

**GITA AUTONOMOUS COLLEGE  
BHUBANESWAR**



**Complete Syllabus  
Master of Business Administration  
(2024-26)**

## **Vision of the institute**

To foster prosperity through technological advancement by promoting education, innovation, and collaborative research, and to emerge as a globally renowned premier technical institution.

## **Mission of the institute**

1. To impart high-quality professional education to students worldwide, fostering innovation, technological advancement, discipline, effective communication skills, and strong moral values.
2. To provide a broad-based education that ensures the holistic development of students.
3. To leverage expertise in science, technology, and management to deliver comprehensive training in visualizing, synthesizing, and executing projects.
4. To nurture a spirit of entrepreneurship and innovation among students.
5. To undertake sponsored research and offer consultancy services in industrial, educational, and other socially relevant domains.
6. To promote healthy practices such as community service, outreach initiatives, and innovative projects for societal benefit.

## **Vision & Mission of the Department**

### **Vision of the Department:**

To be a globally recognized leader in management education, fostering innovative thinking, ethical leadership, and sustainable business practices that contribute to the advancement of society.

## **Mission of the Department:**

1. To deliver a transformative education that equips students with the skills and knowledge necessary to excel in dynamic business environments.
2. To foster a culture of innovation, critical thinking, and ethical leadership that prepares graduates to address contemporary business challenges.
3. To emphasize the importance of effective communication, ensuring that our graduates can articulate ideas clearly and persuasively in diverse professional contexts.
4. To inspire and support entrepreneurship, encouraging students to develop innovative solutions, create value in the global marketplace, and contribute to societal well-being.
5. To cultivate a diverse and inclusive community of students, faculty, and industry partners committed to lifelong learning and professional growth

## **Program Outcomes (PO)**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Develop entrepreneurial mindset and skill for strategic growth.
7. Inculcate the green revolution into the business ability.
8. Lifelong Learning and Professional development to provide competitive edge in the business world.

## **Programme Specific Outcome (PSO)**

### **PSO1: Functional Expertise and Strategic Integration**

Graduates will acquire domain-specific knowledge and skills in Human Resources, Marketing, Finance, Operations, and Information Technology, enabling them to design and implement integrated business solutions that align with organizational strategy and goals.

## PSO2: Analytical Thinking and Tech-Driven Decision Making

Graduates will be proficient in using data analytics, financial tools, marketing metrics, and IT systems to critically analyse business scenarios and support evidence-based decision making in functional and cross-functional business processes.

## PSO3: Industry Readiness and Innovation Competence

Graduates will demonstrate the ability to adapt to dynamic industry requirements by applying innovative practices, managing human capital, optimizing supply chains, leveraging digital platforms, and implementing financial prudence to drive organizational performance and sustainable growth.

## Course structure

### 1<sup>st</sup> and 2<sup>nd</sup> semester Admission Batch (2024-26)

Sl. No.	Course Code	Course	Contact Hrs. L-T-P	Credit	End semester mark	Mid sem
1.	MB-T-1001	Management Principles & Organizational Behaviour (MPOB)	3-0-0	3	60	40
2.	MB-T-1002	Marketing Management	3-0-0	3	60	40
3.	MB-T-1003	Financial Accounting and Analysis	3-0-0	3	60	40
4.	MB-T-1004	Managerial Economics	3-0-0	3	60	40
5.	MB-T-1005	Quantitative Techniques	3-0-0	3	60	40
6.	MB-T-1006	Business Communication	3-0-0	3	60	40
7.	MB-T-1007	Universal Human Values, Ethics and Environment	3-0-0	3	60	40
8.	MB-T-1008	Entrepreneurship & Legal environment	3-0-0	3	60	40
9.	MB-P- 1002	IT Skills for Managers	0-0-1	1	-	100
10	MB-T-1009	Management Lessons from Ancient India	2-0-0	2	60	40
11	MB-P-1001	Business Communication Lab	0-0-1	1	-	100
TOTAL			26-0-2	28	540	560

## 2<sup>nd</sup> semester

Sl. No.	Course Code	Course	Contact Hrs. L-T-P	Credit	University Marks	Internal Evaluation
1.	MB-T-1011	Corporate Finance	3-0-0	3	60	40
2.	MB-T-1012	Cost and Management Accounting	3-0-0	3	60	40
3.	MB-T-1013	Human Resources Management	3-0-0	3	60	40
4.	MB-T-1014	Business Research	3-0-0	3	60	40
5.	MB-T-1015	Operations Management	3-0-0	3	60	40
6.	MB-T-1016	Business Analytics	3-0-0	3	60	40
7.	MB-T-1017	Management Information System	3-0-0	3	60	40
8.	MB-T-1018	Strategic Management	3-0-0	3	60	40
9.	MB-P-1019	Health & Wellness	0-0-1	1	-	100
10.	MB-T-1020	Introduction to AI	2-0-0	2	60	40
		total	26-0-1	27	540	460

### Detailed syllabus 1<sup>st</sup> Semester

#### **MB-T-1001 MANAGEMENT PRINCIPLES & ORGANIZATIONAL BEHAVIOUR (MPOB)**

**L-T-P (3-0-0)**

#### **Course Objectives:**

1. To introduce the students with the fundamentals of management and its processes.
2. To enhance the students understanding on various theories on management, which may enable them to implement the concepts in workplace.
3. To make the student understand the importance of personality and perception and its impact on behaviour
4. To make the student aware of different motivational factors that impacts work place behaviour.
5. To facilitate the students in understanding individual, group behaviour and organizational culture and climate impacting learning organisation.

#### **Module-I: Foundations of Management**

Introduction to Management and Administration, Evolution of Management, Management Levels; Managerial Roles and Skills; Management Functions: Planning, Organising, Staffing, Directing and Controlling.

## **Module-II: Management Process**

Management Process, Decision Making, Contribution in the field of Management by Peter F. Drucker, Michel Porter, C.K. Prahalad, Barnand, McGregor, Rensis Likert and McKinsey.

## **Module-III: Organisational Behaviour- I**

Introduction to Organization Behaviour, Nature, Scope, OB Model, Personality: Traits and types; Perception-Factors and Process, perceptual error.

## **Module-IV Motivation**

Employee Motivation – Maslows need Hierarchy Theory, Herzbergs two factor theory, Alderfers ERG Theory, Expectancy theory Values and attitude; Barriers to change attitude, Developing Emotional Intelligence at the work place, Interpersonal relation and Transactional Analysis.

## **Module-V: Organizational Behaviour- II**

Group and Team- stages and effectiveness; Conflict Management process, Leadership- skills, roles, Styles (Managerial Grid), Women leadership in India.

Organizational culture, Organizational climate VS organization culture, Factors contributing towards creating and sustaining culture, Organization Design, Change Management- Change Model and Organizational Development, Learning organisation- Organizing Knowledge Resource.

## **Course Outcomes:**

After completing this course, students should be able to:

- CO-1: Define, remember, understand, explain and interpret various concept of Management and organizational behaviour, managerial levels, roles, and skills of managerial functions. such as Planning, Organising, Staffing, Directing and Controlling.
- CO-2: Understanding the various management theories provided by experts and its utilisation in organisational prospective.
- CO-3: Analyse and identify various aspects of individuals organizational behaviour such as personality, perception, and errors in the process of interpretation.
- CO-4: Integrate the knowledge of motivation in workplace, and the impact of values, and attitude, on workplace behaviour of employees.
- CO-5: Evaluate group and team dynamics, including stages of development and assess leadership skills, roles, and styles, including the Managerial Grid and the role of leadership in organizational context. Integrate and implement important managerial and behavioural skills to empower the students to appreciate the requirement of behavioural code of conduct in the world of business.

## **Text Book:**

1. Management, Stephen P. Robbins, Mary Coulter, Agna Fernandez, Pearson Education, 2018

2. Organizational Behavior, Fred Luthans, McGraw Hill, 2017
3. Organizational Behaviour: Human Behaviour at Work, – John W. Newstrom, Tata McGraw Hill, 2017
4. Organizational Behaviour –Text and cases by Aswathappa, 12th revised edition, Himalaya publication
5. Essentials of Management, Harold Koontz, Heinz Weihrich, Mark V Cannice, 2020
6. Behavior in Organizations, Jerald Greenberg & Robert A. Baron, Pearson Education, 2010
5. Management and Organizational Behaviour, Subbarao P, Himalaya Publishing House, 2017
6. Organizational Behaviour, Sarma, Jaico Publications, 2009
7. Management and Organizational Behaviour, Paul Hersey and Ken Blanchard, PHI, 2009
8. Organizational Behavior, Kavita Singh, Pearson 2010

### **MB-T-1002 MARKETING MANAGEMENT L-T-P (3-0-0) (MM)**

#### **Objectives:**

1. To appraise the students on the basics of Marketing Management.
2. To make the students understand about Market segmentation and contemporary marketing.
3. To expose students to the basics of Products.
4. To introduce the concept of pricing, its strategy & choose the right place for product.
5. To differentiate products or services, to increase the demand through promotion.

#### **Module-I**

**Definition & Functions of Marketing**, Scope of Marketing, Marketing concept, Selling versus Marketing, Concept of Marketing Myopia. 80: 20 Principle, Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept; Concept of Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment.

#### **Module-II**

**Market segmentation**, Bases for market segmentation, Targeting, Positioning; Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process.

**Contemporary Topics:** Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing, Digital Marketing, Network Marketing (Concepts only)

### **Module-III**

**Product:** Classification of consumer products and industrial products, Product Mix, New Product Development Process: Idea Generation to commercialization. Product Life Cycle, Strategies across stages of the PLC. Packaging & Labeling, Basic concept of Branding

### **Module-IV**

**Pricing Basics:** Meaning, Importance of pricing, Factors Influencing pricing decisions., Pricing strategies and approaches

**Place:** The Role of Marketing Channels: Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only) Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E- Commerce Marketing Practices.

### **Module -V**

**Promotion:** The role of marketing communications, Elements of promotion mix, IMC approach, Advertising & sales promotion, Developing advertising programme, Advertisement effectiveness.

### **Course Outcomes: After completion of this course students will able to:**

- CO-1: Understanding the nature, scope and basis of marketing concepts & strategies.
- CO-2: Utilize the information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies.
- CO-3: Examine the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings
- CO-4: Analyse 4 Ps of marketing and its application across industries.
- CO-5: Give complete relationship between marketing & other management functions.

**Books:**

- Marketing: Baines, FillandPage, Sinha, Oxford
- Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
- Marketing by Lamb Hair Sharma, McDaniel Cengage Learning
- Marketing Management, Ramaswamy & Namakumari, McGraw Hill
- Marketing Management – K Karunakaran, Himalaya Publishing House
- Marketing Management – Text and Cases, Tapan K Panda, Excel Books
- Marketing Management – J. P Mahajan, Vikas
- Marketing Management - Rudani, S Chand

**MB-T-1003 FINANCIAL ACCOUNTING AND ANALYSIS**  
**L-T-P (3-0-0) (FAA)**

**Course Objectives:**

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders.
4. To Understand the framework of accounting systems and the Generally Accepted Accounting Principles
5. To Prepare necessary financial statements and reports related to different business entities

**Module-I:**

Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting,

**Module-I:**

Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance. Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards,

### Module- III:

Preparation of Financial Statements: Income statement and Balance Sheet, Presentation of Financial Statement: (Profit & Loss Account and Balance Sheet) according to companies act 2013 (vertical format), Excel Application to make Balance sheet, Case studies and Workshops

### Module- IV:

Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds, understanding Corporate Income statement and Balance Sheet as presented in the Annual Reports of companies.

