanding STP, Marketing Mix, Branding, Pricing, Consumer Behaviour etc. The course concludes with sessions on integrated marketing communication and digital marketing which are extremely relevant in the era of the fourth industrial revolution.

UNIT - 1

Introduction to Marketing| Value Positions and Price, 8 P's of Marketing, Ethical Marketing, Competitive Advantage, Customer Value, Value Proposition

UNIT - 2

Segmentation, Targeting & Positioning| Brand & Consumer Behaviour| Managing a Product and Retailing, Marketing in 21st Century

UNIT - 3

New-age Marketing- Digital Marketing, Digital Marketing Strategy

UNIT 4

Campaigns- Digital Marketing Campaigns, Application of Digital Marketing

UNIT 5

Social Media Marketing

Course Level Outcomes:

Fundamentals and New age Marketing Course Level Outcomes (CLOs)	
CLO 1	Define functional areas of marketing management and their application
CLO 2	Identify, analyze, and resolve problems faced in marketing management
CLO 3	Apply marketing management concepts to business decisions
CLO 4	Study and infer consumer behaviors and identify factors that affect their decisions

CLO 5	Identify and summarize the correlation between marketing strategies and analyze the need for adaptability
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Primary Resources

1. Textbook: Philip Kotler-Agnihotri: Principle of Marketing 17 e, Pearson Education Rajan Saxena: Marketing Management, Tata McGraw Hill
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. R Kumar & Goel-Marketing Management (UDH Publishers, edition 2013).
4. Tapan Panda : Marketing Management, (Excel Books).
5. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill).
6. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).

MBA I SEMESTER

Business Economics for Managers

SUBJECT CODE:

CREDITS: 4

Objective - This course provides an overview of economic tools and analytic approaches available to the manager for business decision making. It includes topics such as pricing, forecasting, demand analysis, production and cost analysis, and macroeconomic policy as it affects the business environment.

Unit 1

Introduction to Microeconomics - Day to day Economics, Production Possibility Curve (PPC) and Opportunity cost, Important concepts in the study of Economics

Unit 2

Demand Analyst| Utility Analysis

Unit 3

Concept of Elasticity of demand, Supply analysis.

Unit 4

Introduction to Macroeconomics - Difference between Micro and Macro Economics

Unit 5

National Income and its calculation- National Income (GDP, Per Capita Income, Methods of National Income), Inflation and its impact, Money Market Extempore/Presentations.

Business Economics for Managers Course Level Outcomes (CLOs)	
CLO 1	Summarize new age business theories and conduct cost-benefit analysis
CLO 2	Explain and apply concepts of Managerial Economics
CLO 3	Apply the basic techniques of economic analysis in making business decisions
CLO 4	Apply concepts of micro and macroeconomics to take data-backed business decisions
CLO 5	Explain, analyze, and evaluate the different types of costs in managerial economics

Primary Resources

1. Textbook: Mehta, P.L. Managerial Economics- Analysis, Problems, Cases, Sultan Chand & Sons, New Delhi, Latest Edition. (PL) Dwivedi, D.N. Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi, Seventh Edition. (DN)
2. Sloman, J. Economics for Business, Pearson Education.
3. Dornbusch, R. Fischer, S. and Startz, R. Macroeconomics, Tata McGraw-Hill
4. Gupta, G., S. Managerial Economics, Tata McGraw Hill.
5. Manikiw, G. N. Macroeconomics, W.H. Freeman & Company.
6. Salvatore, D. Managerial Economics in a Global Economy, Thomson Southwestern.

MBA I SEMESTER

Quantitative Techniques and Analysis

SUBJECT CODE:

CREDITS: 4

Objectives: This course introduces students to the quantitative techniques in business mainly centered on statistical aspects. It also provides them with experience in designing questionnaires and report writing. To effectively carry out statistical analysis, the students are required to have experience of computing.

Unit 1:

Introduction to Mental Math for Managers- Introduction to Breakdown method

Unit 2:

Fundamental Operations in Mathematics- Decimals, Fractions, Ratios and Percentages

Unit 3:

Fundamental Operations in Mathematics II - Simple and Compound Interest

Unit 4:

Commission and Arbitrage - Commission Arbitrage

Unit 5:

Basic Statistics - Descriptive Measures, Introduction to Research Methodology, The Research Process, Formulating Research Problem, Identifying Variables in the Study.

Course Level Outcomes:

Quantitative Techniques and Analysis Course Level Outcomes (CLOs)	
CLO 1	Summarize and apply business theories, variables, and hypothesis to create a quantitative model
CLO 2	Create business models and evaluate the business data with respect to real-life scenarios on MS Excel
CLO 3	Analyze the data set and relationship between variables by existing quantitative methods and data visualization
CLO 4	Apply statistical tools to the real business world to draw inferences through hypothesis testing
CLO 5	Explain and interpret the relationship between business areas with statistical & practical techniques of probability

Primary Resources

1. Textbook: Taha & Hamdy, "Operations Research: An Introduction", Pearson Education. Sharma J.K., "Operations Research: Problems & Solutions", Macmillan India Ltd
2. Rajagopalan S. & Sattanathan, R. "Business Statistics & Operations Research", McGraw Hill Education.
3. Render, Barry, Stair, R.M., Hanna, M.E., & Badri, "Quantitative Analysis for Management", Pearson Education.
4. Vohra N.D., "Quantitative Techniques in Management", McGraw Hill Education.
5. Vishwanathan, P.K., "Business Statistics and Applied Orientation", Pearson Education.

Program: Master's in business administration (M.B.A.)

Course: Financial Management

Semester 1

Credit: 4

Course Description: This introductory course in financial management gives students an overview of the accounting cycle and the preparation of financial statements. Topics include accounting for merchandising activities, accounting for cash, temporary investments, and accounts receivable, inventories and cost of goods sold, capital assets, current and long-term liabilities, and accounting for corporations, as well as the financial statement analysis through ratio analysis and statement of cash flow— information that is essential for further study in financial accounting. The course concludes with sessions on the basics of corporate finance which is extremely relevant to understand business scenarios.

Unit 1:

Introduction to Accounting - Purpose and Objectives of Accounting, Accounting Cycle, Accounting Principles and Concepts, Cost Concepts, Money Measurement Concept, Business Entity Concepts, Realization Concepts, Dual Aspect Concept, Historical Record Concept, Going Concern Concept, Matching Concept

Unit 2:

Introduction to Accounting Terminology- Basic Accounting Terms, Double Entry Script, Debit and Credit Concept
Principle of Conservation, Revenue Recognition & Realization, Accrual & cash basis, Record keeping Basics

Unit 3:

Accounting Process - Personal Accounts Natural Personal Accounts, Legal Personal Accounts, Representative Personal Accounts, Impersonal Accounts, Real Accounts-Tangible Real Accounts and Intangible Real Accounts, Nominal Accounts, Preparing Accounts, Single Journal Entries, Compound Journal Entries, Rules of Debit and Credit

Unit 4:

Posting Transactions- Posting Transactions, Ledger & Posting, Relationship between Journal and Ledger, Rules Regarding Posting, Preparation of Trial Balance, Sub-Division of Journals, Cash Journal, Purchase and Sales Journal and Returns Journal, Exercise on Preparation of Various Journals, Preparing of Cash Book/Cash Position, Capital and revenue, Classification of Income

and Expenditure, Classification of Receipt

Unit 5:

Preparation of Final Accounts Introduction to Basics of Corporate Finance- Trading Account, Profit and Loss Account

Manufacturing Account, Balance Sheet, Different types of Liabilities, Different types of Assets, Adjustment Entries

Rectification of Errors, Classification of errors, Preparation of financial statements with Adjustment. The Notion of Time Value of Money, Future Value of a Lump Sum, Present Value of a Lump Sum ,Future Value of Cash Flow Streams ,Present Value of Cash Flow Streams ,Special Applications of Time Value of Money. Introduction to Capital Budgeting ,Significance of Capital Budgeting Decisions ,Capital Budgeting Process ,Types of Cash Flow ,Techniques of Capital Budgeting: Accounting Based Methods; Payback Methods, Discounted Cash Flow Methods; Present Value, Net Present Value, Profitability Index, Net Profitability Index, Internal rate of Return.

Course Level Outcomes:

Financial Management Course Level Outcomes (CLOs)	
CLO 1	Summarize and evaluate the business implications of financial statements
CLO 2	Explain and analyze the financial statements of an organization
CLO 3	Compile and assess the financial statements in accordance with appropriate standards
CLO 4	Define and explain the purpose of the double-entry system
CLO 5	Prepare ledger accounts using double-entry bookkeeping and record journal entries

Primary Resources:

1. Textbook: Dhamija - Financial Accounting for managers: (Prentice Hall) Banerjee- Financial Accounting (Excel Books)
2. Maheshwari S.N & Maheshwari S K – A Textbooks of Accounting for Management (Vikas)
3. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall)
4. Narayanswami - Financial Accounting: A Managerial Perspective (PHI)
5. Mukherjee - Financial Accounting for Management (TMH)
6. Ramchandran & Kakani - Financial Accounting for Management (TMH)

Program: Master’s in business administration (M.B.A.)

Course: Technology Management for Managers
Semester 1
Credit: 4

Course Description: This introductory course in technology management gives students an overview of the fundamental concepts of Google Drive, Calendar, Gmail, Microsoft Word, and PowerPoint and their application in business. To establish the relevance of these theories, examples of real-world business decision processes will be explained through the problem-based learning approach.

Unit 1:

Digital Literacy- IT Skills in Management

Introduction to Computer, Monitor, CPU, Keyboard, Mouse, Laptop, Tab (only brief introduction to be given), Operating System, Software Programs, Applications, Working on Windows 10, File Explorer - File, Folder, drive, Desktop, How to open file, folder (Folder, Subfolder, Arrangement of file, Folders & Data) ,Name, Rename files, folders, Tabs, Navigation in File Explorer. View Options Making Zip file, Keyboard Shortcuts to Navigate in Windows, Start/ Windows button Search, Cortana, Task View, Basic Control Panel Settings.

Unit 2:

Digital World - The Web-Introduction to internet, The World Wide Web, or web, Web Browser, Uniform Resource Locators -Website, Web Page, home page, HTTP, HTTPS, IP addresses, Internet Service Provider (ISP)

Network Router and Protocols (Basics), Google Search Engine (Google, Yahoo, Bing, AOL) Google Search Engine – Query, Tools, Settings, Crawling, Indexing, Page Rank, SEO vs PPC, Proficient Google Search with Query modifiers

Google Calculator, Convertor, Google, News alerts, Scholar, Books, Finance, Google Trends.

Unit 3:

Introduction to Google Workspace, Gmail – New Professional email creation, Choosing email id, Compose and Send emails (To, CC, BCC), Setting up customize Layout, Gmail Setting, Quick Settings, General – Email Signatures

Forward mails, Draft mails for schedule send, Important, Star assigning to mails, Labels – Uses of Labels, create new labels & Edit,(An email to be sent to faculty email id in the class). Advanced Features in Gmail

Search for emails and create a filter, Archive, Delete, Spam, Trash, Accounts & Import – Change Password, change password recovery option. Themes and Layout, (An email new signature to be sent to the student). Google Drive

How to access all Google Apps, Introduction to Google Drive, Uses of My Drive, shared with me, Recent, Google photos, Bin, Making a new Google Doc, Sheet, Slide, File, Folder . Upload existing Google Doc, Sheet, Slide, File, Folder from System. Filing in Google Drive, Advantage and Limitations of Google Drive. Comparison with other Cloud storage for personal use (Ex, One Drive, Drop Box). Google Doc

Application of Google Doc Typing & formation in google doc. (Bold, Italic, Underline, Text alignment, Right, middle, Left, Justified) Text size, style, font, Inserting Picture, See Revision history, Share Options and comments section

Document sharing, Directly sharing with google drive, Sharing with the option “Get shareable link”, Advanced Sharing Settings Options (Editing, Commenter, Viewer), Save in designated folder, Download in other formats

Limitation of Google Doc and Comparison with other Applications and Software, ex Microsoft Word, open office, was.

(To be Practiced by students in the class). Google Sheets

Application of Google sheet

Entering & editing data in the Google Sheet (Bold, Italic, Underline, Text alignment, Right, middle, Left, Justified)

Text color & fill color (A sales report to for practice) Number decimal, increase or decrease, Applying currency

Change format of the number, Borders, Sum, minus, multiply, divide function, See Revision history (A sales report to for practice), Save in designated folder, Download in other formats, Document sharing

Directly sharing with google drive, Sharing with the option “Get shareable link”, Advanced Sharing Settings (Allow editing, can view), Limitation of Google Sheets and Comparison with other Applications and Software, ex Microsoft excel, open office, was. Google Slides - Application of Google slides, Entering & editing data in the Google Slides

Add new slides, Applying Themes, Working with Template, Presentation Options Directly sharing with google drive

Sharing with the option “Get shareable link”, Advanced Sharing Settings (Allow editing, can view)

Limitation of Google Slides and Comparison with other Applications and Software, ex Microsoft PPT, keynote, Vise, Canva

Unit 4:

Google Calendar & Google contacts- Google Calendar Layout and views, Create Events, Events details, Find a time,

Add guests, modify, invite others, see guest list, Google Invitation reply, Students must create events & invite faculty & other students. Google Contact, Adding google Contact, Viewing google contact, frequently contacted, Groups Creation, Find duplicates. Import & Export of the contacts

Unit 5:

Getting started with MS Office (MS Word)- Introduction of MS Office and Office 365, Uses of MS office, file extension, opening new file, Saving new file into different format (From Compatibility mode to Latest update)

Interface of MS word (From Compatibility mode to Latest update), Office Button OR File Tab, Quick Access Toolbar, Ribbon, Groups, Commands, Title Bar, Window controls, Help Button/ Tell me what you want to do, Tab Selector, Vertical Ruler, Horizontal Ruler, Document Information/Properties, Text Area, Status bar, View buttons, Zoom Tools and more. Customize Ribbon, Custom Tabs appearance, Inset text & editing

Font, increase font size, decrease font size, Bold, Italic, Underline, Strikethrough, Subscript, Superscript, change case, Text Height Color, font color (with shortcut Key)
 (One Page to be typed by the students by using all the above option, Content to be provided by faculty) Heading Styles and Modify them, Autocorrect, and auto text, Show and hide paragraph marks

Course Level Outcomes:

Technology Management for Managers Course Level Outcomes (CLOs)	
CLO 1	Outline the basics of computer technology and set up email, drives and calendars on Google
CLO 2	Remember and use the services offered by different software's in the MS office package
CLO 3	Use MS Word to create high quality written business communication
CLO 4	Use MS Excel to collect, analyze, and visualize all business-related data
CLO 5	Use MS PowerPoint to create impactful reports and presentations for business meetings and conferences

Primary Resources

1. Textbook: Sirtis Frye, Joyce Cox, Steve Lambert, “Microsoft Office System “Step By Step. Nance Muir, “Microsoft Office- PowerPoint 2010 Plain and Simple”, Amazon.Com.
2. Class Notes
3. E-Books Open Office

Program: Masters in Business Administration (M.B.A.)

Course: Organizational Behavior

Semester 1

Credit: 2

Course Description: This course attempts to improve self, work on blind spots, develop emotional intelligence, become an effective team player, efficient at working in diverse teams.

Unit 1:

Introduction to Organizational Behavior- Introduction Case Study, Case Study - Taj 26/11, OB in the contemporary world

Unit 2:

Developing Self- Understanding oneself, Emotions Introduction to Emotional Intelligence, Working on Attitudes Mindset

Unit 3:

Motivation - Theories of Motivation

Unit 4:

OB and Group Dynamics- Case Study - Toyota's Team Culture

Unit 5:

Personalities and Conflicts- Handling diverse personalities, Conflict Management

Course Level Outcomes:

Organizational Behavior Course Level Outcomes (CLOs)	
CLO 1	Explore the scope of organizational behavior and its relevance
CLO 2	Analyze the impact of organizational behavior on the development of self
CLO 3	Evaluate the impact of organizational behavior on group dynamics
CLO 4	Analyze the concepts of perception, attitudes, personality, motivation, and conflict management at different levels of OB
CLO 5	Observe and analyze employee behavior and apply strategies to align organization and employee success

Primary Resources

1. Textbook: Koontz Harold & Weinrich Heinz-Essentials of management- TMH, 5th Edition. Stoner, Freeman & Gilbert Jr- Management- PHI.
2. Fred Lufthansa- Organizational Behaviour- TMH, 12th edition.

Program: Masters in Business Administration (M.B.A.)

Course: Business Awareness

Semester 1

Credit: 2

Course Description: This course attempts to deliver an overview of the key concepts and applicability of Business Awareness in real-world scenarios. The teaching method would include a mix of Faculty-Led Discussion, In Class participation through activities, case studies, and assessment. The learning approach will focus on delivering the basic understanding of Business Awareness in relevance to the industry.

Course Level Outcomes:

Business Awareness Course Level Outcomes (CLOs)	
CLO 1	Assess and summarize the impact of globalization on business
CLO 2	Analyze the strategies and solutions applied by different companies in times of critical circumstances
CLO 3	Recall and apply the knowledge of management theories to resolve the problems by participating in group discussions and debates
CLO 4	Create tagline and visual advertisements to showcase solutions adopted for the problems by various organizations
CLO 5	Define and articulate business strategies by writing formal essays/paragraphs using business vocabulary

Unit 1:

Business Models- Case Studies: Jet Airways

Unit 2:

Business Models- Case Studies: Oyo Business Model Too Mummia Marketing Strategy

Unit3:

Business Models - Case Studies: Business of Football Club, Downfall of Kingfisher Airlines

Unit 4:

Business Models- Case Studies: IPO, Instacart, Product Bundling, Reliance Jio

Unit 5:

Business Models- Case Studies: Cafe Coffee Day, Case Studies: Nirav Modi/PNB Scam, Fursenko, Case Studies: Big Scam in the Stock Market, Dunzo, Acko.

Primary Resources

1. Class Notes, Videos

Program: Masters in Business Administration (M.B.A.)

Course: Business Across Cultures

Semester 1

Credit: 2

Course Description: Business across cultures is a discussion-based class, which talks about the role culture plays in influencing business-related communication, negotiations, leadership, and decisions. This course has been designed to expose students to the cultural and cross-cultural

dilemmas that are related to the idea of doing business in an unfamiliar, foreign environment. Further, it pays attention to building on techniques that aid in the management of these dilemmas. Additionally, the curriculum of this subject touches upon the appropriate global business etiquettes that an employee should conform to.

Unit 1:

Introduction- Culture

Unit 2:

Culture & Organizations- Cultural dilemmas, Culture and management, Managing across cultures, Managing across cultures (contd.), Leadership

Unit3:

Practical Applications- Cross-cultural dilemma management, Negotiating across cultures, Working in international teams

Unit 4:

Practical Applications- Cross-cultural communication, Relationship building, Global business etiquette

Unit 5:

Group Activity and Presentations- Group Activity|Student Presentation

Course Level Outcomes:

Business Across Cultures (CLOs)	
CLO 1	Understand variations between cultures and how they influence businesses
CLO 2	Management towards cultural and cross-cultural dilemmas
CLO 3	Understand and recognize global business etiquettes, social norms, value systems, and business preferences across cultures
CLO 4	Apply cultural understanding to business-related communication, relationship building, and working in foreign environments

Primary Resources

1. When cultures collide: Leading across cultures by Richard Lewis (2018)
2. Cross-cultural management: A Transactional Approach by Taran Patel (2013)

Program: Masters in Business Administration (M.B.A.)

Course: Communication Skills

Semester 1

Credit: 2

Course Description: This is a foundation business communication course focusing on the articulation of ideas and the betterment of communication through writing skills. The course aims to prepare students for business reports and internship applications. This subject covers report writing, research papers, and argumentative essays, which prepares the students for business-related research and incorporates email writing, cover letters, and CV design to aid in developing an appropriate application.

Unit1:

Introduction to Communication- Importance of Communication,Need for developing good communication and writing techniques, Introduction to Channels,Various communication media, text, Whatsapp, email, Slack etc,Reading long-form articles,Reading and analyzing why some articles (from say Caravan, New Yorkers, Harvard Business Review) captured us Writing Purpose, perspectives, and types of writing

Unit 2:

Writing Converting a thought into a written idea,Choosing a topic, critical reading, and writing,Cover Letter

Practicing how to write a good cover letter,Concise Email Writing

Practicing how to write a precise mail

Unit 3

Argumentative Writing - Arguments vs. non-arguments, framing arguments, different purposes,Business plan writing basics,Practicing how to write a B-plan.

Unit 4

Preparing your CV Professionalizing a resume/ CV

Unit 5

Report Writing- Understanding of various components of the report, Presentation Skills- Understanding of various components of a presentation

Course Level Outcomes:

Communication Skills- Verbal And Written Communication (CLOs)	
CLO 1	Recognize and summarize the need for good communication skills

CLO 2	Design and develop a plan for reading and writing business reports
CLO 3	Plan and design professionalize emails, CVs, and cover letter
CLO 4	Annotate, articulate, and present ideas and thoughts in a meaningful manner
CLO 5	Analyze and frame meaningful arguments

Primary Resources

1. Mahadevan, Usha. Empower with English, SunBeams - I. Emerald Pub: Chennai.
2. Rao, Shoba B. Empower with English, Sun Beams - II. Emerald Pub: Chennai.

Program: Masters in Business Administration (M.B.A.)

Course: Cognitive Skills

Semester 1

Credit: 2

Course Description: This course will make the students enhance their ability to think independently and confidently about the future. It will help them develop practices to make decisions effectively and enhance their levels of conviction.

Unit 1:

Clarity - What is your thinking style?(in class assessment followed by sharing findings) What do I want to become in my life? Compare your current answer with your answer from 10 years ago
What is the importance of clear thinking

Identify reasons why we cannot think clearly(barriers) Activity 1: Justify your career path

Unit 2

Thinking routine: 3 Whys

Activity 2: Justify your career path using 3 Whys Process of framing clear thoughts steps of thinking clearly

Activity 1: Concept mapping for career building Process of preparing clear thoughts prior articulation

Thinking routine: 3 Whys and 4Ifs: setting goals for 3 stages of their lives.

Unit 3:

Choice - Activity 2: Kinds of choices made in 1 day Major Choice v/s Minor choice Activity: Needs v/s Wants Activity: Your choices: before and now. Choice making - An independent journey

Unit 4:

Process of making a choice Decision making worksheet Information at the center Activity: being informed checklist Prioritizing Tackling too many options

Activity: Setting priorities in job searches

Unit 5:

Conviction- Claiming decisions, Declaring Decisions, Good decision checks, Activity: Confidence check

Course Level Outcomes:

Cognitive Skills (CLOs)	
CLO 1	Practice methods of thinking clearly and practically
CLO 2	Enhance decision making skills
CLO 3	Exclusive and independent decision making practices
CLO 4	Present ideas and decisions with conviction
CLO 5	Justify their career decisions

Reference:

1. The Remix: How to Lead and Succeed in the Multigenerational Workplace by Lindsey Pollak
2. Thank You for Disrupting: The Disruptive Business Philosophies of The World's Great Entrepreneurs by Jean-Marie Dru
3. IKIGAI (English, Hardcover, Garcia Hector)

Program: Masters in Business Administration (M.B.A.)

Course: Self Performance Skills

Semester 1

Credit: 2

Course Description: This course is designed to acquaint students with the basic concepts and frameworks that govern the functioning of a productive performance appraisals. Each Unit/ Unit/Module will be assessed based on class participation, initiative during situational case studies, class assignments, and final examination. Through situational case studies, the course also highlights the common appraisal methods, and qualities of a good appraisal.

Unit 1:

Performance Management- Role of Performance Management in an Organization, Goals of Performance Management - Who's Involved? What are their needs?HR's role in Performance Management, What is Performance Appraisal? Objectives of Performance Appraisals, Uses of Performance Appraisals: Administrative and Developmental, Importance of Reliability, Acceptability, Sensitivity & Practicality in Performance Appraisals. Characteristics of Effective Performance Appraisal.

Unit 2 :

Types of Performance Appraisals, Types of Performance Appraisals: Trait, Behavioral and Results Benefits and Challenges of a Performance Appraisal, Activity.

Unit 3:

Common Appraisal Methods- Method 1 - Critical Incident, Graphic Rating and BARS, Method 2 - Narratives, Forced Choice and Forced Distribution, Performance Appraisal and 360 Feedback

Unit 4:

Preparation of Performance Appraisals, Step by Step Guide to Performance Appraisals, Effective management of Performance Appraisals, Qualities of a good appraisal, Benefits of a performance Appraisal - for the individual, for the team leader, organization

Unit 5:

Alternatives to Performance Appraisals- Improving Employee Performance

Course Level Outcomes:

Self-Performance Skills (CLOs)	
CLO 1	Define what a performance appraisal is
CLO 2	Summarize potential benefits and problems of performance appraisals
CLO 3	Discuss common appraisal methods
CLO 4	Prepare for performance appraisals
CLO 5	Identify alternatives to performance appraisals

Program: Masters in Business Administration (M.B.A.)

Course: Operations Management

Semester 2

Credit: 4

Course Description: Operations is, of course, an important aspect of running a firm, and it's worth mentioning that developing these abilities can help you become a better manager. The following course explains how a company operates at maximum efficiency and capability along with the creation and utilisation of resources required for a corporation to supply goods and services to its consumers is included in operation management. This course provides students the opportunity to learn the skills and tools needed to bring innovations to life.

Unit 1:

Introduction to Operation Management, Process Structure, Introduction to Operation Management and Operation Functions, Performance dimensions and trade-offs, Similarities and Differences – Manufacturing Service organizations

Operations function and its linkages to other organizational functions, Systems perspective, Operation as a set of decisions

Operations as a set of decisions : Strategic, Tactical and Operational, Challenges and current priorities in OM and Career choices. Case-let or Scenario examples to illustrate the types of decisions in OM, Process structure in services : Objectives, Principles of Process Strategy, Professional Service Process, Service shop, Mass service, Process structure in manufacturing, Product-Process matrix, Manufacturing process structuring, Continuous flow process with suitable examples

Unit 2:

Production & Inventory Strategies, Facility Location, Plan Layout, Make-to-Order, Assemble-to-Order, Make-to-Stock, Globalization of Operations Factors affecting location decisions, Location analysis methods, Issues in location planning.

Unit 3:

Introduction to Capacity Management, Introduction to Inventory Management, Capacity Planning, Capacity Management, Capacity Measurement, Single-period inventory model multi-period inventory model, Fixed Order Quantity Model & Fixed-time-period inventory models, Issues in inventory management

Unit 4:

Supply Chain- The Retailing Concept, The Retailing Concept, The Merchandising Concept Supply Chains Management

Value added and non-value added activities; Inventory Costing Methods, Supply Chains Basics

Introduction to Retail Management and Operations, Retail Structure in India, Classification of retailing institutions

Retail institution by ownership, Retail Store Objectives, Retail Functions in Distribution-Merchandising, Role of merchandising manager, Merchandise Planning

Unit 5:

Retailing- Inventory Management, Retail Operations, Retail Selling, Retail Inventory Management, Inventory Management Systems, Retail Operations and Other Verticals.

Course Level Outcomes:

Operation Management (CLOs)	
CLO 1	Identify and apply the elements of operations management and transformation processes to enhance productivity and competitiveness
CLO 2	Identify facility alternatives and their capacities and evaluate the scheduling and sequencing techniques in operation environments
CLO 3	Classify and state the relationship between Operations and other business functions
CLO 4	Devise and integrate suitable materials handling principles and practices in the operations
CLO 5	Plan and implement suitable quality control measures in Quality Circles

Primary Resources

1. Textbook - Kanishka Bedi, Production and operations management, Oxford University Press, YMCA Library Bldg, Jai Singh Rd. New Delhi – 110001
2. Richard B. Chase, Nicolas J. Aquilano and F. Robert Jacob Production and operations management (Manufacturing and Services) Irwin / McGraw – Hill, a division of McGraw – Hill, co.
3. Norman Gaither and Greg Frazier, Operations management. Thomson, South – Western
4. S. N. Chary, Production and operations management Tata McGraw – Hill publishing co. Ltd , 7 , West PatelNagar New Delhi – 110008 5 B. Mahadevan, Operations management (Theory and Practice) , Pearson Education , 482 , F.I.E.

Program: Masters in Business Administration (M.B.A.)

Course: Sales and Distribution

Semester - 2

Credit: 4

Course Description: In the environment that we are currently living in, it is very important to focus on contemporary issues and contemporary debate. The following lesson plan has been developed to teach students about the new trends and developments in the market which further teaches them the skills required for sales and distribution. Through this lesson plan, the students will be able to evaluate and implement effective decision-making alternatives in challenging situations.

Unit 1:

Sales Organisation & Design- Determining Salesforce, Management of Sales Territory, Sales Organisation, Meaning, Span of Control, Centralization and Decentralization, Organizational Design, Line Organization, Organizational Design by Territory, Organizational Design by Management Function, Organizational Design by Product, Worksheet-1 Affordability Method, Incremental Method, Workload Method, Worksheet-2, Sales Territory, Territory Shapes, Mapping the potential of a territory Worksheet-3

Unit 2:

Management of Sales Quotas, Recruitment and Selection of Salesforce, Presentation, Types of Sales Quotas, Methods of Setting Sales Quotas, Worksheet-4, Case Study-1, Planning for recruitment, Sources of Salesforce recruitment
Selection of a Salesperson Presentation of Group 1 and 2

Unit 3:

Training for the Sales Force, Sales Documents, Salesforce Compensation, Salesforce Control, Adulthood in Sales, Objective of Sales training, Training Process, Training Methods, Daily Report, Activity Report, Tour Program, Sales and Stock Statement
Performance Report/Monthly Sales Report Worksheet-5, Objectives of a Sales Compensation Plan Types of Compensation Plan, financial Compensation, Non-financial Compensation, Worksheet-6, Controlling Sales Force Performance
Analysis of Market Situation and Competition, Criteria for Sales Personnel Performance Evaluation, Setting Up Performance Standards, Comparing Actual Performance with Set Standards. Case Study-2, Sales Audit, Marketing Audit
Salesforce Expense Analysis, Credit Control, Market Share Analysis, Budgetary Control, Worksheet-7.

Unit 4

Evaluation of Salesforce, Changes to Salesforce in the market, Presentation, Performance Appraisal, Appraisal Criteria, Performance Rating, Product Availability, Timely Payment Collection, Handling Infiltration
Handling Intermediaries, Presentation of Group 3 and 4

Unit 5:

Distribution Management, Presentation, Channel Management, Objectives, Key Terms: Credit Period, Transit Period, DSO, Challan, Invoice, DP, MRP, Dealer Margin, Distribution Structure Functions- Types of Intermediaries- Distributor/Dealer/Retailer, Agents (Depot, CFA, CSA), Facilitators, Worksheet-8
Presentation of Group 9-10. What is Channel Management?
Importance and Costs. Standardized Channel Structures, Channel Strategies, Challenges
Post Covid Adaption-Changes Adapted, Managing and Coordinating Sales and Distribution Online
Need for Innovative Ideas, Handling Challenging Situations in COVID

Primary Resources

1. Textbook - Up your sales in a down Market, Ron Volper The art of closing the Sale, Brian Tracy
2. Making Breakthrough Innovation, Porus Munshi (How 11 Indians pulled off the impossible)

Course Level Outcomes:

Sales and Distribution (CLOs)	
CLO 1	Identify and explain the need for sales and distribution management
CLO 2	Outline the importance of sales & channel management in the global economy
CLO 3	Evaluate, classify, and create a successful sales & channel plan
CLO 4	Analyze the challenges and opportunities before channel management to develop suitable plans
CLO 5	Identify and implement the most effective channel of distribution

Program: Masters in Business Administration (M.B.A.)

Course: Introduction to Financial Products

Semester 2

Credit: 4

Course Description: Financial products can help us grow the amount of money we have to meet various financial goals. The following course introduces the terms like RBI, cash clarence etc. The aim of this course is to help students learn about any potential risks, limitations, costs as well as other characteristics of the products and acquaint them with the evolution of India's banking structure and its processes.

Unit 1:

Introduction to Corporate Finance Concepts of Corporate Finance, Capital Budgeting: Return on Investment and Corporate Financing, Overview of Capital Market, Corporate Finance and Financial Management - Scope, Relevance, Function - Investment, Financing and Dividend, Investment under Risk and Uncertainty, What is Financial Analysis, Career Opportunities, Objectives of Corporate finance-Profit Maximisation and Wealth Maximisation. Capital

Investment: Types and Factors affecting Capital Investment. Risk and Return-Correlation. Agency problem - Features and solution. What is Capital Budgeting? Basic Principles of Capital Budgeting. Time Value of Money. What is the Time Value of Money? Types of Time Value of Money. Compounding & Discounting. Return on Investment. Concept, Payback period, Net discounted present value, Internal Rate of Return, Pay back profitability index, Corporate Financing, Sources of Capital Investment, Advantages & Disadvantages of Capital Investment, Capital Structure & Working Capital, Cost of Capital

Unit 2:

Debentures, banking Products & Services, Types of Markets and Corporate FundRaising, Mutual Fund Investment and Insurance, Issue and Pricing Fixing, IPO grading – concept, purpose and procedure, Common Conditions and eligibility requirements Initial Public Offer (IPO), Follow on Public Offer (FPO), Debentures- Nature, Issue and Class, Banking Products & Services, Types of Accounts, Debit Cards & Credit Cards, Loans- Eligibility Criteria, documentation and its process, How Banks Make Money? Circulation of Money in the Indian Banking System Repo rate, Reverse Repo rate, Statutory Liquidity Ratio Rate, Cash Reserve Ratio, Corporate Fundraising, Dematerialisation of Securities, Concept, benefits and working machinery of a Depository, Various instruments of raising finance, a. Indian Depository receipts (IDR), b. American Depository Receipts (ADR), c. Global Depository receipts (GDR). Markets: Primary and Secondary Market, Introduction to Initial Public Offering (IPO), Secondary Market (Share Market, Commodity Market, FOREX), Demat Account (Eligibility, Documentation, and Charges), Mutual Fund Investment, Regulatory Authority, Types, flow, advantages and disadvantages of Mutual Funds in India, Eligibility, Documentation, and Charges, How to Invest in Mutual Funds, Insurance, What is Insurance? Types of Insurance

Unit 3:

RBI and Evolution of payment banks and its structure, Introduction to Reserve Bank of India (RBI)

Origin, history and functions of RBI, Evolution of payment banks and its structure, Evolution of India's payment system and its banking structure, Significance and objectives of payment banks, Different categories of payment banks, Public, Private, Foreign, Payment and small finance, Types of customers involved in these domains Know Your Customer (KYC) in banking, KYC in Banking, Amendment to Master Direction (MD) on KYC, Implementation of KYC in the context of Anti Money Laundering (AML), Money laundering and its various stages

Unit 4:

Banking Products and their Operations- Banking products and operations, Introduction to CASA (Current Account Saving Account), Types of account: Savings, Current, Types of deposit: Fixed deposit, Recurring, NRE/NRO services offered by banks, Different types of SA & CA, Understanding debit and credit card, Overview of safe deposit and lockers, Different modes of operation: Joint Account, ERS, Former or survivor, Change, addition and deletion of names from a joint account, Addition of Joint holder in lockers/Deletion of Secondary applicant, Cash/clearing

operations, Guidelines of RBI on cash handling by different branches, Process of cash deposit/withdrawal by customer, Understanding Cash Remittance, What are Bills of Exchange? Overview on cheque and its various categories. How is cheque different from a Demand Draft? Dishonour of cheque and its process, Cheque Truncation System (CTS), Issuance of Demand Draft (DD) and Pay Order, Foreign Exchange Services in banks, Foreign Exchange Management Act (FEMA) guidelines, Inward and outward remittance, Liberalized Remittance Scheme and its importance, Overview of foreign currency traveller's cheque, Forex cards, its types and benefits. Knowledge check

Unit 5:

Financial Products and Digital Marketing- Presentations, Digital banking and bill payment services, Various financial E-banking services and their benefits, Deep understanding on NEFT, RTGS, IMPS, ECS, Introduction to ATM (Automated Teller Machine) and its importance, Financial products and their significance, Financial and investment products in India, Different types of financial products and their management, Insurance- Meaning and Role, Role of IRDA in the insurance sector, Functions of IRDA, Guidelines of IRDA, Role of Insurance Ombudsman, Systematic Investment Plan (SIP). Systematic Investment Plan (SIP)- Types and Benefits. Understanding SEBI and its function. History and functions of SEBI. Group Presentation. Project on different kinds of Financial Products . Role Play on how to get KYC done: Steps

Course Level Outcomes:

Introduction to Financial Products (CLOs)	
CLO 1	Summarize the fundamentals of Corporate Finance
CLO 2	Define and apply the concept of Capital Budgeting
CLO 3	Explain the cost of Capital
CLO 4	Apply the concept of decision-making in financial management
CLO 5	Outline and practice standard tools of capital budgeting

Primary Resources:

1. Textbook - Prasanna, Dr Chandra: Financial Management Theory & Practice, Tata McGraw-Hill, Latest Edition. (PL) Damodaran, Aswath : Corporate Finance Theory and Practice, John Wiley and sons (Latest Edition)
2. Lesman, S.: Corporate Financial Management – Strategies for Maximizing Shareholders Wealth, John Willey & Sons.
3. Pandey, I.M. - Financial Management (Vikas)

4. Ravi M. Kishore - Financial Management (Taxmann)
5. Khan & Jain - Financial Management (TMH)

Program: Masters in Business Administration (M.B.A.)

Course: Human Resource

Semester 2

Credit: 4

Course Description: Whether you're a college student pursuing a human resource management degree, diploma, or certificate, it's critical to understand how a hiring manager should act during an interview or while recruiting new personnel. The following lesson plan teaches students how to enhance productivity in an organization to enhance the work turnover. The lesson plan has been designed to identify the human resources needs of an organization or department and evaluate the procedures and practices used for recruiting and selecting suitable employees.

Unit 1:

Introduction to Human Resources-What are Human Resources? Introduction to Human Resource Management

Major areas in HR, Role of HR

Unit 2:

Role of HRM in organizations, Managing job recruitment, selection, and promotion, Structuring manpower, Developing, promoting, and enforcing personnel policies, Promoting employee career development and job training

Providing orientation programs for new hires, Providing guidance regarding disciplinary actions, Serving as primary contact for work-site injuries or accidents

Unit 3:

Human Resource Lifecycle- Hiring from within and from outside, Attraction and selection, Employment/Employee testing, Performance Management, formal performance appraisal, Compensations, Employee benefit management

Promotion rules, Growth plan and Training and Development, Ensuring HR Policies, Post-Read Case Study – HR Role and Responsibilities in a different situation, Pre-Read – Role of HR in different organizational activities

Unit 4 :

Role of HR in Business Ethics, Employee Relations, Employment Laws in India, Roles of HR in processing complaints and addressing grievances, Project, Business ethics, Basic workplace ethics for an organization

Role of HR in business ethics, Post Read: Case study on ethical issues and HR's pitch, Need for managing employee relationship

Unit 5

Managing dynamics of employee relationship, Maintaining positive employee relations
Causes of poor employee relations, Home Assignment – Pre Read Employment Laws and Regulations of India

Different Labour Laws and Rights, Identify the applicable laws for specific situations, Identification of employee grievances, Process complaints against any sort of employee harassment, Process of handling and resolving employee grievances and complaints, Start-up in different Sector – Define the roles and responsibilities of HR

Course Level Outcomes:

Human Resource (CLOs)	
CLO 1	Explain the concept of HRM in relation to Industry
CLO 2	Recognize and demonstrate the driving forces for HRM
CLO 3	Apply the fundamentals and principles of HRM in the real-world scenarios
CLO 4	Analyze and elaborate the skills required to perform a particular job role
CLO 5	Evaluate the need to acquire right number and quality of resources

Primary Resources

1. Human Resource Management, 15e By Gary Dessler, Biju Varrkey
2. https://books.google.co.in/books?id=QDFpDwAAQBAJ&printsec=frontcover&source=gsbs_ge_summary_r&cad=0#v=onepage&q&f=false 2 Guide to HR Life Cycle
3. <https://xceed365.com/blog/2018/11/30/a-guide-to-the-hr-lifecycle/>

Program: Masters in Business Administration (M.B.A.)