### Module-V:

Financial Statement Analysis: Analysis and interpretation of Financing Statements, Common size statement, Comparative statement analysis, Trend analysis, Ratio Analysis, Cash Flow Analysis as per IND AS 7.

### Course Outcomes:

- CO-1: Explain the role of accounting as a language for financial communication of businesses, and meet the needs of both external and internal users using accounting principles.
- CO-2: Illustrate the complete accounting process, including journalizing transactions, posting them to ledger, maintaining subsidiary books, preparing trial balance and drawing the financial statements for sole traders.
- CO-3: Demonstrate a comprehensive understanding of corporate accounts, including the concepts of shares, share capital, the issuance of shares, instalment payments, share buybacks, and the use of debentures and bonds in corporate financing.
- CO-4: Analyse corporate financial statements using techniques like Common Size Statement, Trend Analysis, Ratio Analysis, and Cash Flow Analysis as per IND AS 7.
- CO-5: Develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

### Text Books:

1. Financial Accounting for Management; Paresh Shah, Oxford
2. Financial Accounting A managerial Perspective-Bapat & Raitha, McGrawHill
3. Financial Accounting for Managers-Sanjay Dhamija, Pearson
4. Accounting for Business Managers- Sakshi Vasudeva, HPH
5. Financial Accounting for Management, A.K. Bhattacharya
6. Financial Accounting for Management, Narayanswamy
7. Financial Accounting by S.N Maheswari Vikas Publications
8. Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda

## **MB-T-1004 Managerial Economics L-T-P (3-0-0) (ME)**

### **Course Objectives:**

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.
3. To develop a student's ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.
5. To orient the students various on economic policies and its impact on business.

### **Module- I:**

Relevance of economics for business decisions, Role of Managerial Economist and Business decision making.

### **Module-II:**

Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

### **Module –III:**

Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, various cost concepts, cost functions, Economies of scale and economies of scope (simple numerical problems to be solved).

### **Module-IV:**

Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly,

### **Module-V:**

Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies.

**Course Outcome:** Students' awareness level on various economic concepts increased and can understand economics as the building blocks in managing various business transactions of the organization.

CO<sub>1</sub>- To make the students clarify on importance of economics in organization functional process.

CO<sub>2</sub>- To orient the students on concept of demand and supply and importance of these concepts on survival of organization in market.

CO<sub>3</sub>- To increase the awareness level of the students on various forms of market and types of market competition.

CO<sub>4</sub>- To develop the students understanding upon variables responsible for productivity function of organization.

CO<sub>5</sub>- To describe in detail to the students about various forms of pricing adopted by the organization to penetrate and settle down in market.

### Text Books

Managerial Economics by Paul G. Keat, Philip K. Y. Young, and Stephen E. Erfle

Managerial Economics by D. N. Dwivedi

Managerial Economics: A Problem-Solving Approach by Luke M. Froeb, Brian T. McCann, Michael R. Ward, and Mike Shor

Managerial Economics by William F. Samuelson and Stephen G. Marks

Managerial Economics by P.L. Mehta

Managerial Economics by H.L. Ahuja

## **MB-T-1005 QUANTITATIVE TECHNIQUES (QT)**

**L-T-P (3-0-0)**

### **Course Objectives:**

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.
4. To understand application of decision making techniques in managerial level.
5. To lay an adequate knowledge in various operation research techniques.

### **Module-I: Statistical Methods:**

Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients,

### **Module II Linear Programming Concept:**

Formulation & Graphical and Simplex Solution, Assignment Models: Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments.

### **Module III**

**Transportation Models:** Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODi

### **Module-IV**

**Queuing Theory:** Concept, Single Server (M/M/1), Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas

### **Module -V**

**Decision Theory:** Concept, Decision under risk (EMV) & uncertainty, **Game Theory:** Concept, Two players zero sum game theory with dominance, Pure & Mixed Strategy

### **Course Outcomes:**

- CO-1: Demonstrate proficiency with statistical analysis of data. To lay adequate theoretical foundation to study various applied fields in statistics. To know how global business decisions depends on the statistical analysis of data and specific relationship between two or more variables.
- CO-2: Develop the ability to build and assess data-based models. Quantitative analysis of data, problem solving approach and use of mathematical techniques.
- CO-3: Recognize the importance and value of Operations Research and linear programming in solving practical problems in real business world. Interpret the transportation models' solutions and infer solutions to the real-world problems. Optimize the allocation of resources to Demand points in the best possible way using various techniques and minimize the cost or time of completion of number of jobs by number of persons.
- CO-4: Recognize and solve game theory and Markove's chain. Know when simulation and dynamic programming can be applied in real world problems.
- CO-5: To use different operational techniques in business decision.

### BOOKS

Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson

Quantitative Techniques in Management by N.D. Vohra Tata, McGrawHill

Quantitative Techniques-Davis.B,Oxford

Operations Research by R. Pannerselvam, PrenticeHall

Statistics for Business and Economics; R P Hooda,Vikas

Operations Research by Nita Shah, Ravi Gor, HardikSoni,PHI

Business Statistics : J K Sharma,Vikas

### **MB-T-1006 Business Communication (L-T-P 3-0-0)**

#### **Course Objectives:**

The objectives of the course are:

1. To provide an overview of the process and types of communication including Business Communication
2. To familiarize the learners with different formats of organizational communication
3. To infuse the correct practices and strategies of effective business writing and business presentation.
4. To put in use the basic mechanics of grammar, usage, and punctuation.
5. To create awareness of employability skills.

#### **MODULE-1: ORAL COMMUNICATION**

- **Language Skill 1- Speaking:** Importance of Communication in English at workplace, Guidelines for improving confidence, fluency, articulation, accent and voice modulation while speaking, Cell Phone Etiquette; Meetings: Preparing a Notice- cum- Agenda; Chairperson's role; Other role functions in a meeting; Minutes of a meeting.
- **Presentations:** Their importance for a manager- Features of a good business presentation. Planning, Preparing & Structuring a PPT Preparation, Rehearsal & Delivery- Answering questions after the presentation- Overcoming stage fright- Importance of Body Language in presentations.
- **Group Discussion:** Difference between GD and Debate- Parameters of Performance evaluation in a GD: Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm- How to get prepared for GD- Some Dos and Don'ts.

#### **MODULE-II: LISTENING SKILL**

- **Language Skill 2 - Listening:** Listening Vs. Hearing- Importance of the listening Skill- Types of Listening: Active Listening; Empathetic Listening; Content Listening; Critical Listening- Guidelines for improving the Listening skill.

- **Listening Comprehension** : Podcasts, Public speeches by Famous Entrepreneurs, Business Dialogues

### MODULE-III: READING SKILL

- **Language Skill 3 – Reading:** The Process of Reading; Sub skills of Skimming, scanning, inferring, guessing word-meaning, Using appropriate speed for various kinds of reading, correction of reading faults of eye-fixation, regression, finger-pointing, sub-vocalizing, Reading aloud, and indiscriminate use of the Dictionary. Critical Reading with analytical skills.
- **Interpretation of Articles from Newspapers, Journals.**

### MODULE-IV: WRITTEN COMMUNICATION

- **Language Skill 4- Writing:** The Writing Process- Guidelines for composing effective business messages- Persuasive Techniques: Fundamentals of Persuasion, Components of Attitude - Cognitive, Affective, Behavioural (Ethos, Pathos, Logos & Syllogism) - AIDA - NLP (VAKOG), Appeals (Emotional & Rational).
- Business Letter: Form; Formats; and Types: Structure of Routine and persuasive business messages, good-will, good-news, and bad-news messages.  
Business Memo; Features of an effective business E-mail; Rules of Netiquette.

Writing Business Reports: Features of a good business report. Formats- Printed form, Memo, Letter, manuscript; Structure of a short Formal Report. Steps in planning and preparing a business report.

- Writing a Case Analysis

### MODULE-V: EMPLOYABILITY SKILLS

- **Applied English Grammar for Business Writing:** English Verb types: Stative and Dynamic; Transitive and Intransitive; Main and Auxiliary verbs. Tenses- Subject Verb Concord- Active & Passive voice- Relative Clauses & Modifier Placement-Parallel Structures- Punctuation.
- Preparing a Resume- Parts of a Resume- Resume Styles: Chronological, Functional, and Chrono- Functional- Resume Design- Job Application letter.
- **Interviews:** Types by purpose; 3 stages of an interview; how to prepare for an interview; how to answer FAQs; Following up with a letter of thanks.
- **Communication in Global Environment:**  
Cross cultural communication  
Technology in use - Video conferencing - Google Meet - Teams – Zoom: Arranging meetings  
Social Media - Artificial Intelligence & Communication prompts.

### Course Outcomes:

- CO-1:** Understanding the importance of organizational communication and communication barriers.
- CO-2:** Develop awareness of Techniques of active Listening and fluent speaking.
- CO-3:** Demonstrate the ability to compose reasonably error-free business correspondence with brevity and clarity.

**CO-4:** Apply Creative thinking as well as critical thinking in preparing his/her resume, in writing Reports, and in taking part in Group Discussions, and in designing PPTs for presentation.

**CO-5:** Use appropriate communication skills in multicultural contexts, in social media, in web meetings, and in web browsing.

**Text Books:**

- Communication Skills. Sanjaya Kumar & Pushpa lata, Oxford University Press.
- Business Communication: Skills, Concepts, and Application- P.D Chaturvedi and Mukesh Chaturvedi, Pearson.
- Business communication- Meenakhi Raman & Prakash Singh, OUP.
- Business and Managerial Communication- Sailesh Sengupta, PHI learning
- Bcom: Business Communication- A South Asian Perspective, Lehman, Dufrene & Sinha, Cengage Learning.
- Effective Technical Communication, Ashraf Rizvi, McGraw Hill India.

**MB-T-1007 UNIVERSAL HUMAN VALUES, ETHICS AND ENVIRONMENT(BC)**

L-T-P (3-0-0)

**Course Objectives:**

1. To develop students' understanding of the concept of Human Values and related issues.
2. To make students aware the importance of Harmony in self, family, society and nature.
3. To make the students understand the importance of ethical practices in business and governance.
4. To exhibit understanding of the importance of business environment and probable impact of environmental factors on a business.
5. To sensitize learner the link between environmental issues and business.

**Module I- Universal Human Values (UHV)**

**Universal Human Values (UHV)**– Introduction, Need for Value Education, Right Understanding, Mutual happiness and prosperity, Role of Education- Sanskar (Enabling the Transformation to Human Consciousness), Self-exploration- The Content and Process, Meaning of Happiness and Prosperity. Understanding Harmony in the Self- Harmony of the Self with the Body: Self-regulation and Health, Understanding Harmony in the Family -Feeling of Relationship as the Basis for Harmony in the Family, 'Trust' – the Foundational Value in Relationship, Respect– As the Right path to harmony in family, Affection, Care, Guidance, Reverence, Gratitude and Love as Values in Relationship.