Course: New Age Business Model

Semester 2

Credit: 2

Course Description: The right education and understanding of business models helps in understanding the competitive edge of the company thus providing better insights in working of the company. The business model itself is an important determinant of the profits to be made from an innovation. The following course helps students understand the key elements of a business

model and the interactions and interdependencies among the elements. It demonstrates the ability of students to evaluate, design, and recommend innovative business models for entrepreneurial new ventures or businesses experiencing significant changes in their external environments.

Unit 1:

Introduction to Business Models- Practical applications of understanding business models, Components of a Business Model, What is a Business Model? Defining the Business Model, Conceptualization, Different types of Business Models, Key elements of business model, Business Model vs Strategy, Business Plan

Case studies: successful business plan, Why study business models - context in terms of MBA learning and its use as a tool in assessment / interviews / first year of job, Structured as an informal chat with faculty / round table

Value Proposition, Market Segment, Value Chain Structure, Revenue generation and margins, Place in the value network Competitive Strategy

Unit 2:

Introduction to Finance- Revenue Model: Characteristics & Features, Finance: Nature, Function & Scope

Financial Goals, Organization of financial functions, Finance decisions by the firms

Relationship between finance and other departments of a company, Financial Modeling, Financial Modeling: Characteristics & Features, Planning your model, Fund Flow System, Finance Statements, Types of Financial Model, Shareholder Value Models, Growth Models, How to develop a revenue model, Types of revenue models

Sharing Economy Revenue Model, Hook & Bait Revenue Model, Freemium Revenue Model, Subscription revenue Model, Advertising Revenue Model, Transaction Fee Revenue Model, Affiliate Revenue Model

Unit 3:

Consumer Tech Business Model, Discuss a few consumer tech business models in India analyzing its various components. Analyze Swiggy's, Byju's, and Pharmeasy business models breaking them into various components

Do a comparative analysis - identify key similarities and differences, Identify common success factors, correlate with business and fundraising success, Identify challenges and potential threats,

Unit 4:

Central Business Models of E-commerce, Types of business models in e-commerce- Drop shipping, wholesaling & warehousing, White labeling, Subscription-based, E-shops, Emails, E-procurement

Discuss and analyze ride-sharing business models in India. Analyze the revenue sharing model for uber / revv / ola (55 mins). Present findings to panel in a 5 -minute mock case-interview pattern for a Ride Sharing Company

Unit 5:

Business Model Innovation, Business Model Patterns, Analyzing business model innovation examples from India

What is business model innovation (BMI)? Why is it relevant today? What can go wrong in BMI? Important points while doing BMI, Designing Business Models- steps of business model design. What are business model patterns? Types of business model patterns. Analyze the disruption caused by the following in their respective industries - Google or Facebook example (disrupting advertising) or Swiggy (disrupting eating-out) or Pharm easy / Practo (disrupting OPD consultations) - why, so-what?

Detailed walk through of problem definition, structuring / applying frameworks / quantitative analysis / drawing inferences

Course Level Outcomes:

New Age Business Model (CLOs)		Short Description
CLO 1	Define the purpose, role, and importance of business models	Introduction to business models
CLO 2	Describe and analyse existing business models	Analyzing various business models
CLO 3	Identify various types of revenue models that businesses follow	Innovative Revenue models
CLO 4	Evaluate, design, and recommend innovative business models for entrepreneurial new ventures	Business model innovation and design
CLO 5	Explain why is business model innovation is relevant today	Relevance of Business Model Innovation

Primary Resources

1. Textbook - Koontz Harold & Weinrich Heinz-Essentials of management- TMH, 5th Edition. Stoner, Freeman & Gilbert Jr- Management- PHI.
2. Fred Lufthansa- Organizational Behaviour- TMH, 12th edition.
3. Stephen P Robbins-Organizational Behaviour-PHI
4. V S P Rao- Managing Organization- Excel Publication.

5. Human Resource Management by PRAVEEN DURAI.
6. Human Resource Management & Industrial Relations by P SUBBA RAO

Program: Masters in Business Administration (M.B.A.)

Course: Market Research

Semester 2

Credit: 2

Course Description: This course aims to introduce the students to the need for market analysis. Focus is directed towards the use of market research, how to make it effective, choose among optional methods and finally how to interpret results. It further provides information on research that incorporates data collection methods and marketing principles.

Unit 1:

Primary Research - Questionnaire method & Designing Different Types of Questionnaire Worksheets

Unit 2:

Project Assignments Students are divided into groups of 2 each and given industry specific projects on market research. Students can initiate project work immediately. The project progress will be discussed in Ref no 25-26, followed by presentation) Worksheets PRJ-1, PRJ-2, PRJ-3, Etc till – PRJ12

Unit 3:

Emails - Emails, Feedback forms, Worksheets

Unit 4:

Cost of Primary Research, Internet Search, Published data, Data interpretation and presentation, Tabulation, Charts, Analysis, Worksheets

Unit 5:

Project Review and analysis, Presentation by Students on Project and feedback and review

course Level Outcomes:

Market Research (CLOs)	
CLO 1	Describe the need for market analysis
CLO 2	Identify and implement different types of questionnaires
CLO 3	Explain the need of data interpretation and presentation
CLO 4	Display data visually using charts and analysis
CLO 5	Present research using different types of marketing techniques

Primary Resources

1. Basic Marketing Research: Volume 1 – Handbook for Research Professionals – Scott M Smith, Gerald S Albaum
2. <http://www.bancroftinfo.com/bi11/wp-content/uploads/2014/01/AzTechCouncilTucson.pdf>

Program: Masters in Business Administration (M.B.A.)

Course: Consumer Behaviour

Semester 2

Credit: 2

Course Description: This course is structured to highlight the role of the market, consumer attitudes, and environmental factors in influencing consumer behavior. It focuses on the division of the market through the process of segmentation. Additionally, it covers psychological concepts such as motivation, learning, perception and attitude changes, and their influence on consumer decision making. Further, it analyzes the influence that socio-cultural factors such as decision-making, reference groups, and ethics have on a consumer. In a nutshell, this course is designed for students to think about the consumer they are catering to and how external and internal environmental factors affect their choices.

Unit 1:

Basics of Consumer Behavior. Who is a customer - GOD or KING? Video - Followed by trainer debrief, Importance of Customer and Customer Service, Activity - Build a Village. Trainer Debrief on -

Importance of Customer Service, Parameters of efficient Customer service. What is Consumer Behavior?

Why is Consumer Behavior important? Consumer Behavior – How decision-making process, psychological factors, group factors and marketing mix come together. What is consumer involvement? Impact of digital/internet on Consumer Behavior. Social factors, Cultural factors, Personal factors, Psychological factors, Marketing factors, Influencer, Gatekeeper, Initiator, Decider, Buyer, User

(People SMART)- Identifying different types of customers based on behaviors, Decoding customers using 3Vs

Complex Buying Behavior, Dissonance reducing buying behavior, Habitual Buying behavior, Variety seeking behavior, Video tutorial - BAD Service , Trainer led discussion , What NOT to say to the customers

Use of the HEARD technique

Unit 2:

Consumer Perception & Decision-Making, Meaning/definition of Consumer Perception, Perceptual Process - Selection, Organization and Interpretation, Perceptual Selectivity - Internal and External factors

Absolute and Differential Threshold (jnd), Positioning, Positioning techniques, Perceptual mapping, Acquisition-Transaction Utility, Perceived Quality, Price-quality relationship, Perceived risk, Need, Info Search, Evaluation of alternatives, Purchase, Post-purchase

Unit 3:

Market Segmentation, Changing pattern of Indian consumer, Consumption patterns, Organizational buying process

Factors influencing organizational buying behavior

Unit 4:

Consumer Loyalty & Satisfaction, What is consumer loyalty? Types of loyalty, Loyalty status, Loyalty circle, Post-purchase processes, Post-purchase consumer behavior, Post-purchase dissonance, Repeat purchase behavior, Relationship marketing and brand loyalty. Meaning of customer satisfaction

Factors affecting customer satisfaction, Levels of customer satisfaction, Customer retention

Customer feedback, Ensuring customer satisfaction

Unit 5:

Role Plays /Scenarios - Customer Handling & Retention, Trainer Debrief on

Soft Skills and behavioral aspects, SME/Faculty debrief on subject matter specifics

Course Level Outcomes:

Consumer Behavior (CLOs)	
CLO 1	Understand and apply the basic concepts and theories of consumer behavior
CLO 2	Comprehend the psychological and behavioral concepts that influence decisions of consumers
CLO 3	Evaluate consumer behavior through the concepts of Segmentation, Targeting, and Positioning of markets

CLO 4	Identify the cultural and ethical factors that influence consumer behavior
CLO 5	Understand the post-purchase behavior of the consumer

Primary Resources:

1. Consumer Behavior (Twelfth Edition), Pearson by Kumar Leon G., Schiffman; Joe, Wisenblit, S. Ramesh (2018)
2. Consumer Behavior - A Digital Native, First Edition, Pearson by Varsha Jain, Jagdish Sheth, et al. (2019)

Program: Masters in Business Administration (M.B.A.)

Course: Verbal and Written Communication 2

Semester 2

Credit: 2

Course Description: Writings and Communications 2 emphasizes formalized forms of communication in a business setting. Unit/ Unit/Module 2 of Writings and Communications focuses on structuring and communicating arguments more formally. It covers report writing and documents necessary for job and MBA applications like CV, cover letter, and SOPs. The course also directs focus towards helping with communication during presentations and other spaces such as nomination writing and social media.

Unit 1:

Basics of Business Communication, Business Words, Keywords, meaning, formal vs informal, Letters or inquiry
How to write emails/ letters of inquiry, Replying to inquiries, Drafting responses to inquiries, Order placement and fulfillment, How to order, communicate fulfilled orders.

Unit 2:

Critical Communication, Communicating with other stakeholders, Writing to legal agencies, government, and other stakeholders, Critical situation analysis, Analyzing diverse business situations and written etiquette.

Unit 3:

Reports and Presentations, Report writing and structuring, Basics of report writing, structuring, Detailed understanding of various components of the report, Conceptualization, design and finished presentations, oral communication

Unit 4:

CV, Cover Letters, and SOPs, Efficient and impactful CV designs, Writing personal history statements, statements of purpose, and cover letters

Unit 5:

CV, Miscellaneous, How to nominate individuals for selection, Corporate social media and efficient handling

Course Level Outcomes:

Communication Skills- Verbal And Written Communication 2(CLOs)	
CLO 1	Recognize and state the importance of formal communication in a business setting
CLO 2	Demonstrate formal communication in a business setting
CLO 3	Articulate, annotate, and critically analyze situations and reports linked to business
CLO 4	Articulate arguments and design and display concepts in a presentation
CLO 5	Structure and design formal documents for university and employment applications

Primary Resources:

1. Lesikar Raymond, Marie Flatley, Kathryn Rentz, and Neerja Pande; Business Communication; Eleventh Edition; Tata McGraw Hill Education Private Limited.
Shirley Taylor, Communication for Business, Pearson Education, New Delhi

Program: Masters in Business Administration (M.B.A.)

Course: Problem Solving and Making Decisions

Semester 2

Credit: 2

Course Description: Problem-solving skills help determine the source of a problem and find an effective solution. Students will understand the need for these processes by going through a series of case studies and discussions. The 20 Refs cover the basic, process, strategies of problem solving and help identify the barriers to effective problem solving. Each Ref outlines segments for learning through explanations of various problem solving related concepts and application of the same. The course entirely aims at making students mentally aware of the implications of problem solving in business related aspects as well as life related aspects. The blend of the two shall help students to begin their journey towards becoming effective problem solvers.

Unit 1:

Introduction to problem Solving, IDEAL Problem Solving ,What is problem solving

Why is it Important, IDEAL problem solving model

Unit 2:

Barriers to Problem Solving, Introduction to Bias, Introduction to bias: Misdiagnosis, Communication barriers, Solution Bias, Lack of Empathy, Causes of problem solving barriers

Unit 3:

Problem Solving - Process, Identifying Problems, Causes of the problems (Difference in opinions, goals, interpretation, attitude towards solving a problem, Types of problems (between teammates and two teams, within an organization and a team), Solving problems - Steps
Problem solving steps ((identify, evaluate, managing , taking decision, resolving the issue/problem)

Activity: Define the six step problem solving model in your own words and give example
Solving problems - Strategies, Problem solving strategies (competitive , accommodating, compromising, collaborative), Solving problems- Industries, Case Studies: How companies use strategies and steps to solve problems

Unit 4:

Problem Solving- Tools, Identifying problems- Tools, Strategies for identifying the root cause, 5 Why analysis
Fishbone diagram, Analyzing the problem using SWOT Analysis, Case studies - OYO and Kingfisher airlines
SCAMPER for problem solving, Create a new product and assess its relevance using SCAMPER method

Unit 5

Problem Solving and Decision Making, Self-assessment to find your decision making style, Case study: read and articulate problems faced by an organization. Problem solving for managers, Examples of problem-solving skills for managers. Case Study: Fix the process, not the problem, Approaching problems in the right way
Effective approaches to problem solving. The STARRS Method for articulating problem solving experiences during interviews

Course Level Outcomes:

Problem Solving and Making Decisions (CLOs)

CLO 1	Discuss the importance of problem solving in life and career
CLO 2	Explore various thinking styles to approach problem solving
CLO 3	Understand the different causes and barriers to effective problem solving
CLO 4	Apply effective steps, tools and techniques for business related problem solving
CLO 5	Articulate personal problem solving experiences effectively

Primary Resources:

1. Textbook - Stevenson, W. J & Ozgur, C, Introduction to Management Science with Spreadsheets, Tata McGraw Hill, Latest Edition
2. Anderson, Sweeney and Williams, Introduction to Management Science: Quantitative Approaches to Decision Making, Thomson Learning Publication.
3. Lapin Lawrence L., Quantitative Methods for Business Decisions, the Dryden Press, New York.

Program: Masters in Business Administration (M.B.A.)

Core Course: Thought Leadership 2- Creativity and Design Thinking

Semester 3

Credit: 2

Course Description: Visual thinking is a key element to a series of skills such as problem solving, creative thinking, big picture thinking and flows into a number of the faculties of the brain. One of the goals is to encourage students to observe independently and to back up their comments with evidence. With the help of mapping, such as concept maps, students will be able to see the big picture. Concept maps help piece information together based on meaningful connections. The course concludes with students being able to communicate creatively using visual media, which also aids in effective story-telling.

Unit 1:

Introduction to Visual thinking, Thinking Maps, Visual thinking and importance, Visual thinking for critical thinking

Activity: Interpreting images creatively, The Brain-Based Foundations for Thinking Maps, connect to the Eight Core Cognitive Processes

Unit 2:

Using concept maps 1, Using concept maps 2, Applying Visual Thinking, Applying Visual Thinking

Activity: Circle Map for defining in context / brainstorming

Activity: Tree Map for categorizing

Activity: Flow Map for sequencing

Activity: Multi-Flow Map for Cause / Effect

Unit 3:

Using Visual Thinking Strategies in organizations

Activity: Examine own self-understanding, choose images that represented the current selves and the future selves in the academic, physical, and social domains

Unit 4:

Visual Story-telling| Understanding metaphors in story-telling- I| Understanding metaphors in story-telling- II| Introduction to Digital Storytelling|Using digital resources for story-telling|Applying digital story-telling

What are metaphors

Using metaphors in story-telling

8 metaphors of organization

Activity: Narrate your career vision and story using metaphors

Unit 5:

Phases of storytelling,Six steps of digital story-telling,Introduction to storyboarding

Locating resources for story boarding, Picture Your Career: Visualize & Plan Your Career Path

Course Level Outcomes:

Thought Leadership 2- Creativity and Design Thinking (CLOs)	
CLO 1	Distinguish and demonstrate an understanding of visual and critical thinking
CLO 2	Understand and explain maps
CLO 3	Visualize maps on VTS
CLO 4	Interpret and analyze images in a creative and critical manner
CLO 5	Formulate and state links in between images and stories and metaphors

Primary Resources

1. Organizational Behavior by Robbins, Judge, and Vohra, 18th Edition (2018)
2. Essentials of Organizational Behavior | Fourteenth Edition | By Pearson. Robbins & Judge (2019)

Program: Masters in Business Administration (M.B.A.)

Core Course: Stress and Conflict Management

Semester 3

Credit: 2

Course Description: This course provides the meaning, application, and benefits of achieving work-life balance through training in managing the 6 components (self, time, stress, change, technology, leisure management) of work-life balance.

Unit 1:

Balance- Why is it important? Meaning of Being Productive, Discussion upon the personal meaning and benefits of achieving balance, signs and effects of unbalanced life. Followed by a self-assessment to approx. assess the time spent on every life role presently and reflect upon what changes need to be made in life to spend time in a way that brings greater satisfaction. Case studies to help understand the types and styles of being productive (Pareto's 80/20 Principle) Tools to measure individual productivity. Understanding what turbocharges productivity. Work life balance strategy worksheet.

Unit 2:

Change management, Kinds of changes (work for home and office etc) Setting up the workspace The decision to Change specific Behaviors And Attitudes, Establishing and maintaining boundaries

Unit 3:

Time management, Self-Assessment of tasks, time and purpose , Aligning your goals with life's purpose (smart goals) Prioritizing Your Goals daily. Detecting Time Wasters of life

Unit 4:

Stress management, Breaking the negative stress cycle, Managing stress at work, Leaving stress at where it belongs Stress and the ways to cope with it, The art of Delegation

Unit 5:

Technology management Leisure Management, Self management| Conflict Management, Turning off from technology. Dealing with constant distractions. Mobile apps to help with tracking work life balance. Importance of Taking ME time. Handling Burnout: Physical and Mental Learning to say NO. Exercise for the body and mind
Scheduling, planning, and sticking to the day's plan. Why does Conflict happen? Cost of Conflict
Levels of Conflict
Conflict Management Style Resolving Conflict

Course Level Outcomes:

Stress and Conflict Management (CLOs)	
CLO 1	Recognize and articulate the signs of an unbalanced life and impact on individual productivity levels

CLO 2	Use planning and goal setting to enhance productivity
CLO 3	Explore and apply effective techniques to manage stress
CLO 4	Develop work-life balance strategies to promote self-growth
CLO 5	Integrate methods to manage and track work-life balance through mobile applications

Primary Resources

1. The Work-Life Balance Myth
2. Rethinking Your Optimal Balance for Success by David J. McNeff

Program: Masters in Business Administration (M.B.A.)

Core Course: Business Law

Semester 4

Credit: 2

Course Description: This course is to make a student of business management understand the principles and concepts of law relevant to efficient functioning of business. This includes formation of contracts; rights and obligations arising from contracts; special forms of contracts; law dealing with formation and functioning of companies; law relating to partnership; law relating to intellectual property rights; competition law; consumer protection law.

Unit 1:

Introduction to Law, Relevance of Business laws for Managers, Introduction to Indian Legal System

Unit 2:

Legal Aspects of Contract, Essentials of Formation of a Contract, Breach of Contract, Termination and Damages

Contracting with Government Indemnity, Guarantee, Agency

Unit 3:

Legal Aspects of Business Organizations, Limited Liability Partnership (LLP), Characteristics of Partnership, Nature of LLP Formation of LLP

Unit 4

Company Law, Characteristic of a Company, Memorandum & Articles of Association, Doctrines of: Ultra Vires, Constructive Notice & Indoor Management, Importance of Independent Directors, Meetings and Resolutions, Insolvency of a Corporate Body, Emerging Areas in Business law

Unit 5

Law Relating to Intellectual Property Rights, Alternate Dispute Resolution, Business Leadership and Law

Course Level Outcomes:

Business Law (CLOs)	
CLO 1	Familiarizing with various legal aspects of business.
CLO 2	Understanding ever changing procedures & practices in the field of Law in a comprehensive way.
CLO 3	Providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique

Primary Resources:

1. Textbook - Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
Farnando, Muraleedharan & Sateesh Business Ethics : An Indian Perspective | Third Edition | By Pearson
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7 th Edition).
4. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
5. Durga Das Basu- Constitution of India (Prentice Hall of India)

Program: Masters in Business Administration (M.B.A.)

Core Course: Government & Business

Semester 4

Credit: 2

Course Description: Government and Business Policy is a 15 hour course, which emphasizes on the importance of public policy and policy documenting in business. The course incorporates extensive policy changing frameworks such as Kingdon's and Punctuated equilibrium framework. The curriculum also highlights the various case studies of unethical policy making practices, Insolvency Code, and bureaucratic practices in business.

Course Level Outcomes:

Government and Business (CLOs)	
CLO 1	Understand and explain the implications of policy documents in business
CLO 2	Identify and state the nexus between public policy and businesses
CLO 3	Distinguish and apply different theoretical frameworks in public policy
CLO 4	Create public policies after understanding various business-related concepts
CLO 5	Demonstrate an understanding of the linkages between bureaucracy and public policy

Unit 1:

Introduction, Rise of public policy in businesses, Why must businesses understand policymaking?

Unit 2:

Frameworks of Policy Change, Kingdon's framework, John Kingdon's multiple streams frameworks, Punctuated equilibrium framework, Baumgartner and Jones framework of punctuated equilibrium

Unit 3:

Public policy and business interaction, Rent-Seeking

What is rent-seeking and why is it important for business students to understand it? Public Procurement

How govt purchases from private parties and what are its problems. Lobbying, Amazon case study, Lobbying

Facebook case study, Consultants in policymaking

Understanding the phenomenon of the rising of consultants in policymaking: government work being done by consultants in India

Unit 4:

Understanding some policy frameworks, IT Rules 2021, Understanding a policy document and its implication

NEP 2020, Understanding a policy document and its implication, Insolvency Code, Case study (Essar bankruptcy and Insolvency Code)

Unit 5:

Informality in bureaucracy, Bureaucrats and businesses, Reliance's failed takeover of L&T, Informal relations in business and govt. Independent directors

Primary Resources:

1. Text book - All topics in this course can be done from the Core-Economy Web-based resource, the e-book is here.

Program: Masters in Business Administration (M.B.A.)

Core Course: Entrepreneurship

Semester 4

Credit: 2

Course Description: Entrepreneurship is a 20 hour course aimed at introducing students to the key steps that makes one a successful entrepreneur. The course incorporates entrepreneurial concepts and the methods that are integral to implementing them. The curriculum also covers the steps that go into making a business plan. Moreover, it takes a dive into the development of this concept in a country like India using engaging case studies to further analyze their respective successes and failures.

Course Level Outcomes:

Entrepreneurship (CLOs)	
CLO 1	Describe the underlying principles of entrepreneurship.
CLO 2	Identify and implement appropriate strategies and techniques to be a successful entrepreneur.
CLO 3	Draw an apt business plan to start a new venture.
CLO 4	Identify and learn the scope of entrepreneurship in India.
CLO 5	Demonstrate an ability to engage in critical thinking.

Unit 1:

Overview of entrepreneurship, Introduction, Entrepreneurship: Meaning, Nature & Scope Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. Characteristics and qualities of a successful entrepreneur. Case study. Entrepreneurship And Society. What is Consumer Behavior? The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development. Theories of Entrepreneurship. Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur

Unit 2:

Starting a new Venture, Creating And Starting The Venture, New Venture Development: Meaning and Stages, Sources of new Ideas, Methods of generating ideas, Creating problem solving, Product planning and development process. Nature and scope of Business plan. Writing Business Plan. Marketing plan, financial plan, and the organizational plan. Launching formalities. Activity for the student related to starting a new business

Unit 3:

Finance and Entrepreneurship, Financing And Managing New Ventures, Sources of Financing Entrepreneurship. Record keeping, Advantages Disadvantages Limitations Motivating and Leading Teams Video - Followed by trainer debrief Marketing Control. Sales Control. E-commerce and Entrepreneurship Activity. New Venture Expansion Strategies And Issues. Features and evaluation of joint ventures Acquisitions, Merges, Public issues, rights issues, bonus issues Stock splits

Unit 4:

Industrial And Organizational Support To Entrepreneurship, Evaluation of Role of Government. Role of Non Government Agencies in Promoting Entrepreneurship in India. Role of Directorate of Industries. District Industries, Centers (DICs). Industrial Development Corporation (IDC). State Financial corporation (SFCs). Commercial banks Small Scale Industries Development Corporations (SSIDCs). Khadi and village Industries Commission (KVIC). National Small Industries Corporation (NSIC). Small Industries Development Bank of India (SIDBI)

Unit 5:

Entrepreneurship In India, Entrepreneurial Strategies and Business Plan, What makes a business successful? Future of Entrepreneurship in general, Future of Entrepreneurship in India

Primary Resources:

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1. Ten types of innovation: the discipline of building breakthroughs by Larry Keeley
 2. Harvard Business Review Entrepreneur's Handbook: Everything You Need to Launch and Grow
-

Program: Masters in Business Administration (M.B.A.)

Core Course: Building Presence

Semester 4

Credit: 2

Course Description: A 20-hour course designed for students to learn how to master their CVs, interviews, group discussions with common complex, difficult questions. This course will help students to communicate effectively while handling different asks of the customer in a customer Life Cycle which is aligned to companies policies and procedures

Course Level Outcomes:

Building Presence (CLOs)	
CLO 1	To enhance awareness and increase understanding what an interview entails and its importance in the hiring process.
CLO 2	State the different types of Interviews and techniques to handle them.
CLO 3	Provide the student with an in-depth comprehension on the different kinds of questions that consist of a recruiter's question bank.
CLO 4	Provide a framework of simulations to prepare for the interviews - Mocks

Unit 1 :

Introduction and contextualization, Mastering your CV, Build students CV, Gauge the CV's and frame questions based on the CV received, Mastering Interview, Mocks by internal and external, Audios, Mastering Group Discussions
Simulate Group Discussions, Collaborations, Team work, Awareness on current topics (20 Group Discussions)
Mastering your Professional Brand, Grooming, Dressing, Body Language, Postures, Gestures
Mastering expectations, EI, Attitude, self motivation, handling conflicts , Leadership styles

Unit 2:

Mastering Competencies to succeed, Communicating effectively, Clarity, Confidence, Respect, Empathy, Listening, Verbal communication, Non-verbal communication, Constructive feedback, Friendliness, Barriers to communication, Problem solving and Decision Making, Presenting your solutions - Flow of thoughts, Critical Thinking.

Unit 3

Conflict management, Delegation, Listening, Active listening, Collaboration, Cooperation, Coordination, Idea exchange, Mediation, Negotiating Critical Thinking/ Problem Solving, Planning and Prioritization, Planning, Decision-making, Calmness, Open-mindedness, Analysis, Logical reasoning,

Initiative, Persistence, Observation, Persuasion, Negotiation, Brainstorming, Stress management, Coping. Time Management
 Prioritizing, scheduling time, dealing with procrastination. Interpersonal Skills - Transactional Analysis - Parent/Adult/Child states Leadership
 Richard & Mouton management grid and leadership styles, Coaching and feedback Interpersonal Skills

Unit 4 :

Mastering Customers

Mastering Customers, Enable the students to handle different asks of the customer in a customer Life Cycle which is aligned to companies policies and procedures Steps-understand needs, Empathy , being proactive, Handle QRC, Objection Handling, opportunity to negotiate and persuade, get customer onboard- KYC

Unit 5:

Mastering Business Ethics Mastering Business Ethics, Work Ethics, Responsibility, Discipline, Initiative, Dependability, Commitment, Self-motivated, Professionalism, Teamwork, Time-management.

Program: Masters in Business Administration (M.B.A.)

Core Course: Strategic Thinking and Leadership

Semester 4

Credit: 2

Course Description: This course is structured to highlight the importance of strategy thinking and planning. This subject specifically looks at the role of leaders in creating a positive environment. In a nutshell, it provides for an in-depth understanding of conduct, which is essential to laying the foundation of a productive company.

Course Level Outcomes:

Strategic Thinking and Leadership (CLOs)	
CLO 1	Apply decision-making decision making modern organizationalls used in organizational decision making
CLO 2	Explore, think, and state of strategies like a manager
CLO 3	Recognize and articulateIdentify good and bad decision making practices
CLO 4	Use risk management tools to effectively identify risks
CLO 5	Identifying risks using risk management tools

Unit 1:

Understanding Strategy, Strategy- Definition and Features, Strategic thinking Elements of Strategy

Unit 2:

Strategic planning, Strategic Process I, (Vision and Mission Statements), SWOT Analysis, Strategic Process II , (Objectives, Strategies, Action Plans),

Unit 3

Measuring Performance, Strategic Process III

Unit 4:

Decision Making Types of decisions in management. Decision making frameworks. Decision making tools.

Unit 5

Introduction to AHP

Primary Resources

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1. The Decision Book – 50 Models for Strategic Thinking by Mikael Krogerus
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Program: Masters in Business Administration (M.B.A.)

Core Course: Workplace Dynamics and Ethics

Semester 4

Credit: 2

Course Description: Workplace dynamics and ethics is a 20-hour program, which aims at introducing the students to the workings of corporate governance and the role that ethics plays in all of this. The Unit/Module incorporates Indian and international frameworks of governance and their respective failures. It also highlights the development of whistle blowing in a country like India and social responsibilities that corporations must inculcate in their policy work. This course consists of various national and international case studies, which emphasise on various ethical issues such as sexual harassment, lobbying, investment fraud and corruption.

Course Level Outcomes:

Workplace Dynamics and Ethics (CLOs)

CLO 1	Demonstrate an understanding of the models and concepts related to ethics and corporate governance
CLO 2	Understand and apply the knowledge of Corporate Social Responsibilities to create CSR related policies
CLO 3	Identify and state key concepts of ethics and corporate governance in case studies
CLO 4	Recognize and propose solutions for ethical issues in a corporate setting
CLO 5	Study and comprehend the various international perspectives on corporate governance

Unit 1:

Conceptual Framework Of Corporate Governance, Overview: Corporate Governance, Overview: Ethics, Ethics and Corporate governance

Unit 2:

Corporate Governance framework in India, Corporate boards, Corporate Governance in India

Unit 3:

International Perspective on Corporate Governance, Corporate Governance in the international setting

Unit 4:

Major Corporate Governance failures, International setting, National setting

Unit 5:

Whistle –blowing and corporate Governance| Corporate Social responsibility (CSR)| Ethics and business. What is whistle-blowing? Policy and India. What is CSR? CSR and CG Relationship? When do you get unethical in business? Finance and Ethics. Ethics in investing. Enron: Case study. Ethics and IT. Case study. 2G Corruption/ Coal scam. Naresh Goyal (Jet). Nirav Modi

Primary Resources:

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1. The Power of Ethics: How to Make Good Choices in a Complicated World by Susan Liautaud
-

Electives Semester 3 and 4

Program: Masters in Business Administration (M.B.A.)
 Elective Course 1: Marketing Management - Brand Management

Semester 3

Credit: 4

Course Description: This 30-hours brand management course will enable students to have a practical approach towards understanding of Brand image and its Value. They will be able to comprehend different types of brand, apply and decipher practical aspects of BCG matrix and model buying behavior.

Course Level Outcomes:

Brand Management (CLOs)	
CLO 1	Describe Brand equity and brand management process
CLO 2	Explain important terms- brand loyalty, co- branding & brand positioning
CLO 3	Identify factors that create brand identity
CLO 4	Apply and decipher practical aspect of BCG matrix
CLO 5	Apply the Model Buying behavior

Unit 1:

Basics and Essentials of a Brand Management, Needs, Wants and Demand (Role for a Marketer) Activity. Segmentation-How to segment markets (Geographic, Demographic, Behavioral, Psychographic) Behavioral, Evaluation of Market Segments Targeting (Identifying target markets to enter) Activity Quiz. Positioning (Frame of reference, point of difference, reason to believe). Activity, Quiz, Videos, Case Study

Unit 2:

Understanding Branding Concept, What is Branding? Characteristics of a brand, Main concepts of branding, Brand concepts in real-life setting. Activity Quiz.

Elements of a brand (Name, Logo, Theme Line, Shape, Graphics, Color, Sound/Jingle) Key terms & concepts in brand management (viz. Brand Identity, Brand Image, Brand Personality, Brand Equity, Brand Experience, Brand Architecture, Line Extension

Category Extension, Brand Ambassador, Strategic Business Unit, SWOT etc.) Activity, Quiz, Case Study

Unit 3:

Growth and Competition, Market Share, Share of Voice vs. Share of Market, Volume & Value Share, Market Penetration, Penetration vs Share, Follower, Differentiator and Innovator Strategy, Activity, Quiz

Unit 4:

BCG Matrix, Components of BCG Matrix, Quadrants of BCG Matrix, Applications of BCG Matrix, Buyers Characteristics. Buyers Decision Process. Activity Case Study

Unit 5:

Media, Presentation and Mock Interviews

Media Management-different forms of media, uses of each media vehicle and comparisons. Mass vs. Niche. Key media terms

Media and Creative agencies – their types, roles, and characteristics,

Quiz, Activity Presentation and Mock Interviews

Primary Resources:

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1. Text book Philip Kotler-Agnihotri: Principle of marketing 13 e, Pearson Education Rajan Saxena: Marketing Management, Tata McGraw Hill
 2. U.C. Mathur, Product and Brand Management, Excel Books, New Delhi.
 3. Harsh V. Verma, Brand Management, Excel Books, New Delhi.Tapan
 4. K. Panda, Building Brands in the Indian Market, Excel Books, New Delhi.
 5. Kapferer, Strategic Brand Management, Kogan Page, New Delhi
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Program: Masters in Business Administration (M.B.A.)

Elective Course 1: Marketing Management: Creating and Managing New Businesses in Emerging Market
Semester 3
Credit: 4

Course Description: This course will explore the range and diversity of existing perspectives about business models and the tools of analysis essential to their understanding. We will learn to analyze and evaluate existing business models and pursue a logical and internally consistent approach to the choice and/or development of an appropriate business model for a new enterprise. The

application of the course frameworks, tools and techniques will be illustrated with case studies and evaluated in a semester project involving the development of an innovative business model for an entrepreneurial venture.

Course Level Outcomes:

Creating and Managing New Businesses in Emerging Market (CLOs)	
CLO 1	Explain various business models used in the digital environment
CLO 2	Differentiate between the seemingly same e-commerce websites
CLO 3	Explain consumer interaction on e-commerce platforms
CLO 4	Assess marketing strategies adopted by various businesses
CLO 5	Analyze divergent business strategies incorporated by various businesses using case studies

Unit 1:

Business Model Basics. What is a Business Model? Defining the Business Model. Conceptualization

Different types of Business Models. Evolution of the Internet Business Model. Practical applications of understanding business models. Why study business models - context in terms of MBA learning and its use as a tool in assessment / interviews / first year of job. Structured as an informal chat with faculty / round table. Value Proposition. Market Segment. Value Chain Structure. Revenue generation and margins. Place in the value network. Competitive Strategy. Revenue Models. Shareholder Value Models. Growth Models. How to develop a revenue model. Discuss a few consumer tech business models in India analyzing its various components. Analyze Swiggy's, Byju's, and Pharmeasy business models breaking them into various components. Do a comparative analysis - identify key similarities and differences. Identify common success factors, correlate with business and fundraising success. Identify challenges and potential threats. Present a one-slide case study on the above (groups of 5)

Unit 2:

Revenue Models and E-Commerce, Types of business models in e-commerce and consumer technology, Drop Shipping, Wholesaling and Warehousing, White labeling, Subscription-based, E-shops E-malls. E-procurement E-Commerce Revenue Models. Types of revenue models Sharing Economy Revenue Model Hook & Bait Revenue Model Freemium Revenue Model Subscription revenue Model Advertising Revenue Model Transaction Fee Revenue Model Affiliate Revenue Model Discuss and analyze ride-sharing business models in India Analyze the revenue sharing

model for uber / revv / ola (55 mins) Present findings to panel in a 5 -minute mock case-interview pattern for a Ride Sharing Company

Unit 3:

Business Model Innovation and Design, Business Model Innovation. What is business model innovation (BMI)? Why is it relevant today? What can go wrong in BMI? Important points while doing BMI Examples Business Model Innovation loop Designing Business Models

3 steps of business model design

Technique 1 – Customer’s Insight Technique 2 – Ideation Technique 3 – Visual Thinking Technique 4 – Prototyping Technique 5 – Storytelling Technique 6 - Scenarios Business Model Patterns What are business model patterns Types of business model patterns Unbundling Business Model The Long Tail Multi-sided Platforms FREE as a Business Model Open Business Models. Analyzing business model innovation examples from India

Analyze the disruption caused by the following in their respective industries - Google or Facebook example (disrupting advertising) or Swiggy (disrupting eating-out) or Pharmeasy / Practo (disrupting OPD consultations) - why, so-what?

Detailed walk through of problem definition, structuring / applying frameworks / quantitative analysis / drawing inferences Capping New Age Business Models - problem solving session Discuss the driving factors and implications of these discussions as a group-problem-solving session under guidance of your instructor (continuing from previous session)

Unit 4:

Real Cases and Examples, Make My Trip Business & Revenue Model, Preread, Discussion, Solution, Amazon Business & Revenue Model, Preread, Discussion, Solution GoDaddy Business & Revenue Model. Preread, Discussion, Solution. Educomp Business Model. Preread. Discussion. Solution. Big Bazaar Business & Revenue Model. Preread. Discussion Solution

Unit 5

Milk Basket Business & Revenue Model Preread Discussion Solution Reliance Jio Business & Revenue Model Preread Discussion Solution

Zara Business Model, Preread, Discussion, Solution

Primary Resources:

1. Text book - Annabeth Aagaard - Digital Business Models Driving Transformation and Innovation, Palgrave Macmillan Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer
 2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
 3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education
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Program: Masters in Business Administration (M.B.A.)
 Elective Course 1: Marketing Management: Marketing Analytics
 Semester 3
 Credit: 4

Course Description: This marketing analytics course is designed to make students get an in-depth understanding of how to formulate a robust social media strategy. It will provide several tools and frameworks to enable students to manage social media for businesses and focus on the following social media platforms - Facebook, LinkedIn, Twitter, Pinterest and Youtube.

Course Level Outcomes:

Marketing Analytics (CLOs)	
CLO 1	Explain the concept of market sizing
CLO 2	Explain sizing of the market and its practical applications.
CLO 3	Define terms associated to market sizing and calculate the market size
CLO 4	Identify factors that affect market sizing and explore their interconnectedness
CLO 5	Apply Market sizing approaches

Unit 1:

Introduction to Market sizing Introduction, Introduction to Marketing Sizing, Important technologies, How we determine Market Sizing, Data Collection and its types, Importance, Impact, Role of Market Size

Unit 2:

Interlinked Concepts Affecting Market Sizing, Market Sizing Market Penetration, and its strategies

Unit 3

Market Share and its calculation, Market Potential, and its Importance

Unit 4:

Final Outcomes by Approaches- Approaches, Approach of Market Sizing, Top Down Approach, Bottom-Up Approach, Competition Analysis Approach

Unit 5

Golden Rule of Market Sizing

Primary Resources:

1. Text book - Philip Kotler-Agnihotri: Principle of Marketing 13 e, Pearson Education. Rajan Saxena: Marketing Management, Tata McGraw Hill.
2. Ramaswamy V.S. and Namkumari S- marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition)
3. R Kumar& Goel- Marketing Management (UDH Publishers, edition 2013)
4. Tapan Panda: Marketing Management (ExcelBooks)
5. Stanton William J- Fundamentals of Marketing (TATA Mc Graw Hill)
6. Eztel M.J., Walker B.J. and Stanton William J- Marketing concepts & Cases special Indian edition (Tata McGraw Hill)

Program: Masters in Business Administration (M.B.A.)