**Case Study depicting business applications of Universal Human Values (UHV)**

**Module II- Harmony in the Society**

Understanding Harmony in the Society - Understanding Human Goal, Harmony from Family Order to World Family Order –Universal Human Order- From understanding self to Family order, Family cluster order, village cluster order, Nation order, and world family order. Understanding Harmony in Nature/Existence: Nature as Collection of Units: Harmony

among the Four Orders- Physical order, Bio order, Animal order, and Human order. Mutual fulfilment among the Four Orders of Nature: Co-existence at all Levels. The Holistic perception of Harmony in Existence.

## **Case Study depicting business applications of Harmony in the Society**

### **Module III- Business Ethics**

**Ethics & Business Ethics-** Definition, Meaning, Importance, Nature & Scope. Factors influencing business ethics, Salient feature, Ethical principles in business. Theories of ethics- Absolutism vs. Relativism, Kohlberg stages of moral development. Managing ethical dilemmas, Ethical decision making, Employee and Business Ethics, Ethical and value-based leadership. Ethics in governance practices in corporates, Corporate scams and unethical practices. Ethical principles and practices in Marketing, Finance, HR and other disciplines. Promoting ethical culture in business organization.

**Case Study depicting ethics in business to be discussed.**

### **Module IV- Natural environment**

**Natural environment;** Ecology and environmental protection and sustainable development – Bio-diversity and environmental degradation issues, Managing natural disaster, Environmental Legislations, Issues of global warming, terrorism, natural disasters. Issues relating pollution-causes, and control measures. Greening Management- Green policies and practices in corporates, Environmental Partnership, Environment Audit, Product Stewardship. Environment Management as Competitive Advantage, World Business Council for Sustainable Development (WBCSD) and its ten messages for business.

**Case Study depicting Natural Environment and Business.**

### **Module V- Business environment**

**Business Environment:** Meaning, nature and scope, economic and non-economic environment; internal and external environmental factors. Scanning of environment- methods and techniques of scanning (ETOP, SWOT). Economic Environment of Business: recent developments in Indian Economy. Non-Economic Environmental Factors: Non-Economic factors influencing business. Changes in Business and Industrial policy- Recent industrial policy, trade liberalization, from a Closed to Open economy.

**Case Study depicting Business Environment.**

### **Course Outcomes:**

- CO-1: Develop a comprehensive understanding of Universal Human Values (UHV) and their practical applications in personal, familial, societal, and business contexts.
- CO-2: Analyze ethical principles and theories in business decision-making, fostering a culture of integrity, responsibility, and leadership.
- CO-3: Evaluate environmental issues, regulations, and sustainable business practices to mitigate ecological degradation and promote corporate responsibility.
- CO-4: Assess the dynamic business environment, including economic, political, and ethical dimensions, to navigate challenges and opportunities in diverse socio-economic landscapes.
- CO-5: Identify and evaluate the role of harmony in family, society and universal order.

### **Text Book(s)**

1. A Foundation Course in Human Values and Professional Ethics by R R Gaur, R Asthana, G P Bagaria, Excel Books, New Delhi, 3<sup>rd</sup> Edition.
2. A Foundation Course in Holistic Human Health by S Asthana, A Shukla, TS Perumal-UHV Publication.
3. Business Environment – B N Ghosh, Oxford
4. Business Ethics – Murthy, HPH
5. K.S.Thakur, Business, Ethics and Environment, Publisher: Aadi Publications, Seller: Neha Publisher

### **MB-T-1008 ENTREPRENEURSHIP & LEGAL ENVIRONMENT (ELE)**

**L-T-P (3-0-0)**

#### **Course objectives:**

1. The aim of learning by putting business and law together is to Create and maintain functional skill spaces on spectrum of lawful insight for Learners whether they run business entities or work for the people running it.
2. Sensitize the students to understand entrepreneurship as a career and skills required.
3. To educate on the Legal and Regulatory Framework for doing business in India.
4. To impart knowledge of different Business Regulations and Environmental Laws.
5. To explain concepts of Entrepreneurship and build an understanding about business situations in which entrepreneurs act.

#### **Module- I**

**Entrepreneurship:** Concept of entrepreneurship and intrapreneurship, Types of Entrepreneurs, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurship as a career, Identification of opportunity and converting idea to reality, Role of family, Society, EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

**Module- II: Start-up Environment:** Definition and characteristics of start-ups, Types of start-ups (Social, impact based, rural start-ups), Start-up India policy, Start-up Odisha policy, Knowledge of Key Accelerators, Incubators and Mentors in India, Understanding their role and advantages and disadvantages.

**Module-III: Law of Contract:** Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi Contract and Contingent Contract.

**Module- IV: Special Contract:** Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Unpaid seller and his rights.

**Module-V: Company Laws:** Indian Companies Act 2013, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment of Directors, Company Meetings, Resolutions, Winding-up of Companies and their modes.

## Course Outcomes:

- CO-1: Rationalise for studying Entrepreneurship Development and realizing that entrepreneurs are wealth creators in our society.
- CO-2: Demonstrate a fundamental comprehension of business opportunities and implementing them practically.
- CO-3: Discuss unique start-up or entrepreneurial ideas in groups and present a business plan that articulates and applies financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (non-profit); or 3) intellectual property licensing.
- CO-4: Demonstrate an in-depth understanding of the Start-up ecosystem in India and become conversant with sources of new finances, use of technology, customer acquisition concepts, etc. The focus will be on creating sustainable businesses.
- CO-5: Understand the Business Laws related to Incorporation of a company. Learn the Reforms Undertaken by the Government with respect to the challenging business environments.

## Text Books:

- Entrepreneurship Development and Management, Vasant Desai, HPH
- Entrepreneurship Management, Bholanath Dutta, Excel Books
- Entrepreneurial Development, Sangeeta Sharma, PHI
- Entrepreneurship Development by Khanka
- Entrepreneurship, Rajeev Roy, Oxford University Press
- Business Law –S R Mohapatra and S R Patra, HPH
- Business Law – N D Kapoor, S Chand
- Business Law – Pathak, Tata Mc Graw Hill

## **MB-T- 1009 MANAGEMENT LESSONS FROM ANCIENT INDIA (MLAI) L-T-P (2-0-0)**

## Course Objectives:

1. **Understanding the Evolution of Indian Management Thought:** Gain insight into how traditional Indian philosophies and literature influence modern management practices, with a focus on a culturally rooted Indian approach.
2. **Application of Vedantic and Epic Literature in Management:** Learn key management principles from Vedantic literature, Ramayana, Mahabharata, and Bhagavad Gita, such as leadership, governance, ethics, strategic decision-making, and conflict management.
3. **Leadership and Governance Insights from Kautilya's Arthashastra:** Develop skills in leadership, governance, motivation, and communication by studying Kautilya's principles, and understand their relevance in contemporary statecraft and corporate governance.
4. **Ethical Management from Jain Perspectives:** Explore the principles of Jain literature, focusing on ethics, human values, conflict resolution, and sustainable economics to implement them in management scenarios.

5. **Buddhist Perspectives on Team Dynamics and Knowledge Management:** Understand the importance of teamwork, personal growth, and knowledge sharing from Buddhist teachings, and learn how to foster an environment conducive to collective growth and wisdom.
6. **Developing an India-Oriented Approach to Management:** Equip students with the ability to incorporate indigenous knowledge systems into modern management frameworks, promoting an India-centric perspective that respects cultural context.

### **Module- I**

Introduction to Ancient Indian Knowledge System; Evolution of Indian management thought; Need of India oriented Approach.

### **Module- II**

Management perspective in Vedantic Literature.

Management lessons in the Ramayana: Ethical and moral values, leadership, governance, strategic alliance.

Management lessons in the Mahabharata and the Bhagavat Gita: Conflict management, Inspirational leadership, alternative perspective on work and performance

### **Module-III**

Kautilya's management lessons: Qualities of a leader, functions and role of a leader, motivation and communication; Principles and practice of governance of a state and of a corporation; Economic Thought of Kautilya.

### **Module-IV**

Management perspective in Jain Literature: Code of conduct, Four pillars of human values, Conflict resolution, Ethical management, Mahavira's Economics.

### **Module- V**

Management Lessons in Buddhist Literature: Team building, Personal development of team members, Knowledge management.

### **Course Outcomes:**

#### **After the course the students will be able to:**

- CO-1: Demonstrate a deep understanding of the ancient Indian knowledge system, including its philosophical, spiritual, and managerial dimensions, and apply this understanding to contemporary management challenges.
- CO-2: Critically analyse the evolution of Indian management thought, recognizing key influencers and schools of thought, and synthesize these insights to develop a holistic approach to management.
- CO-3: Evaluate the management perspectives presented in Vedantic, Jain, Buddhist, and epic literature (such as the Ramayana, Mahabharata, and Bhagavad Gita), identifying common themes and principles, and apply them to address complex organizational issues.
- CO-4: Develop practical skills in leadership, governance, conflict resolution, ethical management, team building, personal development, and knowledge management, drawing from the rich tapestry of ancient Indian texts and adapting them to modern organizational contexts.
- CO-5: Develop India-Centric Management Solutions: Students will be equipped to create management strategies and approaches that are rooted in ancient Indian wisdom while addressing modern business challenges.

**Text Books:**

1. Management Practices and Thoughts in Ancient India, Khandelwal and Mohanty, Himalaya Publishing House
2. Relevance of Ramayana in Contemporary Times, Gupta, Agrawal and Sharma, IBA publications
3. Kautilya-The Artha Shastra, L.N. Rangarajan, Penguin books
4. Indian Models of Economy, Business and Management, P. Kanagasabapathi, PHI
5. Sri Bhagavad Gita for Managers, Khandelwal, Himalaya Publishing House.
6. "Indian Management and Leadership: Spiritual and Ethical Values for Corporate and Personal Success" by S. Ramaratnam: BLUEJAY BOOKS- 2007
7. "Indian Economic Development" by Uma Kapila: Academic Foundation; 2018
8. "The Mahabharata: A Modern Rendering" by Ramesh Menon Vol-1 & Vol-2, iuniverse-2006.  
"The Bhagavad Gita" (translated by Eknath Easwaran), Nilagir Press, 2007

**MB-P- 1002 IT SKILLS FOR MANAGERS (LAB)****L-T-P (0-0-1)****Course Objectives:**

The aim of this course is:

1. Familiarize learners with essential office software tools and their applications in various settings.
2. Provide hands-on experience with Google Services and their integration into daily tasks.
3. Equip learners with Excel skills for efficient data analysis and reporting.
4. Introduce learners to the fundamentals of Database Management Systems (DBMS) and SQL for effective data management.
5. Introduce learners with grouping and filtering.

**Module-I:** Introduction to Office Software: Types of Office Software, Working with Google Services: Docs, Spreadsheet, Presenter, Sites, etc.