Elective Course 1: Marketing Management - International Marketing
Semester 4
Credit: 4

Course Description:

Course Level Outcomes:

International Marketing (CLOs)		Short Description
CLO 1	Evaluate management concepts focused on international marketing	International marketing and management
CLO 2	Develop international marketing strategies for consumer products, industrial products, and services firms	Drafting international marketing strategies

CLO 3	Evaluate appropriate ways of entering a foreign market	Entering new foreign markets
CLO 4	Identify and implement appropriate international marketing strategy using pricing and distribution methods	Implementing International marketing strategies
CLO 5	Apply international marketing negotiations strategies	Negotiations in international marketing

Unit 1:

Introductions - World Wide Web

Unit 2

Introduction to SEO, How search engine works

Unit 3:

Research and Analysis, SEO Research and Analysis, On Site and Off Site Optimization, Content Optimization, Google Analytics

Unit 4:

Tools- Website Analytics, SEO Tools/Google Tools, Demand of SEO in Market

Unit 5:

Case Studies- Business Case studies and simulations

References:

1. Jacqui Carrel : Search Engine Optimisation
2. Aaron Matthew Wall : Search Engine Optimization
3. Eric Enge, Stephan Spencer, and Jessie C. Stricchiola : The Art of SEO Mastering Search Engine Optimization, O'Reilly

Program: Masters in Business Administration (M.B.A.)
Elective Course 2 : Digital Marketing - Website Planning, SEO and SEM
Semester 3
Credit: 4

Course Description: This digital marketing course aims to make the students understand Website Planning, SEO, and SEM from basic to advanced level from a business point of view. This course will also enable them to analyze the aspects involved in SEO and how it can be used as a critical tool in planning a digital marketing strategy.

Course Level Outcomes:

Website Planning, SEO, and SEM (CLOs)	
CLO 1	Use the World wide web proficiently
CLO 2	Track and analyze SEO results
CLO 3	Use Google analytics to enhance online visibility
CLO 4	Use social media platforms to increase business
CLO 5	Create engagement plans to increase digital presence

Unit 1:

All about WWW, What is WWW? What is a website? Website Glossary. Clients and servers. Working on a website

Unit 2:

Types of Website Types of Website, Components of a website, Website Designing Tips, Website Creation, Examples, of a good website, Web Navigation, CMS Platforms, Domain & Hosting, Website content, Wireframe & Prototype, Difference between Wireframe & Prototype, Guidelines to create wireframe

Unit 3:

Website designing| Building a Website. How to design a website. Website planning process. Case Studies. Website. planning strategies. Technologies required to build a website. Skills required to build a Website. Types of Templates. Types of Layouts

Unit 4:

Publishing a website| Web Development How to publish a website Tips to publish a website Important things to consider while publishing a website Layers of Web Design Programming languages.

Unit 5:

Introduction to Search engines Activity Sessions. What is a search engine working of search engines Search engines algorithm. SEO & SEM. Schema. Technical SEO. Different SEO techniques- Black hat & White Hat. SEO tips
 Publishing a blog. Creating a blog on WordPress to create content. On-page & Off-page. Performing on-page & off-page SEO. Directory Submission. Performing Keyword research using Google Keyword Planner. Learning how to optimize content Optimization Tips Using Yoast SEO plugin Mobile SEO SEO & Creativity SEO strategies SEO tools Competitive analysis SEO process Strategic planning SEO success SEO Plug-ins SEO audits Case Studies.

Primary Resources:

1. Text book Jacqui Carrel : Search Engine Optimisation Aaron Matthew Wall : Search Engine Optimization
2. Eric Enge, Stephan Spencer, and Jessie C. Stricchiola : The Art of SEO Mastering Search Engine Optimization, O'Reilly

Program: Masters in Business Administration (M.B.A.)
 Elective Course 2 : Digital Marketing - Social Media Marketing
 Semester 3
 Credit: 4

Course Description: This digital marketing course aims to make the students understand social media marketing and digital marketing channels from industry point of view. The course also showcases the various digital marketing channels through industry examples to get hands-on experience.

Course Level Outcomes:

Social Media Marketing (CLOs)		Short Description
CLO 1	Identify and incorporate best social media practices into marketing campaign	Social media and marketing campaigns
CLO 2	Create professional social accounts and manage them proficiently to build brand image	Building brand image on social media
CLO 3	Analyze the difference between Brand awareness versus intent to buy	Brand awareness v/s. Intent to buy
CLO 4	Create content for online marketing and apply strategies to increase digital visibility	Increasing online visibility using engaging content
CLO 5	Analyze social sentiment and designing appropriate online	Designing online

	advertisement	advertisement
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Unit 1:

What is Social Media?

Understanding the Existing social media paradigms & psychology, How social media marketing is different from other forms of Internet marketing, Marketing on Social network websites, What is Viral marketing & its importance.

Unit 2:

Understanding Facebook Marketing, Facebook Glossary, Facebook Fan Page vs Profile vs Group, Creating Facebook Page, Uploading content & invitation, Adding Facebook plugins in Website, Creating External tabs in Facebook Page Exercise on Fan page wall Posting, Increasing fans on fan page, How to do marketing on a fan page (with Examples), Fan Engagement, Important apps to do fan page marketing, Facebook Advertising, Best practices for Facebook advertising, Facebook Marketing tips, Understanding Facebook best practices learn the lingo, Understanding Edgerank and art of engagement, Case Studies, Most Engaging page of Facebook, Using 3rd Party applications on Facebook Facebook Analytics - (Free Paid) Creating Facebook advertising Campaign

Targeting in Ad Campaigns Payment Unit/Module - CPC vs CPM vs CPA Setting up Conversion tracking Using the Power Editor tool for adv. Advance Facebook advertising using tools

Unit 3:

Understanding Linkedin Marketing, What is Linkedin? Understanding Linkedin Company profile vs Individuals Profiles

Marketing on Linkedin groups. Understanding Linkedin Groups. How to do marketing on Linkedin Groups? Linkedin Advertising and its best Practices. Increasing ROI from Linkedin ads

Unit 4:

Understanding Twitter Marketing, Understanding Twitter, Tools to listen & Measure influence on Twitter: TweetDeck, Klout, Peerindex How to Marketing on Twitter? Black Hat techniques of Twitter Marketing Advertising on Twitter Case Studies on Twitter Marketing Tools for Twitter Marketing

Unit 5:

Understanding Video Campaigns- Understanding Video Campaign, Creating 1st Video Campaign, Importance of Video Marketing, Benefits of Video Marketing, Uploading videos on Video marketing websites

Using Youtube for Business, Developing youtube video marketing strategy, Bringing visitors from youtube videos to your website. Creating Video ADgroups Targeting Options Understanding Bid Strategy.

Primary Resources:

1. Text book - JAB JAB Right Hook by Gary Vanerchuk / Handbook of Social Media Management by Mike Friedrichsen / Social Media Marketing by Dave Evans
2. The socialmediahat.com / marketingzen.com http://www.kiddycuts.com.au/wp-content/uploads/2016/09/Jab-Jab-Jab-Right-Hook_-How-Vaynerchuk-Gary.pdf
<https://www.mayerbrown.com/files/Event/191afec0-ce49-4413-9119-66d8161c3a88/Presentation/EventAttachment/a9ff12da-a2e2-4500-85b6-df43bcfd119d/140310-SocialMedia-PresentationMaterials.PDF>

Program: Masters in Business Administration (M.B.A.)
Elective Course 2 : Digital Marketing - EMail Marketing- ORM, Email
Semester 4
Credit: 4

Course Description: This digital marketing course aims to make the students understand Digital Marketing from an industry point of view. It will also enable students to relate all the digital marketing in and around them with the basic concepts. With this course, they will also learn the role of Facebook, Google Ad words, YouTube and Email in digital marketing and make use of them for carrying out digital marketing of real life products.

Course Level Outcomes:

Email Marketing - ORM, Email (CLOs)	
CLO 1	Explain the role of social media in digital marketing
CLO 2	Identify and use various social media platforms that are commonly used for product promotion
CLO 3	Illustrate the use of social media in various contexts of Digital Marketing.
CLO 4	Design digital media campaigns across various platforms
CLO 5	Create appropriate content for effective social media campaigns.

Unit 1:

What is Email Marketing? How is it Different from Other Marketing Methods? Examples of Various Types of Email Marketing Campaigns. Ways of Building Marketing through Email. Effectiveness of Marketing through Email

Types of Emails, The Welcome Email Series, The Standard Promotional Campaign, The Seasonal Campaign, The Triggered Email Series, The Post-Purchase Drip, The Connect-Via-Social Campaign, The Newsletter, The Cart Abandonment Campaign, The Re-Engagement Campaign

Unit 2:

How Email System Works Select a Tool for Email Marketing , Build a Plan for Email Marketing, Create and Grow your List of Emails, Setup Tasks for Automation, Track and Improve the Efficiency of Campaigns, Clean Up your Email Lists Periodically, Types of Email Protocols, POP3, IMAP, and SMTP, Working of each Protocol

Unit 3:

How Bulk Email Marketing Works? Identify Your Target Audience, Concentrate on the Perks, Be Fast and to the Point

Offer Exclusive Discounts, Disclose the Deadlines, Provide Channels of Communication, Types of Bulk Emails

Legitimate Bulk Emails, Unsolicited Bulk Emails, Measures to Avoid Spamming While Sending Bulk Emails, Bulk Email Marketing Best Practices, Bulk Email Marketing Examples

Unit 4:

What is Database? What is Database? Ways to Generate Database. What is Permission-based Marketing or Opt-in Marketing? Types of Opt-in Database Case Studies Examples Assignment

Unit 5:

CAN-SPAM Marketing|Marketing Automation, Social Media Marketing, What is CAN-SPAM Marketing? Importance of CAN-SPAM Marketing in Email Marketing. Reporting & Analysis. Marketing Automation

How to Develop Automated Marketing? Tips for Effective Automated Marketing, Sending Automated Messages Across Web, Social Media, & Media, Facebook Instagram, Google Ads, YouTube, LinkedIn, Ad exchange: Taboola and InMobi, TikTok, Introduction, Case Study, Create an Email for Marketing a Particular Product on the Basis of your Target Audience

Primary Resources:

1. Text book - Fundamentals of Digital Marketing, Puneet Bhatia Dan Zarrella, The Social Media Marketing Book, O'Reilly Media; 1 edition, 2009 Tim Kitchen, Tashmeem Mirza, Profitable Social Media Marketing: Growing your business using Facebook, Twitter, Google+, LinkedIn and more, Exposure Publishing; 1 edition, 2013

2. Liana Li Evans, Social Media Marketing : Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Press; First edition, 2010 Barker, Social Media Marketing: A Strategic Approach, Cengage; 01 edition, 2013

Program: Masters in Business Administration (M.B.A.)

Elective Course 2 : Digital Marketing - Marketing Data Tools and Techniques

Semester 3

Credit: 4

Course Description: This digital marketing course aims to make the students understand social media marketing and digital marketing channels from industry point of view. The course also showcases the various digital marketing channels through industry examples to get hands-on experience.

Course Level Outcomes:

Marketing Data Tools and Techniques (CLOs)	
CLO 1	Articulate the value of integrating digital marketing with overall marketing strategy
CLO 2	Use computation and data management techniques in marketing analytics
CLO 3	Identify problems arising on the marketing front and formulate hypothesis
CLO 4	Use appropriate methodologies and research tools to test assumptions and hypothesis
CLO 5	Apply appropriate software in developing marketing analytics solutions

Unit 1:

Introduction Data Collection, Market Research and Analysis

Unit 2 :

Regression, Foundations and Simple Linear Regression, Multiple Linear Regression, Model Building

Unit3

Conjoint Analysis, Assess Approaches and Interpret Study Results Introduction, Regression and Errors

Multiple Variables, Using Multiple Variables, Multiple Regressions: Understanding What Drives Pricing

Binary Regression, Segmentation and Cluster Analysis, Factor Analysis, Conjoint Analysis

Unit 4:

Social Media Analytics, Social Media Analytics, Social Media Metrics Refresher
Setting Goals, Objectives, and Benchmarks

Unit 5

Measurement and Attribution Across the Customer Journey, Using Excel to Analyze Data,
Drawing Meaningful Insights, Examining Case Studies

Reference:

1. Mathew Ganis, Avinash Koivrkar, Social Media Analytics
2. Jim Sterne, Social Media Metrics, Wiley
3. Marshall Sponder, Social Media Analytics, McGraw Hill

Program: Masters in Business Administration (M.B.A.)

Elective Course 3: Finance - Introduction to Financial Markets & Institutions

Semester 3

Credit: 4

Course Description: This 30-hour elective course will provide an understanding of the functions, and operations of the financial markets and institutions operating in India. It will explain the role of the financial system, regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately. This course will also give an overview of the working of Money, Debt, Equity Market, and various investment instruments.

Course Level Outcomes:

Introduction to Financial Markets & Institutions (CLOs)	
CLO 1	Identify and explain the functions of financial markets
CLO 2	Examine financial services available in Indian markets and analyze their role in the financial system.
CLO 3	Explain money market instruments and examine the role of regulatory bodies in Indian money markets
CLO 4	Summarize the features of debt and equity markets in the Indian context
CLO 5	Understand the regulation of financial institutions and analyze the role of regulatory authorities

Unit 1:

Financial System of India - Functions and Structure

Unit 2 :

Financial and Capital Market Intermediaries and Developments in Financial System
Financial Intermediaries and Its Role

Unit 3:

Indian Money Market- Features and Functions of Money Market

Unit 4:

Indian Debt Market- Debt Instruments and Government Debt Market

Unit 5:

Indian Equity Market- Equity Market

Primary Resources:

1. Textbook - Foundations of Financial Markets and Institutions, Frank J. Fabozzi, Franco P. Modigliani, and Frank J. Jones
2. An Introduction to Financial Markets and Institutions - Maureen Burton, Reynold F. Nesiba, Bruce Brown Financial Institutions & Markets, Bhole - 2016
3. Financial Modelling in practice: by Michael Rees

Program: Masters in Business Administration (M.B.A.)

Elective Course 3: Finance - Corporate Finance & Asset Management

Semester 3

Credit: 4

Course Description: This 30-hour elective course will introduce the concept and best practices of corporate finance and assets management and how it can contribute to the realization of the corporate strategy of your organization. The objective of the course is to introduce students to the three broad areas of finance- Investment, Financing, and dividend decisions. Basic financial concepts like time value of money, work capital financing, financial analysis and risk management are covered in this course.

Course Level Outcomes:

Corporate Finance and Asset Management (CLOs)	
CLO 1	Explain the nature of corporate finance
CLO 2	Identify and assess risks associated with asset management

CLO 3	Perform time-value calculations by using financial mathematics.
CLO 4	Develop an asset management strategy in accordance with international standards
CLO 5	Calculate life cycle costing and recommend ways to reduce it

Unit 1:

Introduction to Financial Management- Introduction to Financial Management, Objectives of the firm (wealth vs profit vs welfare maximization), A brief introduction to three main decision areas – Investment, financing and dividend decision. Agency pro Changing role of a CFO in the dynamic market conditions. Worksheet 1 and 2, Case study.

Unit 2 :

Time Value of Money - Introduction to time value of money, Concept of compounding and discounting, Value of a rupee and annuity, Effective rate of interest, Loan amortization schedules

Unit 3:

Capital Budgeting Decisions, Introduction to capital budgeting, Capital budgeting techniques- Traditional methods and DCF methods.

Unit 4:

Capital Structure Decisions, Sources of Finance and capital structure decisions, Pecking order theory, Modigliani miller theory (with and without taxation), Factors influencing capital structure decisions; EPS- EBIT analysis, Presentations

Unit 5:

Cost of Capital| Financial Markets, Discussion on the methodology of arriving at hurdle rate for different projects, Concept of risk free rate and risk premium, Brief discussion on cost of equity (CAPM) and cost of debt. Computing WACC. Financial Markets, Capital, Money, Commodity, Insurance. Forex and Derivative markets. Major Instruments of Financial Markets, Worksheet- 9 & 10. Introduction to the concept of valuation-bond valuation. Calculation of market yield and YTM. Bonds with embedded options. Share valuation- DCF method-constant growth model, Growth till perpetuity and supernormal growth. Discussion on firm valuation. Worksheet 11 & 12. Case study

Primary Resources:

1. Text book - Corporate Finance Jonathan Berk and Peter DeMarzo, 3rd ed., Pearson - Prentice Hall, 2014. (SBN-10: 0-13-342415-4; ISBN-13: 978-0-13- 342415-7)
2. Brigham, E. F and Huston J. F. Fundamentals of Financial Management, Concise 7th edition, South Western, 2011. Brealey, R., Myers, S.,and Allen, F., Principles of Corporate Finance, McGraw-Hill, 10th edition, 2011

Program: Masters in Business Administration (M.B.A.)
Elective Course 3: Finance - Financial Planning & Wealth Management
Semester 3
Credit: 4

Course Description: This 30-hour elective course would serve as an introduction to Financial Planning and Wealth Management. This course covers the financial planning process, client interactions, time value of money applications, personal financial statements, cash flow and debt management, asset acquisition, and education planning. The unit would further focus on dynamics of the Wealth Management Industry especially in the context of global space, investment planning and retirement planning, special circumstances, plan integration, ethics, and business aspects of Financial Planning.

Course Level Outcomes:

Financial Planning & Wealth Management (CLOs)	
CLO 1	Explain the concepts of Financial Planning and Wealth creation
CLO 2	Identify the integral components of Wealth Management Plans
CLO 3	Create a personal wealth management plan
CLO 4	Extract relevant information and ascertain Client Risk using Profiling Tests
CLO 5	Analyze the influence of economic and social factor on personal investments

Unit 1:

Introduction to Financial Planning & Wealth Management, Concept of Financial Planning, Financial Planning Process

Developing a Wealth Management Plan, Introduction to Wealth Management, Why is wealth management important?

Concepts and elements involved in wealth management. Getting down to Fund Distribution

How funds are distributed in wealth management? Types of fund distribution, How do you calculate fund distribution?

Importance of fund distribution in wealth management. Case Study

Worksheet-1

Unit 2 :

Risk Management, Risk Management, Overview of risk management, Process involved in risk management, Types of risk management, Importance of risk management in wealth management, Identify the How to mitigate risk in risk management, Case Study, Worksheet-2

Unit 3:

Banking and Insurance Products, Banking and Insurance products, Overview of Banking, and Insurance products

Examples of Banking and Insurance products, How banking and insurance is involved/Important in wealth management

Unit 4:

Loans and Debts, Loan Management, Overview of loan management, How is loan management essential in wealth management? Debt Management -What is Debt Management? What are topics covered under debt management?

Why is debt management important? Investment Vehicles -What are investment vehicles Types of investment vehicles. Why is investing important & where to invest?

Unit 5:

Tax - Planning |Money Market, Tax planning, What is Tax planning? Types of tax planning, Tax planning methods. Importance and benefits of tax planning, Real Estate, Provide an overview on Real Estate, Importance of Real Estate, Essential elements of Real Estate, Fixed Income Money Market, What is the Fixed Income Money Market? Examples of Fixed Income Money Market, Fundamentals of Fixed Income Money Market, Types of Fixed Income Money Market, Equity and Debt Markets and Banking Products , Importance of Banking Products, What is, Equity and Debt Markets, Importance of Equity & Debt Markets Difference between Equity and Debt Markets What are features of debt markets? What are Banking Products? Importance of Banking Products Mutual Fund Basics and Structure, Provide an overview of Mutual Fund and Structure, Different constituents of Mutual Funds, Importance of Mutual Funds in Wealth Management

Foreign Exchange, What is Foreign Exchange? Types of exchange rates, When, where and how is Foreign Exchange traded Legal & Regulatory Framework, Overview of Legal and Regulatory Framework, What is difference between Legal and Regulatory, Why do we need Legal and Regulatory Framework?