**Module-II:** Google Mobile Apps, Google Classroom: Learn about the Google Classroom, its use, importance, how teachers use it for assignments, mark etc. Google Calendar: Use of Google Calendar, how it is used, its importance etc. Google Photo: Learn about the Google Photo, its use, importance, how teachers use it for editing photos, Uploading Photos etc.

**Module-III:** Introduction to Advanced Excel: Getting started with Excel, working with Formulas & Functions and creating Charts & Graphs, Date Functions, Look Function. Statistical tools – use statistical functions such as average, Standard Deviation, IF function etc. Data analysis by using What IF, PIVOT table, Scenarios, Goal seek.

**Module-IV:** Introduction to Database Management Systems (DBMS): Introduction to databases and their role in business, Types of databases (Relational, NoSQL, etc.), Database Management System (DBMS) functionalities, Advantages and limitations of using a DBMS, Entity-Relationship (ER) Diagrams for data modeling, Normalization Techniques (1NF, 2NF, 3NF)

**Module-V:** Introduction to SQL (Structured Query Language), SQL concepts and syntax, Data Definition Language (DDL) - CREATE, ALTER, DROP statements, Data Manipulation Language (DML) - SELECT, INSERT, UPDATE, DELETE statements, working with queries (filtering, sorting, grouping, joining data).

**Books:**

1. Foundations of Computing, 5 th Edition, Sinha and Sinha, bpb publication
2. Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365)

(Seventh Edition, Wayne L. Winston, PHI

3. SQL ALL-IN-ONE, dummies for A Wiley Brand, 3rd Edition

**Course Outcome:**

**CO1** Proficiently apply the knowledge gained with essential office software tools and their diverse applications across various settings.

**CO2** Effectively integrate Google Services into their tasks, enabling streamlined Workflows and enhanced productivity

**CO3 Strategically** leverage office software, Google services, and advanced data analysis tools to optimize decision-making, enhance team collaboration, and drive organizational efficiency in a managerial context.

**CO4 Demonstrate** competency in utilizing Excel for data analysis, including functions, formulas, and statistical tools.

**CO5 Gain** proficiency in the principles of DBMS, encompassing database types, normalization, and SQL syntax, for efficient data management

## Detailed syllabus 2<sup>nd</sup> Semester

### **MB-T-1011 CORPORATE FINANCE (CF)**

#### **Course Objectives:**

1. Understand foundational finance concepts, including financial functions, goals, agency problems, and the time value of money.
2. Evaluate funding sources and apply capital budgeting techniques to make investment decisions.
3. Analyze dividend policies, working capital management, and strategies for financing current assets.
4. Apply techniques for managing cash, receivables, inventory, and capital structure decisions.
5. Analyse the inventory requirement usage and reordering level for manufacturing and trading businesses.

#### **Module I:**

**Foundations of Finance:** Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money, Compounding and discounting.

#### **Module II:**

Short term and long-term sources of fund. **Investment Decisions.** Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. **Financing Decision:** Operating Leverage, Financial Leverage.

#### **Module III:**

**Dividend Decision** Dividend Theory, Dividend Policy. **Current Assets Management:** Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital,

**Module IV:**

**Management of Cash:** Cash budget, Management of collections and disbursement, Investment of Surplus cash; **Management of Receivables:** Terms of Credit, Credit Policy decision;

**Module V:**

**Management of Inventory:** Techniques of Inventory planning and control. Capital structure. Theory and Policy.

**Course Outcomes:**

- CO-1: Explain the foundational concepts including finance functions, financial goals, agency problems, time value of money, risk and return concepts, and various sources of funds.
- CO-2: Interpret the concepts of cost of capital and apply various capital budgeting techniques to evaluate investment proposals.
- CO-3: Describe the capital structure and its theories, analyse the impact of leverage on financing decisions, and apply dividend theories for effective dividend policies.
- CO-4: Identify strategies for effective current assets management including cash, receivables, and inventory to take working capital decisions.
- CO-5: Formulate comprehensive financial strategies by integrating investment, financing, and dividend decisions to optimize the financial performance and value creation of the organization.

## Text Books:

- Fundamentals of Financial Management, Van Horne, Pearson
- Financial Management, G Sudarsan Reddy, HPH
- Essentials of Financial Management, IM Pandey, Vikas
- Financial Management, Khan & Jain, McGraw Hill
- Financial Management, Srivastav & Misra, Oxford
- Financial Management – Tulsian (S Chand)
- Fundamentals of Financial Management, Brigham, Cengage
- Financial Management by Prasanna Chandra, Tata McGraw Hill

**MB-T- 1012 COST AND MANAGEMENT ACCOUNTING****L-T-P (3-0-0) (CMA)****Course Objectives:**

1. To understand the concept of Cost accounting & Management Accounting
2. To familiarize the students about various methods of costing followed in different organizations
3. To understand and apply the various marginal costing techniques for managerial decision making
4. To make the students develop competence with their usage in managerial decision making and control.

5. To enable the learners to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporate.

### **Module-I.**

**Introduction to Cost Accounting and Management Accounting:** Basic concepts: Scopes. Types of Cost, Financial Accounting, Cost Accounting and Management Accounting., Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

### **Module-II.**

**Cost Accounting System:** Material Cost Management: Material Cost Valuing material issues and stock, Overheads: Meaning and Importance, production overhead, Primary distribution and Secondary distribution, allocation and apportionment of cost. Absorption by production units, Methods, over and under absorption of overhead.

### **Module-III.**

**Methods and Techniques:** Job Costing, Batch costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Transport, Hospital, Canteen, Activity Based Costing (ABC).

### **Module-IV.**

**Management Tools: Marginal Costing:** Nature and Scope, Marginal Cost Equation, Profit Volume Ratio, Break-even Chart, Application of Marginal Costing Techniques for managerial decision making: Make or Buy decision, selection of Suitable product Mix.

### **Module-V.**

**Budgetary Control:** Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. **Standard Costing:** Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour and Sales), Cost Reduction and Cost Control.

### **Course Outcomes:**

- CO-1: Acquire, describe and explain fundamental knowledge of cost accounting concepts and identify the various elements to calculate the total cost and unit cost of a product or service.
- CO-2: Evaluate and interpret different methods of costing to ascertain and control the costs in manufacturing and service industries.
- CO-3: Use costing techniques for short-term decision-making and product cost analysis.
- CO-4: Illustrate and utilize advanced management tools for budgeting, standard setting, locating variances and evaluation of performance.
- CO-5: Prepare, interpret, and present management accounting reports to support stakeholders in making informed decisions.

### **Books**

- A text book on Cost and Management Accounting, M.N Arora, Vikas
- Cost and Management Accounting, S P Jain, K L Narang, Simmi Agrawal, Kalyani
- Cost and Management Accounting, Colin Drury, Cengage Learning
- Morden Cost and Management Accounting, M.Hanif, Tata McGraw Hill End Pvt.Ltd
- Management Accounting, Khan and Jain, McGrawHill

## **MB-T-1013 HUMAN RESOURCES MANAGEMENT**

### **L-T-P (3-0-0) (HRM)**

#### **Course Objectives:**

1. To introduce and explain different phenomenon of Human Resource Management (HRM).
2. To enrich the students' understanding on HRM, which may enable them to implement the concepts in the workplace.
3. To introduce and explain different methods of recruitment and selection in order to get the right persons for the organisation.
4. To make the students aware of different methods of appraisal to and to compensate the employees accordingly.
5. To make the students aware of the different career paths available in an organisation, providing them adequate training and maintaining a competent workforce.

**Module I:** Concept, Definitions and Objectives of Human Resource Management (HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization.

#### **Module II: Human resource planning**

Human Resource Planning (HRP): Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield Ratio; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

**Module III:** Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation.

#### **Module IV:** Compensation and concept of wage

Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

**Module V:** Concepts of Career, Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation, Organization Citizenship Behavior, HRIS, Competency mapping, Talent Management, Employee engagement.

#### **Course Outcomes:**

- CO-1: Define remember understand explain & interpret different concepts, Functions & Processes of HRM.
- CO-2: Apply different tools and techniques for managing human resources in an organization. The process of HRM. And HRP.
- CO-3: Analyze, identify different methods of appraisal and its importance in an organisation.
- CO-4: Integrate the rules regulations pertaining to payment of wages and applying unified pay structure as per laws.
- CO-5: Developing career paths , integrating training and maintaining a competent work force.

**Text Books:**

1. **HRM Text & Cases, Aswathappa, TMH.**
2. Personnel & Human Resource Management, P. Subba Rao, HPH
3. Human Resource Management – VSP Rao ,Excel
4. Human Resource Management, Jyoti Venkates, Oxford
5. HR, Denisi and Sarkar, Cengage.

**MB-T-1014 Business Research Methods**

**L-T-P (3-0-0) (BR)**

**Course Objectives: Course Objectives**

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the challenges, aimed at fulfilling the objective of business decision making.
3. To orient the students on use of various statistical methods in research process.
4. To orient the students on use and analysis of research based data through computer programming application.
5. To enhance the knowledge level of the students on preparation of a research report.

**Module I**

Introduction to RM: Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

**Module-II**

Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

### Module III

Data Analysis – I: Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test

### Module IV

Data Analysis – II: Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

### Module V

**Report writing and presentation:** Research Report, Types and significance, Structure of research report, Presentation of report.

### Course Outcomes

CO1: To provide a clear understanding to the students about the application of research in day-to- day business research process and make them understand about the fundamentals of research methods.

CO2: To make the students familiar with use of various instruments in conducting the research

CO3: To facilitate the knowledge level of the students on theoretical and practical application about use of statistics in data analysis and interpretation .

CO4: To develop a conceptual and practical understanding about application of higher order statistical technique in research.

CO5: To gain knowledge about techniques of preparing the research report.

### Text Books

- Research Methodology by Khatua and Majhi, HPH.
- Research Methodology by C.R. Kothari, New age
- Research Methodology, by Deepak Chawla / Neena Sandhi(Vikas)
- Management Research Methodology- Krishnaswamy, Pearson
- BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
- Research Methodology, V. Upadade &A. Shende (S. Chand)
- Business Research Methods by Prahlad Mishra, Oxford
- Business Research Method by Cooper et.al, McGrawHill

- Research Methodology, SR Mohapatra &SR Patra IK International, New Delhi

### **Reference Books**

- Research for Marketing Decisions- Paul E. Green and Donald S. Tull. Englewood cliffs N.J. Prentice Hall. Inc.,
- Marketing Research: Applications and Problems - Arun K. Jain, Christian Pinson and Brian T. Rachford, New York, Wiley,.
- Marketing Research: An Applied Approach Thomas C. Kroner and James R. Taylor, Singapore, McGraw Hill.
- Marketing Research: Text, Applications and Case Studies - Ramanuj Majumdar, New Delhi, Wiley, 1990.

## **MB-T-1015 Operation Management**

### **L-T-P (3-0-0) (OM)**

#### **Course Objectives:**

1. To understand the concepts, principles, problems, and practices of operations management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
4. To understand the capacity control of the organization.
5. To understand the quality concept of production organization.

#### **Module I: Overview of Operations Management and Capacity Planning:**

Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness,

#### **Module II: Process Management:**

Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.

**Module III: Facility Location and Layout, Inventory Management:**

Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layouts and Line Balancing, Inventory Management – concept, EOQ, MRP.

**Module IV: Scheduling and Project Managements:**

Scheduling; Gantt Chart; Project Management – concept and technique PERT and CPM;

**Module V: Quality Management & Control:**

Concept, quality design, control chart (X, R, P), TQM, introduction to ISO 9000 ISO14000 (EMS) , ISO 18000 (OHSAS) and ISO 22000.

**Course Outcomes:**

CO-1: To identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.

CO-2: To analyse and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments.

CO-3: To understand aggregate capacity plans and MPS in operation environments.

CO-4: To learn about the Plan and implement suitable quality control measures in Quality Circles to TQM.

CO-5: To get the knowledge about the project Management.

**Text Books:**

1. Production and Operations Management, K. Aswathappa, K. S.Bhat,HPH
2. Operations Management, Chase et.al – Tata McGrawHill.
3. Production and Operations Management , Panneerselvam ,PHI
4. Production and Operations Management , S.N Chary , Tata McGrawHill
5. Operations Management, Meenakhi Kumari,Cengage
6. Production and Operations Management, Kaniska Bedi,Oxford
7. Production & Operations Management, SP Singh, VikasPublication

8. Essentials of Operations Management by Scott T Young – SagePublication

**MB-T-1016 BUSINESS ANALYTICS**  
**L-T-P (3-0-0) (BA)**

**Course Objectives:**

1. Provide foundational knowledge of business analytics concepts (descriptive, predictive, and prescriptive) and their application to business decision-making.
2. Develop skills in data management and visualization using tools like R programming and exploratory data analysis (EDA).
3. Introduce advanced predictive analytics techniques, including regression, classification, and time-series forecasting.
4. Highlight real-world business analytics applications in marketing, finance, and supply chain management.
5. Enhance understanding of specialized business analytics areas like customer segmentation, churn analysis, and risk management for effective business strategy formulation.

**Module-I**

Introduction to Business Analytics and its importance, Types of Analytics- Descriptive, Predictive, Prescriptive, Business Analytics Framework and Applications, Data Management and Governance- Data Collection, Cleaning, Integration and Data Warehousing and ETL Processes, Data-Driven Business Models

**Module-II**

Introduction R Programming, Descriptive Analytics Techniques- Exploratory Data Analysis (EDA)

**Module-III**

Descriptive Statistical Techniques (e.g., mean, median, mode), Data Visualization and Reporting, Predictive Analytics Techniques-Regression Analysis, Classification Models, Time-Series Forecasting, Clustering.

**Module—IV**

Big Data Analytics Framework and Technologies, Industry Application- Marketing Analytics, Financial Analytics

**Module—V**

Supply Chain Analytics, Customer Segmentation, Churn Analysis, and Risk Management, Real-World Case Studies in Business Analytics

**Text Books**

- Prasad, R.N., & Acharya, S. (2011), Fundamentals Of Business Analytics. John Wiley & Sons.
- Kumar, U.D. (2017). Business Analytics: The Science of Data-driven Decision Making. Wiley India.

- JuliantPallant – “SPSS Survival: A step by step guide to data analysis using IBM SPSS” – McGraw Hill Education.
- Daniel G. Murray - "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" - 2ndEdition

### **Course Outcomes:**

The course aims to help students:

- CO-1: Apply business analytics techniques to solve practical problems.
- CO-2: Use tools like R programming to analyze and visualize data.
- CO-3: Understand predictive analysis methods such as regression and classification.
- CO-4: Gain skills in marketing, finance, and supply chain analytics.
- CO-5: Analyze big data to improve strategic decision-making.

## **MB-T-1017 MANAGEMENT INFORMATION SYSTEM L-T-P (3-0-0)**

### **Course Objectives:**

- To understand the fundamental concepts of Management Information Systems and their role in organizations.
- To analyse the information needs of different organizational levels and design systems to address these needs.
- To explore the technological foundations of MIS, including hardware, software, databases, and networks.
- To develop problem-solving skills using MIS tools and techniques for addressing business challenges.
- To understand how MIS contributes to organizational efficiency, productivity, and process optimization.

**Module I:** Basic Concepts of Information System Role of data and information, Organization structures, Business Process, Introduction to Information Systems, Introduction to MIS, Types of MIS, System Approach in Planning Organizing and Controlling MIS.

### **Module II:**

Role of Managers in IT Implementation and Adoption, Knowledge Management – Decision Support Systems, Expert Systems, Learning Management Systems, Executive Information Systems, Database Management Systems (DBMS) Concepts, Data Warehousing and Foundations of Business Intelligence.

### **ModuleIII:**

Strategic Enterprise Systems - ERP, SCM, CRM, SRM. Operational Support Systems - Manufacturing Systems, Sales and Marketing Systems, HRIS, Finance and Accounting Systems, Production and Inventory Systems. IT Strategy, Total Quality Management and Enterprise Management.

**Module IV:**

Mobile and E-commerce – B2C, B2B and e-procurement, C2C and mobile commerce. Emerging Technologies – Cloud computing, Big Data Technologies, Internet of Things, Bring Your Own Device (BYoD,) Virtual Reality, Augmented Reality, Block chain, Artificial Intelligence

**Module V:**

Managerial Decision Making, characteristics and components of Decision Support System, System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

**Course Outcomes:**

The course aims to help students:

- CO-1: Apply MIS concepts to analyze and solve business problems using technology-driven approaches.
- CO-2: Align IT strategies with business goals, effectively managing enterprise systems.
- CO-3: Leverage emerging technologies to identify innovation opportunities.
- CO-4: Use decision support and knowledge management systems for effective decision-making.
- CO-5: Adapt to emerging trends and technologies in MIS.

**Text Books:**

- Louden, D. (2018). Management Information Systems: Managing the Digital Firm (15th ed.). Pearson.
- R. De. (2018) MIS managing information system in business, government and society, publisher: willy. Second edition
- Davis, G.B., & Olson, M.H.(2016).Management Information System. Tata McGraw-Hill.

**MB-T-1018 STRATEGIC MANAGEMENT****L-T-P (3-0-0)****Course Objectives:**

1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.

3. To understand the analysis and implementation of strategic management in strategic
4. To familiarize students with various strategy implementation techniques, including corporate, business-level, global strategies, and strategic alternatives such as mergers, acquisitions, and strategic alliances.
5. To introduce strategic evaluation and control mechanisms, including the BCG Matrix, GE 9 Cell Model, McKinsey's 7s Framework, Balanced Scorecard, and the role of Corporate Social Responsibility in strategic decision-making.

**Module I: Strategy and Process:** External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

**Module II: Industry Structure:**

Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies– core competencies-Low cost and differentiation.

**Module III: Competitive Advantage:** Generic Building Blocks of Competitive Advantage-Distinctive Competencies-Resources and Capabilities durability of competitive Advantage-Sustainable Competitive Advantage - Casestudy.

**Module IV: Strategy Implementation:** The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

**Module V: Evaluation:** Designing Strategic Control Systems- Matching structure and control to strategy- Implementing Strategic Change-Politics- Power and Conflict-Techniques of strategic evaluation & control-case study, Corporate Social Responsibility.

**Course Outcomes:**

- CO-1: Interpret the concept of corporate strategy.
- CO-2: Analyse the inter-linkages between the strategy of the organization and the structure of the organization.
- CO-3: Identify the different levels of corporate strategy and able to chart strategies for the organisation that derive from both the external and internal analyses performed.
- CO-4: Examine the reasons for developing Strategies.
- CO-5: Analyse the resources and capabilities of the organization.

**Text Books:**

- 1. Strategic Management & Business Policy, Azar Kazmi, TMH,
- 2. Strategic Management, R. Srinivasana, PHI,
- 3. Strategic Management, Haberberg&Rieple, Oxford ,
- 4. An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
- 5. Strategic Management & Entrepreneurship, D.Acharya& A. Nanda,HPH

**MB-T-1020 INTRODUCTION TO AI****L-T-P (2-0-0)****Course Objectives:**

- 1. **What AI realistically can--and cannot—do**
- 2. **How to spot opportunities to apply AI to problems in your own organization**
- 3. **What it feels like to build machine learning and data science projects**
- 4. **How to work with an AI team and build an AI strategy in your company**
- 5. **How to navigate ethical and societal discussions surrounding AI**

- **Module-I: Foundations of Artificial Intelligence (AI)**

Introduction to AI: What is AI? , Key Terminologies of AI , Understanding Machine Learning: What is Machine Learning? , What Machine Learning Can and Cannot Do , Non-Technical Explanation of Deep Learning, Understanding Data: What is Data? , The Role of Data in AI

- **Module-II: AI for Business Applications**

AI in Organizations: What Makes an AI Company? , Every Job Function Needs to Learn How to Use Data , Choosing and Applying AI Projects: How to Choose an AI Project (Part 1 & Part 2), Practical Examples of AI Applications in Business

- **Module-III: AI Project Implementation**

Building and Managing AI Projects: Workflow of a Machine Learning Project, Workflow of a Data Science Project, Technical Tools for AI Teams, Working with AI Teams: Roles in an AI Team, Collaboration Between Business and Technical Teams

- **Module-IV: AI in Organizational Transformation**

Strategic Adoption of AI: AI Transformation Playbook (Part 1 & Part 2), Taking the First Step in AI Adoption, Case Studies: Smart Speaker Technology, Self-Driving Cars, Survey of AI Techniques and Applications: Major AI Techniques, Application Areas of AI

- **Module-V: The Social and Ethical Implications of AI**

AI and Society: A Realistic View of AI, Impact of AI on Developing Economies and Jobs, Ethical and Security Concerns: Discrimination and Bias in AI, Adversarial Attacks on AI, Adverse Uses of AI

## **Reference Course Link**

Course Link: <https://www.coursera.org/learn/ai-for-everyone>

## **Course Outcome:**

**CO1** Recognize fundamental AI concepts and vocabulary, discerning prominent figures in AI enterprises.

**CO2** Apply project methodologies in machine learning and data science, demonstrating adeptness in selecting and managing AI activities.

**CO3** Analyze deployment of AI solutions, and integrating advanced collaborative technologies for team synergy.

**CO4** Evaluate ethical dimensions of AI, perceptive biases, vulnerabilities, and societal consequences, development ethical awareness

**CO5** Students will demonstrate proficiency in selecting, managing, and deploying AI solutions while fostering collaboration through advanced technologies.

## **MB-T-1019 HEALTH & WELLNESS**

**L-T-P (0-0-1)**

### **Course Objectives:**

1. To understand the importance of nutrition in preventing life-threatening diseases like cancer, hypertension, obesity, diabetes, and cardiovascular diseases.
2. To explore the components of physical fitness and differentiate between active and sedentary lifestyles, understanding their implications on health.
3. To examine the relevance of promoting holistic well-being in the modern world.
4. To learn various yogasanas, Pranayama, and meditation techniques for fostering a healthy mind-body connection and overall wellness.
5. To improve health & prevent disease.

### **Module-I: Introduction to Health & Wellness**

Definition of health- WHO definition, definition as per Ayurveda; Importance of health in everyday life; Components of health- physical, social, mental, spiritual and its relevance; Concept of wellness: Mental Health & wellness; Mind- Body connection in health, meditation.