Primary Resources:

1. Textbook - Wealth Management, by Dun & Bradstreet – 2009
2. Wealth Management & Financial Planning: Concepts & Practices, Balaji Rao DG - 2015
3. Khan M.Y, Financial Services, Tata McGraw Hill
4. Investment Analysis and Portfolio Management, Prasanna Chandra - 2017

Program: Masters in Business Administration (M.B.A.)

Elective Course 3: Finance - Financial Analysis

Semester 4

Credit: 4

Course Description: This 30-hour elective course is designed to offer students the intensive instruction and training needed to successfully compete in rapidly developing global financial markets. Modelling through Excel will build enough confidence in the participants so that they are able to create their own financial model. This course will make them aware of costing and budgeting techniques to maintain efficiency and profitability.

Course Level Outcomes:

Financial Analysis (CLOs)	
CLO 1	Analyze balance sheets, income, and Cash Flow Statements
CLO 2	Create valuation report on any company by analyzing their financial statements
CLO 3	Create simple financial statements
CLO 4	Evaluate projects using financial analysis strategies
CLO 5	Forecast organization future based on analyzing financial statements

Unit 1:

Introduction to Financial analysis and modeling - What is financial modeling? Application of Financial modeling, Roles in financial modeling, Tools in Financial modeling.

Unit 2 :

Financial Statement Analysis, Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Inventories, Long Lived Assets,

Unit 3:

Financial Ratios - Ratio analysis of industries, Du point Analysis, Peer to peer analysis, Preparation of Financial Analysis report on an industry

Unit 4:

Project Finance modeling- Project evaluation; stage of project; construction & development phase; funding during investment phase, Costs during investment phase, Life of project

Unit 5:

Financial Modeling and projections - Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers -Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement. Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart)

Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview, Sector Overview.

Primary Resources:

1. Textbook - Financial Modelling (MIT Press), 3rd Ed. (ISBN-13: 978-0262027281)
2. Financial Modeling, 3rd Edition, by Simon Benninga (Acronym SB) MIT Press, 3rd Edition, 2008, ISBN: 978-0-262-02628-4.
3. Special Edition Using Microsoft Excel 2000 by Blattner, Ulrich, Cook, and Dyck (QUE Macmillan). This is a very complete reference for using Excel
4. Financial Modeling in practice: by Michael Rees

Program: Masters in Business Administration (M.B.A.)

Elective Course 4: Banking, Financial Services, and Insurance (BFSI) - BFSI Products
Semester 3
Credit: 4

Course Description: This 30 hour BFSI program is designed to make students learn relevant, appropriate, and adequate knowledge together with the professional skills and competencies in the field of Banking, Financial Services and Insurance (BFSI). The course covers the basic concepts & products in banking, financial services, and insurance along with the role of NBFCs and principles used in Depository Operations and equity market.

Course Level Outcomes:

BFSI Products (CLOs)	
CLO 1	Evaluate the various services offered and risks faced by banks
CLO 2	Analyze the policy response to the financial crisis and the dynamic nature of the banking system
CLO 3	Assess various distribution channels of insurance products for effective marketing.

CLO 4	Recognize regulations and summarize insurance operations in both general and life insurance
CLO 5	Evaluate the risks and rewards of investing in mutual funds

Unit 1:

Introduction to BFSI Sector- Scope & Services of BFSI sector, Banks vs NBFCs, Scope & Services of NBFCs, Worksheet – 2, Case Study, Regulators, RBI, SEBI, IRDA, PFRDA

Unit 2:

Financial Services, Financial Services, Scope & Services of Banks, Types of NBFCs, Different types of NBFCs

Unit 3:

Insurance-Insurance, Life Insurance, General Insurance, Health Insurance, Life Insurance

Unit 4:

Products & Services, General Insurance
Products & Services

Unit 5:

Health Insurance, Products and Services, Securities Market, Equity Market, Debt Market, Money Market

Program: Masters in Business Administration (M.B.A.)

Elective Course 4: Banking, Financial Services, and Insurance (BFSI) - Introduction to Retail
Banking
Semester 3
Credit: 4

Course Description: This 30 hour BFSI program is designed to introduce Banking structure to students. This will make them understand key concepts and issues in bank management, debit products, loan products and ancillary services in banking. The course will enable them to do banking transactions at bank branches and procedures to invest.

Course Level Outcomes:

Introduction to Retail Banking (CLOs)		Short Description
CLO 1	Explain key concepts and issues in bank management	Introduction to bank management

CLO 2	Review the socio-ethical and governance dimensions concerning banking sector	Socio-ethical and governance concerns in the banking sector
CLO 3	Understand and explain debit products, loan products and ancillary services in banking.	Key terms in ancillary banking services
CLO 4	Conduct banking transactions at bank branches.	Conducting banking transactions
CLO 5	Describe the various banking products and procedures to invest	Introduction to banking products and investment procedures

Unit 1:

Introduction to banking and Banking Structure- Evolution - Classification, RBI as a bank regulator

Unit 2:

Deposit product, Introduction, Demand Drafts, Customer Identification-KYC Guidelines, Procedure and requirements, Introduction to banking and Banking Structure

Unit 3:

Loan Products and Modes of Creating Charge on Secured Advances, Introduction to Credit Facility, Types of Loan Schemes, Eligibility and Documentation, RBI guidelines

Unit 4:

Ancillary Services in Banking, Channels of services

Unit 5:

Branch Banking - Transactions in a bank branch, Customer Service

Primary Resources:

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1. Text book - Commercial Bank Management, Kanhiyala Singh, Vinay Dutta
 2. Bank Management & Financial Management, Peter S Rose, Sylvia C. Hudgins
 3. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
 4. M. Y. Khan, Indian Financial System, Tata McGraw Hill

5. Bharati Pathak, Indian Financial System,

Program: Masters in Business Administration (M.B.A.)

Elective Course 4: Banking, Financial Services, and Insurance (BFSI) - Current Account & Savings Account (CASA)
Semester 4
Credit: 4

Course Description: This 30 hour BFSI program is designed to introduce students to the field of banking and insurance, insurance products, capital market products, marketing of BFSI products, life insurance products and types of Health insurance products.

Course Level Outcomes:

Current Account & Savings Account (CASA) (CLOs)	
CLO 1	Evaluate the banking and insurance sector
CLO 2	Explain insurance and capital market products
CLO 3	Summarize the market of BFSI products
CLO 4	Apply strategies of marketing for banking products
CLO 5	Distinguish between various health insurance products

Unit 1:

Life Insurance Products- What are Life Insurance Products?

Unit 2:

General Insurance products in life and business
What is general insurance?

Unit 3:

Health Insurance, nature, and products - What constitutes health insurance

Unit 4:

Capital Market products- Types of Capital market instrument

Unit 5:

Marketing of BFSI products- BFSI Marketing

Primary Resources:

1. Textbook - Banking and Insurance: Principles and Practices, Neelam Gulati
2. Elements of Banking and Insurance, Jyotsna Seth and Nishwan Bhatia
3. Khan M.Y, Financial Services, Tata McGraw Hill

Program: Masters in Business Administration (M.B.A.)

Elective Course 4: Banking, Financial Services, and Insurance (BFSI) -Insurance Management
Semester 3
Credit: 4

Course Description: This 30 hour BFSI program covers the fundamentals and applications of both Life and Non-life insurance and provides a thorough knowledge of Risk assessment and Insurance fundamentals. This course will make students understand about different types of insurance businesses and their features while leading them to an in-depth understanding of the characteristics of the Indian market. This course concludes with the challenges and operational realities in social/economic/regulatory with specific reference to India.

Course Level Outcomes:

Insurance Management (CLOs)	
CLO 1	Describe historic development and provide an overview of the current Insurance market in India
CLO 2	Articulate the Purpose and need of Insurance.
CLO 3	Explain the basic sections of Insurance Contracts and appreciate the distinct legal characteristics of Insurance Contracts
CLO 4	Explain the Human Life Value Approach
CLO 5	Differentiate between various Insurance Policies

Unit 1:

Insurance and Risk Analysis - Meaning and objective of risk analysis, Risk control and risk financing, Basic characteristics of insurance – pooling of losses, risk transfer, indemnification, Requirements of insurable risks

Unit 2:

Fundamental Principles of Insurance - Principle of Indemnity, Insurable Interest, Utmost Good Faith, Principle of Subrogation, Contribution, Proximate Cause

Unit 3:

Life Insurance – Analysis of Life Cover, Strategies and Products, Human life approach , Needs approach, Capital needs analysis approach, Life insurance policy Selection and analysis

Unit 4:

General Insurance - Property, Health and Liability Insurance, Personal Property & Liability Insurance, Health and Personal Accident Insurance, Some Popular Terms used in Health Insurance Policies, Analysis and Selection of Insurance Products and Its Provider

Unit 5:

Regulatory Framework of Insurance, Regulation Relating Insurance, Insurance Intermediaries, Important Terms in Insurance Contract, Insurance Mathematics

Primary Resources:

1. Textbook - Banking and Insurance: Principles and Practices, Neelam Gulati
2. Elements of Banking and Insurance, Jyotsna Seth and Nishwan Bhatia
3. Khan M.Y, Financial Services, Tata McGraw Hill
4. Risk Management And Insurance: Perspectives In A Global Economy, Harold D. Skipper/w. Jean Kwon - 2008

Program: Masters in Business Administration (M.B.A.)

Elective Course 5: Operations Management

Semester 3

Credit: 4

Course Description: This foundational course is designed to give a good understanding of Operations Management concepts, making strategic process choices and a basic understanding of location, layout, and capacity planning. The course covers topics such as forecasting, Aggregate Production Planning, and Inventory Management. It also addresses prominent issues starting from understanding of resources, their use in effective manner with the help of appropriate technologies to achieve highest levels of efficiency and responsiveness towards today's customer

Course Level Outcomes:

Operation Management (CLOs)	
CLO 1	Describe the role of OM in current context
CLO 2	Explain issues which affect the provision of service and manufacturing of a product
CLO 3	Apply various tools, techniques and methods used for operational effectiveness and excellence.
CLO 4	Use simple techniques for location decisions, capacity planning and control, inventory management and quality management
CLO 5	Distinguish between single and multi period inventory models

Unit 1:

Introduction to Operation Management- Performance Dimensions and Trade offs, Similarities and Difference -Manufacturing and Serving Operations, Operations function, System Perspective, Operations as a set of decisions, Challenges, and current priorities in OM

Unit 2:

Process Strategy- Process Strategy, Process structure in services, customer-contact matrix, Process structure in manufacturing, Production and Inventory Strategies, Other Dimensions of process analysis

Unit 3:

Globalizations of Operations- Globalization of Operations, Factors affecting location decisions, Location Planning methods, Issues in Location planning, Plan Layout, Layout Planning, Implications of layout planning, Types of layout

Unit 4:

Capacity Planning- Need for Capacity Planning- Economies of Scale, Capacity build up modes, Capacity Measurement

Unit 5:

Inventory Models| Supply Chain, Single period Inventory Models, Multi-period Inventory Models: Fixed time-period Inventory models, Multi-period Inventory Models: Fixed order quantity inventory models, Supply Chain Basics-Classification, Push and Pull Systems, Relationship with MPS and MRP, Value added and non-value added activities, Inventory Costing Methods, JIT and Kanban systems, Purchasing metrics; wrap up

Primary Resources:

1. Textbook - Operations Management, William J. Stevenson
2. Operations Management, Nigel Slack, Alislair Brandon-Jones, Robert Johnson
3. Kanishka Bedi, Production and operations management, Oxford University Press, YMCA Library Bldg, Jai Singh Rd. New Delhi – 110001
4. Richard B. Chase, Nicolas J. Aquilano and F. Robert Jacob Production and operations management (Manufacturing and Services) Irwin / McGraw – Hill, a division of McGraw – Hill, co.
5. Norman Gaither and Greg Frazier, Operations management. Thomson, South – Western
6. S. N. Chary, Production and operations management Tata McGraw – Hill publishing co. Ltd , 7 , West Patel Nagar New Delhi – 110008
7. B. Mahadevan, Operations management (Theory and Practice) , Pearson Education , 482 , F.I.E. ,

Program: Masters in Business Administration (M.B.A.)

Elective Course 5: Operations Research

Semester 3

Credit: 4

Course Description: This foundational course is designed to develop analytical thinking in decision making. This will enable students to learn some of the basic (Optimization) programming techniques/ models commonly used in business decision-making. This course will also enable them to formulate the problem, obtain a solution and interpret important features of this solution in a business decision-taking context and learn at least one of the computer software (TORA, LINDO, Management Scientist, Excel-Solver etc.) and demonstrate the advantages they possess for quantitative analyses.

Course Level Outcomes:

Operation Research (CLOs)	
CLO 1	Apply linear programming
CLO 2	Apply programming techniques and models commonly used in business Decision-making.
CLO 3	Formulate problem statements
CLO 4	Derive solutions and interpretation important features of solutions
CLO 5	Use soft wares - TORA, LINDO, MS Project, and Advanced Excel.

Unit 1:

Linear Programming, Decision Theory, Basic Linear Programing, Graphical Method, Simplex Method, Excel Solver for LP models

Unit 2:

Transportation, Transshipment and Assignment problems- Transportation, trans-shipment & Assignment problems, Excel Solver

Unit 3:

Network optimization- MST, Maximal flow problem, Shortest path

Unit 4:

Decision Trees, Analytic Hierarchy Process, Construction of decision trees, EMV Computations, Relevance of AHP

Unit 5:

Project Management- Work Breakdown Structure, PERT and CPM Networks, Critical Path Computation
Crashing

Primary Resources:

1. Textbook- Stevenson, W. J & Ozgur, C, Introduction to Management Science with Spreadsheets, Tata McGraw Hill, Latest Edition John A. Lawrence, Jr., and Barry A. Pasternack, Applied Management Science, 2nd Ed.
2. John Wiley Publication, New Delhi
3. Anderson, Sweeney and Williams, Introduction to Management Science: Quantitative Approaches to Decision Making, Thomson Learning Publication. Hamdy A. Taha, Operations Research: An Introduction, 8th Ed. Pearson Education, New Delhi.
4. Hillier Frederick S. and Gerald J. Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi.
5. Rardin Ronald L., Optimization in Operations Research, Prentice Hall, New Jersey.

6. Lapin Lawrence L., Quantitative Methods for Business Decisions, the Dryden Press, New York.

Program: Masters in Business Administration (M.B.A.)

Elective Course 5: Operations Management - Quality Management Standards and Six Sigma
Semester 3
Credit: 4

Course Description: This foundational course will make students understand the execution of the operations to plan and achieve the desired objectives. They will learn tools and technologies which can be used to achieve operational excellence along with the importance of Priority, Tasks and Expectations to achieve excellence in operations.

Course Level Outcomes:

Operation Management (CLOs)	
CLO 1	Evaluate theory of constraint
CLO 2	Explain the different meanings of the quality concept and its influence
CLO 3	Describe, distinguish, and use the several techniques and waste management tools
CLO 4	Identify constraints in process chain and suggest ways to improve the productivity
CLO 5	Delegate responsibilities and collaborate with the team

Unit 1:

Introduction- Introduction: Setting the Context and Motivation, Introduction to Operational Discipline

Unit 2:

Quality Concepts- Measurement of effective operations, Parameters: Resource Utilization, Timely delivery, Quality, Quality Management: Impact on Business, Methods to measure, control and improve.

Unit 3

Waste Management: Impact on Business, Introduction to Kiazen: Identify waste, Continue Kiazen: Identify incremental changes, Make Changes Sustainable

Unit 4:

Theory of Constraints- Theory of Constraints- Understanding constraints in process chain and manage to improve the throughput (productivity), Task Management: Getting things done

Unit 5

Introduce the need and high-level methodology, Personnel Management: Continue on GTD, Delegation, Collaboration, Look at the 14 principles of management derived from TPS

Primary Resources:

1. The Goal: A process of ongoing improvement, Eliyahu M. Goldratt
2. The Toyota Way: 14 Management Principles, Jeffrey K. Liker
3. Getting Things Done: The art of stress free productivity, David Allen

Program: Masters in Business Administration (M.B.A.)

Elective Course 5: Operations Analytics /Services Management in Key Sectors

Semester 4

Credit: 4

Course Description: This course covers a range of analytics tools that are useful for capacity management in services, and it will provide you with insights into the economics of a range of services businesses. During the course, we'll cover the following topics: High-level planning models that account for multiple dimensions of service capacity; Low-level models of system congestion that capture the relationship between; capacity choices, quality of service and, in some cases, system revenue; Statistical estimation and forecasting models to characterize key measures of future supply and demand.

Course Level Outcomes:

Operation Management (CLOs)	
CLO 1	Define key terms related to Service Operations Management
CLO 2	Create futuristic management practices
CLO 3	Formulate a roadmap to elevate business
CLO 4	Apply analytical tools in managing issues associated with the service operations system
CLO 5	Analyze facility layouts using quantitative models

Unit 1:

Introduction- Intro to Capacity Planning: Long Term Staffing
Review of Probability, Statistics, Optimization

Unit 2:

Congestion - Capacity with Multiple Resources: Shouldice Forecasting Demand / Customer Traffic #1 Basics of Congestion: Little's Law

Unit 3:

Economics of Congestion: Queueing #2 Two-Level Capacity Planning: Megacard

Unit 4:

Queueing Models- Queueing Models - Capacity-Censored Demand: Abandonment, Loss Abandonment and Loss Models - Delegation, Collaboration, Look at the 14 principles of management derived from TPS

Unit 5:

Case studies

Business Case Studies

Reference:

1. Analytics in Operations/Supply Chain Management, 1/e, Muthu Mathirajan , Chandrasekharan Rajendran , Sowmyanarayanan Sadagopan , Arunachalam Ravindran & Parasuram Balasubramanian
2. Operations Management+Quantitative Analysis for Management 12E, Operations Management | Twelfth Edition | By Pearson

Program: Masters in Business Administration (M.B.A.)

Elective Course 6: Logistics & Supply Chain Management - Logistics

Semester 3

Credit: 4

Course Description: This course is designed to develop knowledge about the interconnectedness of business units and organizations (via the flow of products, money, and information) within the supply chain. It gives deep knowledge about key elements of logistics processes, such as logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling. This course will enhance analytical skills and capability to synthesize information from several perspectives and make students use computing software to solve various logistics decision-making problems, including inventory policies and vehicle routing.

Course Level Outcomes:

Logistics Management (CLOs)	
CLO 1	Analyze how logistical decisions impact the performance of the firm as well as the entire supply chain.

CLO 2	Analyze the strengths and weaknesses of various transportation modes and perform cost analysis.
CLO 3	Develop strategies to find routes for vehicles to deliver and collect goods at multiple stops.
CLO 4	Develop inventory management strategies
CLO 5	Assess the guidelines involved in International trade

Unit 1:

Basics of Logistics management- Logistics management, Logistics Management and its elements, Modern Concepts in Logistics, Role of logistics in strategy, Inbound and outbound supply chain management, Container – types, Different types of cargo, Packaging and Material Handling.