**Module-II: (Relaxation Techniques)** Stress Management and Relaxation Techniques: Understanding stress and its impact on health, Stress management strategies, Relaxation techniques, including yoga and meditation. Need and importance of yoga (Asana and Pranayama), and meditation for healthy well-being.

### **Module – III (Preventive Healthcare and Disease Prevention)**

Role of preventive healthcare measures, Screening tests and immunizations, Lifestyle factors in disease prevention, Diet and nutrition for health & wellness. Essential components of balanced diet for healthy living with specific reference to the role of carbohydrates, proteins, fats, vitamins & minerals. Processed foods and unhealthy eating habits. Substance abuse (Drugs, Cigarette, Alcohol), de-addiction, counselling and rehabilitation.

### **Module –IV**

Healthy foods for prevention of life threatening diseases with special reference to cancer, Hypertension, Diabetes and Cardiovascular diseases. Physical Fitness and components of Physical Fitness. Advantages of Good Physique. Psychological wellbeing and its importance in the field of Sports, Role of sleep in maintenance of physical and mental health.

### **Module –V**

Practical (Physical Exercises) in daily basis

Stay fit do daily exercise

### **Course Outcomes:**

- CO-1: To understand the concept of health and wellness and its relevance in daily life.
- CO-2: To be aware of the relation between mind-body and its relevance.
- CO-3: To adopt healthy physical habits and behaviours for well-being.
- CO-4: To increase the efficiency & quality in health management.
- CO-5: To increase the productivity & decreasing absenteeism

### **Books:**

1. A Text Book on Physical Education & Health Education Fitness, Wellness and Nutrition, Dr. A. K. Uppal, Dr. P. P. Ranganathan.
2. Dr. R. Nagarathna and Dr. H.R. Nagendra: Yoga and Health, Swami Vivekananda Yoga Prakashana,2002
3. B. C. Rai Health Education and Hygiene, Published by Prakashana Kendra, Lucknow.

**3<sup>RD</sup> SEMESTER SYLLABUS FOR ADMISSION BATCH 2024-26****MASTER OF BUSINESS ADMINISTRATION**

<b>Category</b>	<b>Specialization</b>	<b>Course Code</b>	<b>Course</b>	<b>Contact Hrs. L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
<b>Subject (Theory)</b>							
PC	<b>Marketing</b>	MB-T-PC 3001	Digital Marketing	3-0-0	3	60	40
PC		MB-T-PC 3002	Sales & Distribution Management	3-0-0	3	60	40
PC		MB-T-PC 3003	Retail Management	3-0-0	3	60	40
PC		MB-T-PC 3004	Services Marketing	3-0-0	3	60	40
PC		MB-T-PC 3005	Security Analysis & Portfolio Management	3-0-0	3	60	40
PC		MB-T-PC 3006	Derivatives and Risk Management	3-0-0	3	60	40
PC		MB-T-PC 3007	Indian Financial System and Services (IFSS)	3-0-0	3	60	40

PC	<b>Finance</b>	MB-T-PC 3008	Project Appraisal and Financing	3-0-0	3	60	40
PC	<b>Human Resources</b>	MB-T-PC 3009	Manpower Planning and Development	3-0-0	3	60	40
PC		MB-T-PC 3010	Performance Management System	3-0-0	3	60	40
PC		MB-T-PC 3011	HR Analytics and HRIS	3-0-0	3	60	40
PC		MB-T-PC 3012	Industrial Relations and Labour Legislations	3-0-0	3	60	40
PC		<b>Operations</b>	MB-T-PC 3013	Supply Chain Management & Logistics	3-0-0	3	60
PC	MB-T-PC 3014		Project Management	3-0-0	3	60	40
PC	MB-T-PC 3015		Operations Strategy	3-0-0	3	60	40
PC	MB-T-PC 3016		Total Quality Management	3-0-0	3	60	40
PC	<b>System Management</b>	MB-T-PC 3017	Data Mining for Business Decisions	3-0-0	3	60	40
PC		MB-T-PC 3018	Managing Digital Innovation and Transformation	3-0-0	3	60	40
PC		MB-T-PC 3019	E-Commerce and Digital Markets	3-0-0	3	60	40
PC		MB-T-PC 3020	Managing Digital Platforms	3-0-0	3	60	40
<b>Subject (Sessional / Practical)</b>							

PSI		MBPS3201	Summer Internship Project	0-0-4	4	-	100
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**Note :** Students have to take any two of the Specilizations out of the Specified Groups.

## Detailed syllabus 3<sup>rd</sup> Semester

### MARKETING

#### **MB-T-PC 3001 DIGITAL MARKETING (3-0-0)**

#### **Course Objectives:**

1. To familiarize students with the operation and impact of digital media, and develop critical thinking skills for effective evaluation.
2. To introduce key concepts in e-commerce and explore how digital marketing strategies create competitive advantage.
3. To provide practical knowledge of Search Engine Optimization (SEO) and equip students to apply it effectively.
4. To offer insights into social media marketing techniques and their strategic applications.
5. To integrate digital tools and analytics for developing, managing, and evaluating online marketing campaigns.

#### **Module-I:**

Basics of Digital Marketing: Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence,

#### **Module-II:**

Search Engine Marketing: PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview

#### **Module-III:**

Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

#### **Module-IV:**

Google Analytics, AdWords, Ad Sense: Display adverting, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats,

#### **Module-V:**

Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing: Best practices of mobile marketing, types of mobile marketing.

**Course Outcomes:**

- CO-1: Gain knowledge about the designing, developing and promoting through Blogs, Website, and Social Networks.
- CO-2: Utilise the search engines for better visibility in the online world.
- CO-3: Create and implement different strategies in the social networking sites.
- CO-4: Design e-mail marketing, Affiliate Marketing, Content Marketing, Display Advertising and Mobile marketing campaigns for promotional activities.
- CO-5: Implement google analytics for identifying, filtering and tracking the day today business activities in the organisation.

**Text Books:**

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Kogan Page Publisher
2. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Publisher Wiley
3. Digital Marketing by Seema Gupta, McGraw Hill Education
4. Fundamentals of Digital Marketing by Punit Singh Bhatia, Pearson
5. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley Publisher
6. Digital Marketing: Cases from India by Rajendra Nargundkar and Romi Sainy, Notion Press, Inc

**MB-T-PC 3002 SALES & DISTRIBUTION MANAGEMENT (3-0-0)****Course Objectives:**

1. Understand the core objectives and functions of logistics management.
2. Learn effective logistics planning strategies to optimize inventory and transportation decisions.
3. Explore the intricacies of supply chain management, particularly in the context of online marketing and retailing.
4. Gain insights into the role of logistics in enhancing overall operational efficiency and customer satisfaction.
5. Develop strategic understanding of sales and distribution channel design, performance evaluation, and the use of analytics for informed decision-making.

**Module I: Introduction to Sales Management**

- Sales Management: Objectives and Functions, setting up a Sales Organization The Selling Process, Sales Forecasting, Sales Budget, Sales Quota, Concept of Sales Analytics

**Module II: Sales Force Management**

- Management of Sales Force, Recruitment and Selection, Training and Development
- Sales Force Motivation, Compensating the Sales Force, Territory Design and Management, Evaluation of Sales Force

### **Module III: Fundamentals of Distribution Management**

- Designing Customer-Oriented Marketing Channels, Own Sales Channel vs. Intermediary, Managing Channel Member Behavior, Channel Conflict, Co-operation & Competition, Omni Channel Strategies

### **Module IV: Distribution Performance and Strategy**

- Distribution Analysis: Depth and Width of Distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off-take, Stock Turnover Ratio, Weighted Distribution Vertical Marketing System, Horizontal Marketing System

### **Module V: Logistics and Supply Chain Management**

- Objectives of Logistics, Logistics Planning, Inventory Management Decisions, Transportation Decisions, Supply Chain Management in Online Marketing and Retailing

#### **Course Outcomes:**

- CO-1: Develop effective sales strategies: Gain the knowledge and skills to develop comprehensive sales strategies that align with business objectives, market conditions, and customer needs, resulting in increased sales revenue and market share.
- CO-2: Optimize distribution channels: Learn to evaluate and select appropriate distribution channels, including direct and indirect channels, to ensure efficient product delivery, maximize market reach, and minimize costs.
- CO-3: Build and manage sales teams: Acquire the ability to recruit, train, motivate, and manage sales teams, enabling them to effectively engage with customers, meet sales targets, and contribute to the overall success of the organization.
- CO-4: Analyze logistics operations, identify areas for improvement, and propose effective solutions that enhance overall supply chain performance. Develop an effective online marketing strategy to drive customer engagement, increase brand visibility, and optimize logistics operations within an e-commerce environment.
- CO-5: Utilize analytical tools and performance metrics to evaluate sales force efficiency, forecast demand, assess distribution effectiveness, and support data-driven decision-making in sales and logistics management.

#### **Text Books:**

- Sales and Distribution Management, Krishna K. Havaladar, V.M. Cavale, TataMcGraw
- Sales and Distribution Management – Bhatt K S -Himalay
- Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
- Sales and Distribution Management, Dr.S.L.Gupta, Excel Books
- Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson

## **Course Objectives:**

1. To understand & familiarize the unique challenges inherent in managing retail services.
2. To explain the concepts and theories of retail management
3. To apply retail management concepts and utilize tools and strategies to address challenges in retail management.
4. To evaluate the effectiveness of different retail strategies in achieving business objectives.
5. To develop analytical and decision-making skills for creating customer-centric and competitive retail experiences in a dynamic market environment.

## **Module I: Foundations of Retailing**

Emergence of Organized Retail in India, Retailing – Role, Relevance, and Trends, Retail Organization, Types of Retailers, Retail Formats

## **Module II: Understanding Retail Consumers & Market Strategy**

Retail Consumer Behaviour, Retail Marketing Mix, Retail Market Strategy, Technology in Retail

## **Module III: Retail Operations and Merchandising**

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, and Space Management

## **Module IV: Retail Aesthetics & Experience Design**

Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity

## **Module V: Retail Promotion, Pricing & Analytics**

Retail Communication Mix, Selection of Promotion Mix, Retail Sales Promotion,

Retail Pricing: Price Setting and Pricing Strategies, GMROI (Gross Margin Return on Investment), Managing Retail Brands, Branding Strategies in Retail, Brand Equity, Retail Brand Extension, Creating Brand Value, Overview of Retail Analytics

## **Course Outcomes:**

- CO-1: Interpret retail industry fundamentals: Gain a solid understanding of the fundamental principles, concepts, and dynamics of the retail industry, including market trends, consumer behaviour, and competitive analysis.
- CO-2: Apply effective retail management strategies: Develop the ability to apply strategic thinking and decision-making skills to manage key aspects of retail operations, such as merchandising, inventory control, store layout, and pricing.
- CO-3: Enhance customer service and sales techniques: Acquire the knowledge and skills necessary to provide exceptional customer service and employ effective sales techniques to drive customer satisfaction, loyalty, and maximize sales revenue.

CO-4: Develop and disseminate a strategic roadmap for building and managing a successful retail brand that drives customer loyalty, increases market share, and enhances the overall brand equity of the retail business.

CO-5: Employ data analytics and retail technologies to make informed decisions, optimize operations, personalize customer experiences, and stay competitive in a digital retail environment.

**Text Books :**

- Retailing Management Text and Cases, by Swapna Pradhan, Mc GrawHill
- Retailing Management, Michael Levy, Borton A Weitz, Ajay Pandit, Mc GrawHill
- Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage

**Learning**

- Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson
- Retail Management, Suja Nair, Himalaya Publishing Home

**MB-T-PC 3004 SERVICES MARKETING (3-0-0)**

**Course Objectives:**

1. To understand the meaning of services and the significance of marketing the services.
2. To introduce and apply skills for the 7 Ps of services marketing and design the market plan.
3. To analyze the factors contributing to customer satisfaction in a service Organization.
4. To evaluate service quality using established models and apply strategies for effective service delivery and customer satisfaction.
5. To explore and implement relationship marketing and customer retention strategies in various service industries.

**Module I : Introduction to Services Marketing**

What are included in Services, Emergence of Service Economy and contribution to GDP, Tangibility Spectrum, Characteristics of services (Intangibility, Inseparability, Variability, Perishability), Difference between Goods and Services.

Goods and Services Continuum: (Search qualities, Experience qualities, Credence qualities), Challenges in Services Marketing.

Customer Value Hierarchy (Five Service Levels: Core, Basic, Expected, Augmented, Potential).

**Module II : Services Marketing Mix:** 7 Ps, Service scape, Service Marketing Triangle, Service Encounters (Phone, Face to Face, Remote), Customer defined Service Standards: (Hard Standards , Soft Standards)

Customer Expectations (Types or Levels of expectations), Zone of Tolerance.

**Module III : Service Quality and Strategies**

Customer's Perceived Value, GAPS model , SERVQUAL (RATER), Application of SERVQUAL, Demand and Capacity management, Service Flower (Basic Service Package), Pricing strategies in services.

Service Innovation, New Service Development Process, Service Delivery Channels (direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution), Branding Strategies for services.

#### **Module IV : Service Failure and Recovery and CRM Strategies**

Customer Complaints: Why do consumers complain? Is complaining good? Types of consumers (Passives, Voicers, Irates, Activists), H.E.A.T technique of handling consumer complaints Causes of Service Failure, Service Recovery and strategies, Service Blueprint Customer Profitability Segment, Customer's Life Time Value.

**Module V : Relationship Marketing** - Bucket Theory, Relationship Development Strategies, e-CRM, Services Consumer Behavior Marketing of service Sector-Financial Services, Health Services, Tourism Services, Education Services, ITES, Telecom services, Hospitality.

Course Outcomes:

CO-1: Interpret the Concept of Services and intangible products.

CO-2: Discuss the relevance of the services Industry to Industry.

CO-3: Examine the characteristics of the services industry and the modus operandi.

CO-4: Analyse and evaluate the role and relevance of Quality in Services

**CO-5: Develop and apply effective service marketing strategies using the 7 Ps framework, CRM tools, and service recovery techniques to enhance customer satisfaction and loyalty.**

Text Books:

- Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, Mcgraw Hill
- Services Marketing –Karunakaran K - Himalaya
- Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson Services marketing, Govind Apte, Oxford University Press
- Services marketing, Rajendranargundkar, Tata McgrawHill

## **FINANCE**

### **MB-T-PC 3005 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (3-0-0)**

**Course Objectives:**

1. Comprehend the investment scenario, including investment objectives, alternatives, and basics of stock market operations.
2. Analyze risk and return on investment, including total risk factors, historical and expected returns, and systematic versus unsystematic risk.
3. Understand portfolio analysis and selection methods, such as the Markowitz Model, Sharpe's Single Index model, and CAPM, for optimal portfolio construction.
4. Explore fundamental and technical analysis techniques, efficient market hypothesis.
5. Application of portfolio management strategies for effective investment decision-making.

#### **Module-I: Basics of Investment and Market operations**

Investment: Investment Scenario: Concept of investment, investment objectives and constraints, Investment alternatives, Basics of Stock Market Operations, Concept of Index and methodology.

#### **Module-II : Risk and Return Assessment**

Risk & Return on investment: total risk and its factors-concept and components of total risk-security returns: measuring historical and ex ante (expected) returns, systematic and unsystematic risk.

### **Module-III : Models for Portfolio Selection**

Portfolio Analysis and Selection: Risk and Return on a portfolio, Markowitz Model for portfolio selection, feasible set portfolios, efficient set, selection of optimal portfolio. Sharpe's Single Index model, Alpha, Beta, Efficient frontier with risk free lending and borrowing. CAPM, pricing of securities with CAPM, Arbitrage pricing theory.

### **Module-IV: Approaches to Security Evaluation**

Fundamental and Technical Analysis and evaluation: Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators.

### **Module-V : Portfolio Performance Evaluation**

Efficient Market Hypothesis, Performance Evaluation of portfolio, Portfolio management strategies.

### **Course Outcomes:**

- CO-1: Aligning with concept of investment and its characteristics.
- CO-2: Portfolio creations and appraisal of its risk and returns.
- CO-3: Designing optimal portfolio by using different models.
- CO-4: Identifying market movements using fundamental and technical analysis.
- CO-5: Evaluation of portfolio performance using different strategies.

### **Books:**

- Security Analysis & Portfolio Management, S. Kevin, PHI
- Investments, Bodie, Kane Marcus and Mohanty, McGraw Hill
- Security Analysis & Portfolio Management, P Singh, HPH
- Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi

## **MB-T-PC 3006 DERIVATIVES AND RISK MANAGEMENT (3-0-0)**

### **Course Objectives (COs)**

1. To introduce students to the fundamental concepts and instruments of financial derivatives including forwards, futures, options, and swaps through real-market examples and comparative analysis.
2. To equip students with practical skills in pricing and valuing derivative instruments using cost-of-carry models, hedging frameworks, and quantitative tools.
3. To develop understanding of risk management techniques using derivatives, emphasizing hedging strategies and basis risk through industry-relevant case studies.
4. To expose students to trading strategies and market behavior through option spreads, combinations, and arbitrage strategies via simulation-based and case study learning.
5. To apply theoretical models such as Binomial and Black-Scholes-Merton in real-world scenarios and analyze their limitations and assumptions in today's market conditions.

### **Module-I :**

Introduction to Derivatives - Meaning of Derivative, Insurance V/s. Derivatives, Types of Derivatives Instruments (Forwards, Futures, Swaps, Options), Types of derivative traders (Hedger, Speculator, Arbitrageur), Economic Functions of Derivative- Price Discovery and Risk Management, Use and Misuses of Derivatives.

Derivative Market - Size of Derivative Market, Exchange Traded Derivative Market, Over the Counter Derivative Market, Trading and Settlement Mechanism.

### **Module-II:**

Fundamentals of Forward and Future Contract - Meaning of Forward and Future Contract, Pricing of forward and future contract, Value of forward and future contract, Pricing Model- Cost of Carry Model, Short Selling, Stock Index, Index Arbitrage, Futures and Forwards on Currencies. Pay-off of forward and future.

Hedging with Forward and Futures - Why Hedge, Hedging Concepts, Basis Risk, Hedging Strategies - Long hedge, short hedge and cross hedge.

### **Module-III:**

Option Contracts - Meaning of Option Contract, Development of Option Market, Types of Option Contracts- Call Option, Put Option, Concept of ITM, ATM and OTM. Exchange Traded Vs. Over-the-Counter Options Market, Mechanics of Option Trading, Option Price Quotations.

Principle of Option Pricing - Basic notations and terminologies, Put – Call Parity, Principle of Call Option Pricing and Principle of put Option Pricing. Pay-off of Option Contract.

Trading Strategies Using Options Spreads, Combinations.

### **Module-IV:**

Option Pricing Models - The Binomial Model – Concept of Risk Neutral Arbitrage, One- Period Binomial Model, Two Period Binomial Model.

Option Pricing Models - The Black- Scholes-Merton Model - Assumption of BSM Model, Factors in the BSM Model, Valuation of Call and Put Option.

### **Module-V:**

Swaps -Introduction, concept, Nature, Evolution, Features, Market for Swap Contacts.

Types of Swaps: Interest Rate Swap –Basic concept of Interest Rate Swap, Currency Swap- Basic Concept of Currency Swap.

### **Course Outcomes (COs)**

1. Demonstrate conceptual clarity on derivative instruments and their role in financial markets, supported by practical case-based analysis.
2. Evaluate and calculate fair prices of forward and futures contracts using pricing models and apply them to hedging scenarios faced by businesses.
3. Design option trading strategies such as spreads and straddles by analyzing pay-off diagrams and market trends in real-time trading simulations.
4. Apply option pricing models like BSM and Binomial Tree in practical situations, using Excel/financial software and interpreting live data.
5. Analyze the role of swaps in managing interest rate and currency risks, supported by market data, deal structures, and actual corporate case studies.

**Books:**

- Options, Futures and other Derivatives, Hull J.C, Pearson
- Financial Derivatives-Theory, concepts and problems, Gupta, PHI
- Derivatives and Risk Management, Srivastava, Oxford
- Derivatives and Risk Management, Verma J.R, TMH
- Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India

**MB-T-PC 3007 INDIAN FINANCIAL SYSTEM AND SERVICES (IFSS) (3-0-0)****Course Objectives:**

1. To understand the structure and functions of the Indian financial system, including banks, insurance, and regulatory bodies.
2. To explore the operations and instruments of money markets, capital markets, and online trading platforms.
3. To analyze various financial products such as mutual funds, venture capital, leasing, and insurance, including their features and regulatory aspects.
4. To develop skills in financial decision-making including mutual funds, stock market investments, venture capital, leasing, and hire purchase.
5. To evaluate the regulatory framework governing the Indian financial services and the role of institutions like SEBI and IRDA.

**MODULE I: Overview of Indian Financial System**

- Indian Financial System: Introduction, Components and Functions of Indian Financial System
- Reforms in Indian Financial Systems
- Indian Banking System: Definition of Banks, Structure and Types of Banks in India
- Roles & Functions of Banks in India
- Banking Products – Deposit and Loan products
- Recent trends of banking system in India

**MODULE II: Insurance and Regulatory Framework**

- Definition & Principles of Insurance
- Types of Insurance: Life and Nonlife Insurance, Re-Insurance & Micro Insurance
- IRDA: Role, Functions & Powers
- Different Insurance Product & their Applicability:  
(Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan)
- Microfinance: Overview of Microfinance, Self Help Group Approach, Models of Microfinance

**MODULE III: Money Market and Capital Market**

- Features of Money Market
- Composition of Money Market: Players, Instruments and Institutions in Money Market
- Primary Market: Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO

- Secondary Market: Functions of Secondary Market
- Instruments Traded in Secondary Market
- Trading Mechanism in Secondary Market
- Online Trading, De-Materialization Account
- Brokers, Kinds of Brokers

## **MODULE IV: Mutual Funds**

- Mutual Funds: Introduction
- Classification of Funds
- Organization Structure of Mutual Fund Company (Powers & Functions)
- Mutual Fund Investment vs Stock Market Investment

## **MODULE V: Venture Capital, Leasing, and Hire Purchase**

- Venture Capital: Meaning, Types of Venture Capital
- Stages of Venture Capital Financing, Exit Routes
- Leasing: Concept and Classification
- Hire Purchase: Conceptual Framework
- Leasing vs Hire Purchase

### **Course Outcomes:**

1. Analyse the structure, functions, and recent trends in the Indian banking system and describe the role of different types of banks in providing various banking services and products, including deposit and loan products.
2. Analyse the principles and types of insurance, and explain the applicability of different insurance products in the Indian market.
3. Outline the functioning of money market and capital market, including the role and functions of various players, instruments, and institutions, as well as the trading mechanisms and regulations in place for primary and secondary markets.
4. Illustrate and differentiate between different investment options available in the financial market, including mutual funds, stock market investments, venture capital, leasing, and hire purchase, and evaluate their suitability for different types of investors.
5. Apply regulatory knowledge to interpret the role of institutions like SEBI and IRDA in maintaining the integrity and transparency of the financial system.