Unit 2:

Basics of Multinational Transport - Carriage by Air, Carriage by Sea, Carriage by Road, Carriage by Rail, Types of Vessels, Operators (Vessel and other), Freight Forwarders and NVOCC, Outsourcing of Logistics Services, Overview of MMTG Act (1993), Shipping Intermediaries and Formalities

Unit 3:

Commercial Geography - Role of Industries in Economic Development, Factors of Industrial Location, Weber's theory of Industrial Location, Major Industrial Regions of India, Need and importance of transportation in Commercial Development. Geographical factors affecting International Trade, Major logistics routes in India, Major trade routes in world, International logistics and economic development, Role of intermediaries in international trade

Unit 4:

Trends in Logistics- Transport and mobility technologies, Green logistics, Reverse Logistics, Cold chain logistics, Block chain and big data analytics in logistics, 3 D printing and wearable devices in logistics

Unit 5

Transport Services, Costing and Performance, Administration and Control and use of IT

Primary Resources:

1. The Handbook of Logistics and Distribution Management: Understanding the Supply Chain (5th Edition): Alan Rushton, Phil Croucher, Peter Baker
2. Introduction to Logistics Systems Management (2nd Edition): Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno
3. Lean Supply Chain and Logistics Management (1st Edition): Paul Myerson

4. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern
5. Warehouse (2nd Edition): Gwynne Richards
6. The Handbook of Logistics and Distribution Management: Understanding the Supply Chain (5th Edition): Alan Rushton, Phil Croucher, Peter Baker

Program: Masters in Business Administration (M.B.A.)

Elective Course 6: Supply Chain Management

Semester 3

Credit: 4

Course Description: This course intends to cover the fundamental aspects of Supply Chain Management for providing an insight to the student for designing and implementing effective supply chains. The course discusses the tools and techniques of supply chain management and illustrates their applicability in cases. It's aim is to equip the participants with necessary skills to manage complex supply chains by leveraging information technology and provide an understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.

Course Level Outcomes:

Supply Chain Management (CLOs)	
CLO 1	Apply the basic framework of Supply Chain Management
CLO 2	Describe the role of distribution and warehousing in strategic planning with supply chain
CLO 3	Analyze and use inventory management methodologies and evaluate various transportation modes
CLO 4	Assess the strategic role and impact of IT on supply chain integration
CLO 5	Articulate the latest trends in SCM and logistics

Unit 1:

Introduction to SCM - History, Development Chain, Global Optimization

Unit 2:

The Value of Information, Information sharing and Incentive, Forecast, Bullwhip effect, Information, and supply chain trade-off

Unit 3:

Network Planning and Design- Inventory position and logistic Coordination, Warehouse Management, Supply Chain Integration, Role of intermediaries in international trade

Unit 4:

Strategic Alliances, Procurement and Outsourcing Strategies- 3PL, Retailer Supplier relationship, Outsourcing, Measuring performance of SCM.

Unit 5:

Customer Value| Issues in Supply Chain Management| Supply chain in various sectors- Value Measures, Supply chain and disaster management, Supply chain in service industry.

Primary Resources:

1. TextBooks - Managing Supply Chain Operations (Lei Lei, Leonardo DeCandia, Rosa Oppenheim, and Yao Zhao)
2. Single Point of Failure: The 10 Essential Laws of Supply Chain Risk Management (Gary S. Lynch)
3. S.N.Chary, "Theory and Problems in Production & Operations Management", Tata McGraw Hill, 1995.
4. Kanishka Bedi, "Production and Operations management", Oxford university press, 2nd Edition 2007.
5. Elwood S.Buffa, and RakeshK.Sarin, "Modern Production / Operations Management", 8th Ed. John Wiley and Sons, 2000...
6. Melynck, Denzler, "Operations management – A value driven approach" Irwin Mcgrawhill.
7. Norman Gaither, G. Frazier, "Operations Management" Thomson learning 9th edition IE, 2007
8. K.C.Jain& L.N. Aggarwal, "Production Planning Control and Industrial Management", Khanna Publishers, 1990.

Program: Masters in Business Administration (M.B.A.)

Elective Course 6: Inventory Management & Delivery Efficiency

Semester 3

Credit: 4

Course Description: This course will introduce students to the concept of Delivery efficiency and how to improve the existing performance significantly just by upgrading slight changes. They will learn lean strategy formulation for delivery efficiency and understand the value chain concept and its influence in network designing and prioritizing customer expectations in delivery.

Course Level Outcomes:

Inventory Management & Delivery Efficiency (CLOs)	
CLO 1	Differentiate between strategic and tactical roles in operations.
CLO 2	Formulate delivery plan to increase efficiency and effectiveness
CLO 3	Identify the value chain of an organization and analyse & improve the efficiency of the delivery network.
CLO 4	Derive strategies to achieve client satisfaction
CLO 5	Identify the customer expectation and prioritize accordingly

Unit 1:

Introduction- How to deliver efficiently and happily, How to identify the shortcomings, Plugging the loopholes, Effectiveness vs. Efficiency, Operation Discipline, Stress Management, Resource Management.

Unit 2:

Strategy Formulation -Strategy for Strategy, Mapping a Strategy

Unit 3:

Efficiency vs. Effectiveness| Workplace Improvement, Effect of Dynamic Capabilities on Operating Routines

Efficiency and Effectiveness, PPROF 20 keys Strategy, PROF Scope, Sale Boost using PPROF, Strategic Goals and Tactical Goals, 20 Keys Relation Diagram, 20 Keys Insight

Unit 4:

Value Creating Networks for Customer Satisfaction, Value Chains/ Network analysis

Unit 5:

Achieving Client Satisfaction| Achieving Delivery Efficiency via Emotional labor, Establishing a priority list that identifies the most and least, Satisfactory service that clients receive from consulting firms, Derive strategies for consultants to achieve client satisfaction, Emotional Labour, Positive and negative outcomes and How to control emotional labor

Primary Resources:

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1. Textbook - Efficient Logistics and Supply Chain Management, Sisco Mbind
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Elective Course 6: Technology in Logistics & Supply Chain
 Semester 4
 Credit: 4

Course Description: In this course, students will learn to strategically think about integrated supply-chain, procurement, and service management strategies for organizations that rely, at least partially, on Internet and information technology to transact with suppliers and end consumers

Course Level Outcomes:

Technology in Logistics & Supply Chain (CLOs)		Short Description
CLO 1	Evaluate technologies used in Supply Chain & Logistics	Tech in supply chain & logistics
CLO 2	Explain the procurement management system	Introduction to procurement management system
CLO 3	List all the technology used in Order and Warehouse Management	Technology in warehouse management
CLO 4	Apply the CRM and technologies used in Manufacturing.	CRM in manufacturing
CLO 5	Evaluate the financial implications of inventory management policies	Evaluation of inventory management policies

Unit 1:

Supply Chain and Logistics Technology, Role of Technology in Supply Chain Management, Evolution of e-supply chain, Technology and Corporate Strategy, Categories of Systems in Logistics, Application In Supply Chain, Management, Value of Information Technology in Supply Chain Management

Unit 2:

Procurement Management System, Different Procurement Systems used in Supply Chain & Logistics. The benefit of an effective procurement management system for efficient Supply Chain,

Strategic Vendors, Service Provider, Warehouses, Transportation, Raw Material etc. Features to look for in a procurement system, Managing Vendors,, Products, Services

Unit 3:

ERP System- Role of ERP in Supply Chain Management, How does it help in Supply Chain Management? Managing Cost, Inventory, Delivery Planning, Invoicing, LR Copy, Utilize ERP Systems to ensure Supply Chain Management

Unit 4:

Order Management in Supply Chain Management- Technology used in Retail, Inventory Management and the Financial Implications of Inventory, Technology in Warehouse Management and Transportation

Unit 5:

Customer Relationship Management and Logistics Outsourcing|Network Design – System Integration, Analyze the relevance of the logistics role in customer-focused marketing, Identify the components of CRM strategy development, Identify the 3PL selection process and 3PL roles in outsourcing strategies, Technologies That Are Reinventing the CRM Industry, Identify the components of CRM strategy development, Vendor and Partner Management System
Review Network Design Basics – Center of Gravity models, Perform distance-based facility location modeling for enterprise total cost integration, Analyze the formulation of logistical strategy.

Primary Resources:

1. TextBook - Efficient Logistics and Supply Chain Management, Sisco Mbind

Program: Masters in Business Administration (M.B.A.)
Elective Course 7: IT, Analytics & Research - Data Analytics-I
Semester 4
Credit: 4

Course Description: The Data Analytics - I course is designed to provide orientation to handling data and Business Analytics’ tools that can be used for fact-based decision-making. This course will make students understand the role of business analyst, data science and statistics in business. They will also learn the basics of query language and acquire programming skills and spreadsheet applications required for data science and application of data analysis and data science life cycle.

Course Level Outcomes:

Data Analytics-I (CLOs)

CLO 1	Explain the role of business analytics within an organization.
CLO 2	Apply business analysis in different domain
CLO 3	Analyse data using statistical and data mining techniques and evaluate relationships between the underlying business processes of an organization.
CLO 4	Use decision-making tools/Operations Research techniques
CLO 5	Manage business processes using analytical and management tools.

Unit 1:

Introduction to Excel- Functions, Descriptive Statistics, Financial Functions, What If Analysis, Pivot Tables and Charts, Tableau Basics, Worksheets, Visualization, Calculations, Filters, Show Me, Dashboard & Story, DDL, Constraints.

Unit 2:

Python Basics- Python Basics Using Jupyter

Unit 3:

Excel Dashboards - Communicating Actionable Insights: Using Excel Dashboards? Pricing Analytics

Unit 4

Statistical Methods, Probability & Stochastic Process, Linear Algebra & Linear Programming, Computing for Data Sciences using R, Python, and Java, Database Management – Relational and Non-Relational

Unit 5

Foundations of Data Science, Advanced Statistical Methods, Machine Learning I, Enabling Technologies for Data Science I (Theory & Lab), Value Thinking.

Primary Resources:

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1. Data Science for Business, Tom Fawcett
 2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
 3. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
 4. Introduction to Data Science, Laura Igual Santi Seguí, Springer
 5. Reference Book:
 6. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
 7. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

Program: Masters in Business Administration (M.B.A.)
 Elective Course 7: IT, Analytics & Research - Data Analytics-II
 Semester 3
 Credit: 4

Course Description: The course offers a gamut of applied statistical operations in solving complex every-day modelling/ prediction problems viz., python coding, data analysis, visualizations, model building, interpreting models, etc. The aim is to inculcate the capacity to ask the right questions and make data-backed decision for any and every business problem. The program seeks to set the tone for students to explore far and wide to the best of their abilities within the domain of data analytics.

Course Level Outcomes:

Data Analytics-II(CLOs)		Short Description
CLO 1	Apply basic coding principles	Introduction to coding principles
CLO 2	Create a robust data model	Creating data model
CLO 3	Interpret outcomes and make conclusions using concepts of statistics	Application of statistics
CLO 4	Apply the language, theory, and models of the field of business analytics	Business analytics
CLO 5	Critically analyse, synthesise, and solve complex unstructured business problems.	Solving business problems using data

Unit 1:

Introductory Overview and Orientation, Data Collecting, Data Processing, Data Modelling, Domain Understanding, Need for Statistics and Applied Mathematics, Need for Computer Science, Overview of Python Programming, Plan for upcoming sessions.

Unit 2:

Python Coding Essentials - Fundamentals of Python Programming – I,II,III, How to Install, Constants, literals and variable types, Operators and operands, Data structures – Lists, numpy arrays, matrice, Flow of control, Looping structures, Practice exercises, Functions in Python, Exception Handling, Special examples

Unit 3:

Machine Learning Using Python - Simple Linear Regression - 1, Kinds of Machine Learning, Regression Analysis, Classical Regression Assumptions, Simple Linear Regression - 2, Significance Testing of Regressors, Metrics for Analysis, Sample Case Study, Multiple Regression - 1, Regression Analysis, Autocorrelation, Multicollinearity
Multiple Regression - 2 - Heteroskedasticity, Methods to correct anomalies in the assumptions, Sample Case Study

Unit 4

Binary Classification- Logistic Regression, Confusion Matrix, Precision, Recall, ROC Curve, Sample Case Study, Multi-Class Classification, Bayes' Theorem, Naïve Bayes Classification

Unit 5:

Machine Learning Using Python- Case Study and Practice

References:

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1. <https://blog.thecenterforsalesstrategy.com/5-effective-ways-to-coach-your-sales-team>
 2. <https://www.peaksalesrecruiting.com/blog/responsibilities-sales-manager/>
 3. rainsalestraining.com/sales-training-programs/productivity-training
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Program: Masters in Business Administration (M.B.A.)

Elective Course 7: IT, Analytics & Research - Business Research

Semester 3

Credit: 4

Course Description: This course introduces the concept and best practices of business research and explains the use and industries of Market Research. The course also explains when and how to use primary market research by creating and analysing surveys and secondary market research methodologies and various commonly used tools.

Course Level Outcomes:

Business Research(CLOs)	
CLO 1	Explain the significance of Market Research in the field of marketing
CLO 2	Identify a Marketing Research problem from the current business environment and devise certain hypotheses for the research.
CLO 3	Design a marketing research program independently
CLO 4	Conduct research using various data collection techniques.
CLO 5	Analyze primary data to prepare a report- outlining the findings of the research

Unit 1:

Introduction to Market Research- Research Characteristics, Types of Market Research, Market Research – Value and Cost of Information, Marketing Research in the 21st Century – India.

Unit 2:

Planning the Research Process, Formulation of Problem, Research Methods, Data Collection Methods, Designing a Questionnaire, Data Collection, and Importance of Scaling

Unit 3:

Collating Analysis, Consolidating Results and Interpretations, Collating Analysis, Using Survey Tools like SurveyMonkey, ZohoSurvey, Survey Gizmo

Unit 4:

Secondary Market Research, Using Google to find relevant News, Evaluating Press releases of a company

Google search tips and tricks, Using IMF, WorldBank websites for latest statistics, Commonly used databases: Picking the right news from Factiva, Commonly used databases: Picking the right reports and news from Thomson Reuters

Unit 5

Understanding and picking items from Research Reports, Thomson One Commonly used databases: Picking the right news from Bloomberg, Commonly used database: Moneycontrol

Primary Resources:

1. Text Book - Basic Marketing Research: Volume 1 – Handbook for Research Professionals – Scott M Smith, Gerald S Albaum
2. <http://www.bancroftinfo.com/bi11/wp-content/uploads/2014/01/AzTechCouncilTucson.pdf>

Program: Masters in Business Administration (M.B.A.)

Elective Course 7: IT, Analytics & Research - Strategic Technology Management

Semester 4

Credit: 4

Course Description: The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard. With this course, students will gain an appreciation for the opportunities and challenges presented by organizations' use of IT and of the strategies, tactics, processes, and decisions involved in deployment of IT. The course aims to ensure that students have an appreciation of management issues and the role played by IT in the overall strategy of the business.

Course Level Outcomes:

Strategic Technology Management (CLOs)	
CLO 1	Use MIS
CLO 2	Apply MIS knowledge to the selection and design of systems appropriate to management requirements.
CLO 3	Discuss MIS's contribution to the strategic management of an organisation.
CLO 4	Distinguish between various cost theories
CLO 5	Identify problems surrounding the management of IT development projects and provide solutions using IT infrastructure to an organization.

Unit 1:

Business Driven MIS - Data vs. Information vs. Intelligence vs. Knowledge, Types of Analytics with Examples, Systems and System thinking approach to MIS, IS and its components, Sociotechnical view of IS, MIS and organizational change,

Unit 2

Business decisions and relevance of MIS, Using MIS to make business decisions, MIS system types, Interaction between the various system types, Uses of AI in Decision Making, Finding Electronic Business Value, Electronic Business vs. Electronic Commerce, Business model and its components, Electronic commerce business models and its elements, Business models in context of B2B, Business models in context of B2C

Unit 3:

Enterprise MIS- Technology Strategy – Case study of Alibaba,

Unit 4

Technology Strategy - Case study of Hardwarezone, Theories underpinning web-based businesses, Transaction Cost Theory, Channel Conflict Theory

Unit 5:

Technical Foundations of MIS - Skype and P2P, Challenges of P2P Architecture, Wikipedia, and Co-creation

Primary Resources:

1. TextBook - Laudon, Kenneth C and Laudon, Jane Price, Management Information Systems, Pearson India
2. Paige Baltzan (2019), Business Driven Information Systems, 6th Edition, McGraw Hill
3. MIS by WS Javadekar Tata McGraw Hill

4. Information Systems for Managers by Ashok Arora / Akshaya Bhatia – Excel Publishers
5. Sadagopan, S., “Management Information Systems”, 2003, PHI.
6. Jaiswal & Mittal, MIS.
7. E-Commerce – Cutting Edge of Business – Kamlesh K Bajaj, Debjani Nag – Tata McGraw Hill, 1/e,2003,

Program: Masters in Business Administration (M.B.A.)
Elective Course 8 - Human Resource Management
 Semester 3
 Credit: 4

Course Description: This 30-hour course is designed to develop the knowledge, skills and concepts needed to resolve actual human resource management problems or issues and manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees. This course will help to identify the human resources needs of an organization or department and evaluate the procedures and practices used for recruiting and selecting suitable employees. The course concludes with discussion on workplace health and safety programs and the roles of the employer and the employee in enforcing health and safety policies and procedures.

Course Level Outcomes:

Human Resource Management (CLOs)	
CLO 1	Describe the role of Human Resource Function in an Organization.
CLO 2	Enumerate the emerging trends and practices in HRM
CLO 3	Illustrate the different methods of HR Acquisition and retention
CLO 4	Demonstrate the use of different appraisal and training methods in an Organization.
CLO 5	Analyze competencies required for present and potential future job roles at various levels and across variety of organizations

Unit 1:

What is Human Resource Management - What is Human Resource, Major area in HR, Role of HRM in organizations

Unit 2:

Human Resource Management-Roles and Responsibilities - Hiring, Attraction and Sellin, Employment/ Employee testing - Compensations and Benefits, Growth plan and Training and Development, Ensuring HR Policies, Compliance Management

Unit 3:

Human Resource Management Profiles- Organization Structures, HR Jobs in the Industry

Unit 4:

Human Resources Management in different Sector - Current job in HR, Future in HR- Pre and Post Covid, Legal issues in HRM, What does the HR Profile Demand

Unit 5:

Business Ethics and Human Resource Management| HR Metrics- Basic Workplace Ethics for an Organization, Role of HR in Business Ethics, Key HR Metrics and how they help in HR Function

Primary Resources:

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1. Human Resource Management, Gary Dessler
 2. Human Resource Management, S.S. Khemka
 3. Human Capital Measurement: An Introduction, K Sangeetha ICFAI University
 4. Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press
 5. Human resource Management, K Ashwathappa
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Program: Masters in Business Administration (M.B.A.)
Elective Course 8 - Human Resource Management - Recruitment
Semester 3
Credit: 4

Course Description: This 30-hour recruitment course is designed to make students understand the concept and new trends of Recruitment and Selection. They would also explore the concept of Orientation and Induction and will also gain experience to screen a CV.

Course Level Outcomes:

Recruitment (CLOs)	
CLO 1	Explain various models of competency development

CLO 2	Develop a customized competency model in accordance with the corporate requirements
CLO 3	Define the key terms related to performance management and competency development.
CLO 4	Develop Job Specifications and Job descriptions in a variety of context
CLO 5	Interpret the sample job descriptions and job specifications for contemporary entry level roles in real world organizations

Unit 1:

What is Recruitment & Selection? - Objectives, Scope, Introduction & Relevance of Recruitment

Unit 2:

Job Analysis- Introduction to Job Analysis, Concept and Specifications, Description, Process and Methods, Diversity in Role

Unit 3:

Recruitment and its types- Source or type of Recruitment, Techniques of Recruitment

Unit 4:

Selection - Selection, Conducting Interviews, Induction and Onboarding, HR Metrics

Unit 5:

Presentations and case study.

Primary Resources:

1. **Harper's Rules: A Recruiter's Guide to Finding a Dream Job and the Right Relationship by Danny Cahill**
 2. **Full Stack Recruiter: The Modern Recruiter's Guide by Jan Tegze**
 3. **<https://www.youtube.com/watch?v=M0zyf05GIIg> (conducting interviews)**
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Program: Masters in Business Administration (M.B.A.)

Elective Course 8 - Human Resource Management - Employee Life Cycle & Organisational Development

Semester 3

Credit: 4

Course Description: This 30-hour course is designed to make students articulate different HR expertise areas throughout the employee lifecycle. They will understand the different stages from Hire to Exit and recognize the roles and responsibilities of HR in the employee lifecycle. Students will imbibe the skills required to handle change management within an organization and strategize the growth path for employees. The course concludes with the importance of HR policies and understanding different situations where they are applied.

Course Level Outcomes:

Employee Life Cycle & Organisational Development(CLOs)	
CLO 1	Create and process recruitment and exit documentation for employees
CLO 2	Conduct business negotiations and handle organizational conflict
CLO 3	Outline career progression path for employees
CLO 4	Successfully manage employee grievances
CLO 5	Plan and execute employee retention strategies

Unit 1:

What is Employee Lifecycle - Overview of Employee life cycle and what does each stage mean

Unit 2:

Talent Acquisition - The Recruitment funnel, Effective ways for recruitment, Difference between staffing and recruitment, Acquisition and recruitment, Effective talent Acquisition Strategies, Challenges faced

Unit 3:

On Boarding and Talent Assimilation - Documentation, Verification, Overview of Onboarding

Unit 4:

Employee Engagement - Employee Engagement, HR strategies for employee engagement

Unit 5:

Organizational Development and Change Management|Human Resources Management Policies, Worker behavior and Motivation, Conflict Resolution, Types of HR Policies, Framing and Formulating HR Policies, Benefits and Limitation of HR Policies, How to make HR Policies more effective, How to handle employee grievances
Project Acquisition, Employee Exit

Primary Resources:

1. From Hire to Fire & Everything In Between, Natasha Hawker
2. 9 Elements That Support the Employee Lifecycle, William A, Howatt
3. Human Resource and Personnel Management, K Aswathappa, Tata McGraw Hill
4. Effective Recruitment and Selection Practices, Alan Nankervis, Robert Compton, Bill Morrissey.

Program: Masters in Business Administration (M.B.A.)
Elective Course 8 - Human Resource Management - Compensation and Benefits
Semester 4
Credit: 4

Course Description: This 30-hour course is designed to make students understand different Compensation and benefits in an organization, and implement the pay structure. They will learn the types of individual incentive and benefits plans and recognize different labour laws and their implementation in an organization setup.

Course Level Outcomes:

Compensation and Benefits (CLOs)	
CLO 1	Outline the compensation strategies of an organization
CLO 2	Create and develop proper salary slips and various invoices
CLO 3	Design a leave management system and attendance trackers
CLO 4	Identify the applicability of various legislations to a variety of real world organizations
CLO 5	Apply legislation relating to the work place environment.

Unit 1:

Compensation and Benefits - What are Compensation and Benefits, Types of Compensations, Incentives and Rewards, Why are compensation and benefits important? Calculate compensation and benefits.

Unit 2:

Payroll - Payroll, Salary Processing, Paying Employees, Deductions, Invoicing Basics

Unit 3:

Labor Law - Legal provisions governing them, Healthy, safety and welfare measures, Maintaining Industrial relationships, Code of Conduct and Discipline

Unit 4:

Statutory Compliances - Its presence in different organizations, Advantages and Risks, Statutory compliances in Indian Payroll Management Systems

Unit 5:

Leave Management System - Types of employee paid leave, Concept of manday, working days and compensation

Primary Resources:

- 1. Compensation and Benefit Design, Bhasker D. Biswas**
- 2. Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio**
- 3. Compensation Management in a knowledge-based world – Richard I. Henderson**
- 4. Introduction of Labour and Industrial Laws, Avatar Singh**
- 5. Managing Workplace Conflicts, Subbulakshmi,V., Hyderabad : ICFAI University Press**

Program: Masters in Business Administration (M.B.A.)

Elective Course 9 - Sales Management

Semester 3

Credit: 4

Course Description: This 30-hour course aims to cover fundamentals of sales management, different types, and channels of sales. Students will learn about the strategic role and importance of sales in business, customer behaviour and manage them and how sales management fits into the changing environment

Course Level Outcomes:

Sales Management (CLOs)	
CLO 1	Explain sales and its significance to gain competitive advantages.
CLO 2	Assess different sales channels
CLO 3	Identify KPIs and evaluate salespeople's performance
CLO 4	Apply different sales training methods and techniques
CLO 5	Apply the concept of customer relationship management

Unit 1:

Introduction to Sales - Sales as a career, Interdependencies with other departments

Unit 2:

Types of Sales - B2B Sales, B2C Sales, Inbound and Outbound

Unit 3:

Channels of Sales -Sales Channels – Direct Sales, Sales Channels – Indirect Sales, Sales Channels – Online Sales

Unit 4:

Sales KPI - KPIs in Sales, Managing Different Customers,

Unit 5:

Post COVID Adaptation

Primary Resources:

1. Sales Management, Pradip Kumar Malik
2. Sales and Distribution Management, Krishna K. Havaladar
3. <https://www.salesforcerearch.com/blog/7-different-types-of-sales-roles-explained/>
4. <https://simplicable.com/new/marketing-channel>
5. <https://www.pipedrive.com/en/blog/sales-management>

Program: Masters in Business Administration (M.B.A.)

Elective Course 9 - Sales Processes

Semester 3

Credit: 4

Course Description: This 30-hour course aims to provide students with an exposure to the sales process involved in any industry. It will teach them how to convert leads into customers and how to add structure and accountability to their sales. The course also aims at introducing them to the sales funnel and how to maximize the number of end customers.

Course Level Outcomes:

Sales Processes (CLOs)	
CLO 1	Evaluate and explain the sales process of any industry
CLO 2	Conduct customer profiling and segmentation as per the need of the organization.
CLO 3	Define and manage sales funnel
CLO 4	Generate qualified leads, filter low-potential leads and identify the prospects with a higher probability to purchase.
CLO 5	Apply CRM and after sales services to ensure high customer lifetime value

Unit 1:

Introduction to Sales Process - Customer Profiling and segmentation - Leads, Methods of Lead Generation

Unit 2:

Lead Prospecting - Planning and Preparation, Preparation ahead of Sales Meeting.

Unit 3

Initial Contacting, Probing, Rapport, Solutioning, Objection Handling

Unit 4:

Closing the Sales - Closing the Sale, After Sale Service

Unit 5 :

Presentation and case study

Primary

Resources:

1. Mastering your Sales Process, David Masover
2. Lead Generate, Scott Groves
3. <https://www.leadfeeder.com/blog/18-ways-to-generate-more-b2b-sales-leads/#gref>
4. https://www.youtube.com/watch?v=WphIXqTp_es
5. <https://www.agilecrm.com/blog/6-chrome-extensions-easy-lead-generation>

Program: Masters in Business Administration (M.B.A.)

Elective Course 9 - Sales System

Semester 3

Credit: 4

Course Description: This 30-hour course aims at making the students more organized in their sales approach. It will provide them insights into sales systems to manage contacts better, make tracking sales deals more efficient and save time. This course will also cover the most used sales systems in the industry to give the students a head-start before joining their jobs.

Course Level Outcomes:

Sales System(CLOs)	
CLO 1	Explain the need for adaptability in sales management
CLO 2	Describe customer relationship management

CLO 3	Generate new sales leads effectively
CLO 4	Track and manage sales leads using effective systems
CLO 5	Use various Sales Management & CRM software

Unit 1:

Introduction to Sales Funnel - Steps Involved in Sales Funnel, Analytics derived from a Sales Funnel, Customer Handling,

Unit 2:

Customer Complaints, Scenarios of Complaint Handling in various Industries

Unit 3:

Introduction to Software Systems - Introduction to Software Systems, Sales Force, Lead Squared, Fresh Sales

Unit 4:

Introduction to other commonly used sales Management Software - Vymo, Zendesk, Maximiser

Unit 5:

CRM, Identifying CRMs used in various industries

Primary Resources:

1. The Sales Funnel Book, Nathan William
2. <https://www.salesforce.com/in/>
3. <https://www.leadsg.com/>
4. <https://www.freshworks.com/>
5. <https://getvymo.com/>
6. <https://www.maximizer.com/>
7. <https://www.zendesk.com/sell/>

Elective Course 9 - Managerial Skills For Sales

Semester 4

Credit: 4

Course Description: This 30-hour course is designed to make students good sales managers by imbuing in the students essential skills and competencies. With this course, they will understand and develop the core skills to achieve breakthrough results and the importance and develop soft skills to achieve breakthrough results.

Course Level Outcomes:

Managerial Skills For Sales (CLOs)	
CLO 1	Define roles and responsibilities of a manager
CLO 2	Practice and guide the ethical aspects in sales and its significance in sales effectiveness.
CLO 3	Organize a sales force, develop motivation strategies for the sales force, and identify the characteristics of effective salespeople
CLO 4	Recruit and select salespeople, evaluate salespeople's performance
CLO 5	Write reports conduct interviews and design and deliver effective sales presentations

Unit 1:

Roles and Responsibilities of a Manager - Core Drivers of a good Manager, Trustworthiness and Ethical Selling, Sales Mindset, Ownership & Accountability, Planning and Prioritization

Unit 2:

Team Handling - Managing Attribute, Coaching and Feedback, Customer Acquisition Cost, Cost controlling

Unit 3:

Sales Hiring - Sales target, Reports,

Unit 4

Presentation Skills, Interview Skills,

Unit 5

Performance management, Audits

Primary Resources:

1. Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance, Jason Jordon, and Michelle Vazzana
2. <https://www.youtube.com/watch?v=yd0n9dh0j0E>
3. <https://www.td.org/insights/how-to-turn-your-sales-teams-victim-mentality-into-a-growthmindset#gsc.tab=0>
4. <https://www.youtube.com/watch?v=Lj-KuRsSfa4>
5. <https://www.youtube.com/watch?v=5n4josMijng>

Program: Masters in Business Administration (M.B.A.) **Elective Course 10 - Introduction to Retail Management**

Semester 3

Credit: 4

Course Description: This 30-hour course is designed to make students understand the concepts and components of modern retail in India, know the recent trends in retailing in India Possess the knowledge of various retail formats. To identify the rising intricacies and complexities of retailing with awareness, exposure widening choice and shifting tastes among consumers with introduction of new merchandise. This course focuses on the learning and implementation of the best combination of merchandise management, retailing actions to carry out at a store strategy in its target markets and seeks to develop the students' skills in applying the analytic perspectives, decision tools, and concepts to decisions involving merchandising, space management.

Course Level Outcomes:

Introduction to Retail Management (CLOs)	
CLO 1	Explain the fundamentals of retail
CLO 2	Analyze the operations-oriented policies, methods, and procedures used by successful retailers
CLO 3	Identify consumer motivations, shopping behaviors, and decision processes for evaluating retail strategies.
CLO 4	Develop customer communication strategy using technology
CLO 5	Summarize the evolution of retail market in India

Unit 1:

An Overview of Retailing Environment - Evolution - Formats of Retailing, Retail market in India, New Trends

Unit 2:

Retailing Planning and Development - Market Segmentation, Store Operating Parameters, CRM, HR in Retail

Unit 3:

Basics of Merchandise Management - Product Mix and Merchandise Mix, Role of a Merchandiser, Types of Merchandise, Markup- Markdown

Unit 4:

Merchandise Management Operational Aspects - Methods of Merchandise Procurement, Private Label, Private Label vs National Brand, Category Management

Unit 5:

Technology used in Retail- Importance of IT management in Supply Chain, ERP Systems

Primary Resources:

1. Swapna Pradhan, Retailing Management: Text and Cases, McGraw Hill Education; Fifth edition www.tatamcgrawhill.com
2. Michael Levy, Barton Weitz, Ajay Pandit Retailing Management McGraw Hill Education; 8 edition. www.tatamcgrawhill.com
3. Seshanna Sudarshan Retail Management, Tata McGraw-Hill Education India , www.tatamcgrawhill.com
4. Barry Berman, Ritu Shrivastava, Joel R. Evans, Retail Management, Pearson www.pearsoned.co.in
5. Retailer, Quarterly.
6. Journal of retailing, peer reviewed journal.
7. <https://www.indianretailer.com/magazine>

Program: Masters in Business Administration (M.B.A.)

Elective Course 10 - Retail Planning & Branding

Semester 3

Credit: 4

Course Description: This 30-hour course explains visual merchandising which deals with the art and science of tastefully displaying the merchandise to the customers to enhance store ambience and at the same time aiding the customer in all stages of the purchase cycle. The second part of the course deals with the important topic of Retail branding. The last session helps to identify the rising intricacies and complexities of retailing store operations with awareness, exposure to modern retail store operation and as the Unit/Modules proceed further the student will understand the different operational and functional activities centred in the store operation.

Course Level Outcomes:

Retail Planning & Branding (CLOs)	
CLO 1	Explain Retail branding.
CLO 2	Explain the relevance of branding in the current retail trend
CLO 3	Recognize and describe the operations- different types of display and its usage in retail stores
CLO 4	Analyze consumer shopping behaviors and suggest design and display changes based on data.
CLO 5	Study and summarize the concepts and the components of Retail Store Operation

Unit 1:

An Overview of Retailing Environment - Planning for visual creativity, Store Exterior and Interior, Store Layout and Planning

Unit 2:

Retailing Planning and Development - Planogram, Signage's, Types of Display, Experiential Retailing

Unit 3:

Basics of Retail Branding - Importance and Scope, Branding Challenges and Opportunities, Brand Equity

Unit 4:

Brand Positioning and Brand Elements - Private Label in Retail: Importance, Growth and Strategies, Types of Brand Elements, Managing Brand Over Time

Unit 5:

Introduction to store operation & Mall management, Store opening and closing and introductions to SOPs, Functional & operational areas of the store.

Primary Resources:

1. Swapna Pradhan, Retailing Management: Text and Cases, McGraw Hill Education; Fifth edition www.tatamcgrawhill.com
2. Michael Levy, Barton Weitz, Ajay Pandit Retailing Management McGraw Hill Education; 8 edition. www.tatamcgrawhill.com
3. Seshanna Sudarshan Retail Management, Tata McGraw-Hill Education India , www.tatamcgrawhill.com
4. Barry Berman, Ritu Shrivastava, Joel R. Evans, Retail Management, Pearson www.pearsoned.co.in
5. Retailer, Quarterly.
6. Journal of retailing, peer reviewed journal.
7. <https://www.indianretailer.com/magazine>

Program: Masters in Business Administration (M.B.A.)

Elective Course 10 -Strategy & Finance In Retail

Semester 3

Credit: 4

Course Description: This 30-hour course aims to provide students with an exposure to the basic principles of pricing strategy to enable them to understand the business scenario. To equip students with the standard tools of pricing strategies, this course provides an understanding of different pricing strategies and their impact on producers and consumers.

Course Level Outcomes:

Strategy & Finance In Retail (CLOs)	
CLO 1	Describe pricing strategies and identify factors that determine pricing
CLO 2	Differentiate between types of pricing
CLO 3	Explain Product life cycle

CLO 4	Explain the impact of pricing on producers and consumers
CLO 5	Evaluate various pricing strategies

Unit 1:

Introduction to Pricing strategies - Price determination-Meaning and Importance

Unit 2:

Types of Pricing strategies - Full Cost Pricing, Cost Plus Pricing, Marginal Cost Pricing, Rate of Return, Program Pricing

Unit 3:

Competition oriented pricing - Competition oriented pricing,

Unit 4:

Price Skimming, Penetration Pricing, Discrimination Pricing, Misc Printing Strategies,

Unit 5:

Product Life Cycle & Pricing Strategies

Primary Resources:

1. Mehta, P.L. Managerial Economics- Analysis, Problems, Cases, SultanChand & Sons, New Delhi, Latest edition
2. Diwedi, D.N. Managerial Economics, Vikas Publishing House Private Limited, New Delhi, Seventh Edition
3. Sloman, J. Economics for Business, Pearson Education, 2006
4. Dornbusch, R. Fischer, S and Startz, R. Macroeconomics, Tata Mc Graw Hill, 2001
5. Gupta, G. S, Managerial Economics, Tata Mcgraw Hill 1992
6. Gupta, G. S, Macroeconomics Theory and Applications, Tata Mcgraw Hill 2001
7. Maikiw, G.N. Macroeconomics, W.H. Freeman & Company 2000

8. Salvatore, D. Managerial Economics in a Global Economy, Thomson Southwestern 2001

Program: Masters in Business Administration (M.B.A.)

Elective Course 10 - Digital Commerce

Semester 4

Credit: 4

Course Description: This 30-hour course is designed to make students understand digital commerce and types of E-Commerce. They will learn to plan and build an E-Commerce Presence: website, mobile sites, and apps along with the Ecommerce marketing and advertising concepts.

Course Level Outcomes:

Digital Commerce (CLOs)	
CLO 1	Explain the relevance of digital commerce in current times
CLO 2	Identify laws and regulations that are applicable to digital commerce
CLO 3	Evaluate the benefits of digital commerce as opposed to traditional commercial activities
CLO 4	Explain the relevance of ERP in business transactions
CLO 5	Identify and resolve safety and privacy concerns over the use of digital commerce

Unit 1:

Understanding of E-Commerce- Importance of E-Commerce, Definition of E-Commerce, Types of E-commerce, B2B E-Commerce, B2B Applications, B2C E-Commerce, B2C Applications, B2G E-Commerce, C2C E-Commerce, M-Commerce, Value Delivery Methods for Ecommerce Innovation, D2C – Direct to consumer, White label and private label, Wholesaling, Dropshipping, Subscription service, Examples of Innovative Ecommerce Business Plans, Benefits of E-Commerce & Planning for E-Commerce Why sell online? Benefits of B2B E-Commerce Solutions, Benefits of B2C E-Commerce Solutions, How to plan for e-commerce, Setting goals and objectives, Researching e-commerce options

Unit 2:

E-Commerce Features and Examples, E-Commerce Solution considerations, E-Commerce Plans, Store Design, Shopping Cart, Payment processing and security features, Product promotion and affiliate marketing, E-comm Business Models, Identify the key components of e-commerce business models, Describe the major B2C business models, Describe the major B2B business models, Explain the key business concepts and strategies applicable to e-commerce, Amazon & Walmart– E-Commerce Business Model, Understand the E-Commerce Business Model used by Amazon, Reference: (<https://www.garyfox.co/amazon-business-model/>) Walmart – E-Comm Business Model (<https://fourweekmba.com/walmart-business-model/>), Milkbasket, Flintobox & Pepperfry or Urban Ladder – E-Comm Business Model Understand the E-Commerce Business Model used by Milkbasket and Pepperfry

Unit 3:

Website Systems development life cycle -Building the site, Decide the human resources, organizational capabilities, Hardware/software, and telecommunications. Freeze the site design, Five major steps of website systems development lifecycle, Systems analysis/planning, Systems design, Dropshipping, Subscription service, Examples of Innovative Ecommerce Business Plans

Unit 4:

Building your Own ECommerce Site, Building your own E-Comm site, Choosing the hardware, Right-sizing the platform – Demand and supply side, Tools for website optimization, Personalization tools, Develop a mobile web presence, Types of mobile e-comm software, How to develop mobile web presence?, E-commerce marketing and advertising, Digital Commerce Marketing and Advertising: Strategies and Tools Online advertising, Search Engine Marketing, Social marketing and advertising, Mobile marketing and advertising

Unit 5:

Consumer Behavior and Search Engine Marketing, Supply Chain Management in E-Commerce, Consumer behavior, A model of consumer behavior, A model of online consumer behavior, Clickstream behavior, Why do consumers choose online channels? How shoppers find vendors online? Why don't many people buy online? How does Supply Chain Management work in E-Commerce? What is the e-comm supply chain? Need for E-SCM,

Flipkart Example, Future of E-Commerce, 8 online trends, Introduction to Social Commerce, Different promotional aspects, Examples - Bull TV, K culture- Korean Culture and K culture Commerce in India, How other distribution channel helping e-commerce (example Facebook store, WhatsApp, Insta), 2Tech side website - Not website, Mobile apps- Cred, Why Mobile app only Philosophy, 3 Org hierarchy in e-commerce

Reference:

1. Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson
 2. S. J. Joseph, E-Commerce: an Indian perspective, PHI
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