### **Books:**

- Financial Markets and Services, Gordon & Natarajan, HPH
- Financial Services, Gupta, Agrawal, Kalyani
- Financial Services, Khan, TMH
- Financial Markets and Financial Services, Clifford, Gourang, PHI
- Indian Financial System, Guruswamy, TMH

## **Course Objectives:**

1. To understand the importance of project preparation and management in present context
2. To familiarize students about various means of project appraisal
3. To provide knowledge of appraisal methods for evaluating diverse project dimensions.
4. To identify various sources for project financing
5. To familiarize students with financing options and risk assessment in project environments.

### **Module - I:**

#### **Project Identification and Formulation**

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions,

### **Module-II:**

#### **project investment decisions**

Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

### **Module-III:**

#### **Project Cost Estimation and Project Appraisal:**

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

### **Module -IV:**

#### **Project Financing and Risk Analysis**

Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization.

### **Module-V:**

**Infrastructure projects-** characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination.

## **Course Outcomes:**

- CO-1: Describe the basic features of a project management.  
CO-2: Evaluate the project by using various appraisal techniques.  
CO-3: Do financial appraisal of a project (Cost Benefit Analysis of a Project).  
CO-4: Identify about various sources of project financing.  
CO-5: Analyse about the state of infrastructure project in India.

## **Books:**

- Project Appraisal and Financing – Lath, Prasar-Himalaya
- Project Management- K. Nagarajan- New Age International
- Project Management and Appraisal-S.Khatua-Oxford
- Project Management-Pinto-Pearson
- Project Management and Control-N.Singh-HPH

- Projects Management, Prasanna Chandra, Mc GrawHill

## **HRM**

### **MB-T-PC 3009 MANPOWER PLANNING AND DEVELOPMENT (3-0-0)**

#### **Course Objective:**

1. To understand the importance and process of manpower planning, including forecasting techniques and recent trends.
2. To develop skills in creating a comprehensive manpower plan using qualitative analysis and various planning models.
3. To gain insights into competency mapping and career development planning.
4. To explore the fundamentals of Human Resource Development (HRD), including training needs analysis, program design, implementation, and evaluation.
5. To use various analysis methods for the better implementation of various HR strategies.

#### **Module-I**

Manpower Planning: Objectives (Micro & Macro Levels), Factors affecting Manpower Planning, Manpower Planning Linkage with other HR functions, Manpower Forecasting: Need, Steps in forecasting, Demand & Supply Forecasting Techniques, Benefits, Manpower planning Process-Job analysis, Problems in manpower planning,

#### **Module-II**

Recent trends in Manpower planning- Corporate cutting back, Contingent workers, Outsourcing, Employee leasing, social recruiting, Use of Analytics, Benefits expansion, Employer branding, Remote work, Flexi-scheduling.

#### **Module-III**

Developing a Manpower Plan: Introduction, Qualitative side of Manpower planning, Models of Manpower planning: Cohort Analysis, Census Analysis and Markov Analysis. Career development planning: Stages,

#### **Module-IV**

Succession plan, Succession Planning V/s Manpower planning. Competency Mapping: Steps & procedure, Methods of data collection for Mapping, Developing Competency Models.

#### **Module-V**

Introduction to Human Resource Development: Emergence of HRD, Training V/s Development, TNA, Critical HRD roles, challenges for HRD, HRD Matrix- HRD Process Model: identification of HRD needs and Design and Development of HRD programmes, Implementation Methods, Evaluation of HRD programmes.

After the completion of the course the students will be able to-

#### **Course Outcomes (COs)**

**CO1:** Explain the objectives, process, and techniques of manpower planning and forecasting at micro and macro levels, and analyze its linkage with other HR functions.

**CO2:** Evaluate emerging trends in manpower planning such as outsourcing, remote work, social recruiting, and analytics to understand their strategic implications for modern HR practices.

**CO3:** Develop and apply quantitative and qualitative manpower planning models like Cohort Analysis, Census Analysis, and Markov Analysis in organizational contexts.

**CO4:** Demonstrate the ability to design succession plans and perform competency mapping through structured data collection methods and model development.

**CO5:** Design and evaluate Human Resource Development (HRD) programs by identifying training needs, choosing appropriate implementation methods, and assessing outcomes using the HRD Process Model.

### **Books**

- Human Resource Planning & Strategic Change-Acharya, Tripathy-Himalaya
- Manpower planning and the development of Human Resources by Thomas Henery Patten-Wiley Interscience, 1971
- Human Resource Planning by Dipak kumar Bhattacharya, Excel Books
- Human Resource Developemnt- P.C.Tripathy, Sultan Chand & Sons
- Human Resource Developemnt by Dipak kumar Bhattacharya-Himalaya
- Training For Development, by R.K Sahu, Excel

## **MB-T-PC 3010 PERFORMANCE MANAGEMENT SYSTEM (3-0-0)**

### **Course Objectives:**

1. To introduce the concept, principles, and strategic importance of performance management and enable students to understand its process and benefits in an organizational context.
2. To provide insights into performance and potential appraisal systems, including various methods, approaches, and challenges associated with effective appraisal practices.
3. To equip students with the knowledge to develop and apply performance measurement criteria at organizational, team, and individual levels, using tools such as balanced scorecards and EFQM models.
4. To familiarize students with reward systems linked to performance management, including the legal aspects, various pay-for-performance plans, and their integration with compensation strategies.
5. To enable learners to analyze and address performance problems through strategies like coaching, counseling, and sector-specific performance improvement applications in manufacturing and services.

### **Module-I:**

#### **Conceptual Approach to Performance Management:**

Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies.

### **Module-II**

## **Performance Appraisal & Potential Appraisal**

Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

### **Module-III:**

#### **Measuring Performance:**

Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

### **Module-IV:**

#### **Reward Systems**

Reward Systems and Legal issues: Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

### **Module-V:**

#### **Performance Management Application & Improvement:**

Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for Improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

#### **Course Outcomes:**

**CO1:** Explain the concept, process, principles, and strategic implications of performance management in organizations.

**CO2:** Demonstrate understanding of performance and potential appraisal systems, including methods, approaches, and common challenges in implementation.

**CO3:** Apply appropriate performance measurement criteria and tools such as balanced scorecards, EFQM, and EVA at organizational, team, and individual levels.

**CO4:** Analyze and design performance-linked reward systems, understanding their objectives, components, legal considerations, and different pay-for-performance models.

**CO5:** Evaluate real-world performance management practices across sectors and apply performance improvement strategies, including coaching and counseling techniques.

#### **Text Books :**

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, Davinder Sharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI

## **MB-T-PC 3011 HR ANALYTICS AND HRIS (3-0-0)**

#### **Course Objectives:**

1. To help the students to discover the basics of HR analytics
2. To enable the students towards critical thinking about data for HR decisions.
3. To enable understanding and application of key HR metrics in areas such as recruitment, training, performance, and engagement.
4. To familiarize with the importance of HRIS in the organization
5. To sensitize students to the challenges of data quality, data security, and ethical issues in HR analytics and HRIS.

### **Module I : Introduction to HR Analytics and HR Metric**

HR Analytics, Benefits and challenges of HR Analytics, Types of HR Analytics, Process of HR Analytics, LAMP Framework, HR measurement and purpose,

### **Module II: Importance and Types of HR Data**

Introduction to HR data, Importance and types of HR Data, Sources of HR Data. Types and Scales of Data, reliability and validity of data, HR data Examination and Purification

### **Module III : HR Metrics**

Concept of HR Metrics, HR Metrics and HR Analytics, Various HR Metrics: Recruitment Metrics: cost per hire, time to fill, time to hire, employee retention, Employee Net Promotion Score,

### **Module IV: Training Metrics**

Training Metrics: Training cost per employee, Training ROI, revenue per Employee, employee engagement metrics: Employee engagement ratio, turnover rate, turnover cost,

### **Module IV: HRIS**

Introduction, need of HRIS, types of HRIS, HRIS need Analysis, Implementation of HRIS, Benefits and limitations of HRIS, information security and HRIS, future of HRIS

### **Course Outcomes:**

- CO-1: Understand the key concepts of HR Analytics, HR metrics and HRIS and its importance in the present workplace scenario,
- CO-2: Applying the method of capturing, examining and purifying data and calculation of various metrics.
- CO-3: Analyze the HR metrics, employee records and for predictive insights.
- CO-4: Evaluate training effectiveness using metrics like training ROI, revenue per employee, and employee engagement indicators.
- CO-5: Design strategies for the successful implementation of HRIS.
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**Books:**

- Subhashini Sharma Tripathi and Reuben Ray, HR Analytics in-Depth: using Excel tools to solve HR Analytics at work, bpb publications
- Dipak Kumar Bhattacharya, HR Analytics Understanding Theories and Applications, Sage Publications, 2017
- Martin R. Edwards and Kristen Edwards, Predictive HR Analytics: Mastering the HR Metric. Kogan Page, 2019
- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Dr. Michael Kavanagh, Dr. Mohan Thite & Richard D. Johnson: Human Resource Information Systems- Basics, application, future and directions
- P.K.Gupta and Sushil Chaabra: Human Resource Information Systems
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.
- [https://onlinecourses.swayam2.ac.in/imb24\\_mg56/preview](https://onlinecourses.swayam2.ac.in/imb24_mg56/preview), instructor: Dr. Subbulakshmi Somu

**MB-T-PC 3012 INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS (3-0-0)**

**Course Objectives:**

1. To understand the foundational concepts and components of industrial relations within the framework of the Industrial Relations Code 2020.
2. To comprehend the regulatory framework and obligations concerning occupational safety, health, and working conditions.
3. To analyze the provisions and implications of the Code on Social Security 2020 and the Code on Wages 2019 in relation to employee welfare, social security, and wage regulation.
4. To evaluate the challenges and opportunities for both workers and employers in the implementation of labour codes.
5. To evaluate the legal, ethical, and practical challenges associated with the implementation of modern labour laws from the perspectives of employers, workers, and regulators.

**Module-I: Industrial Relation Code 2020**

Industrial Relations Code 2020: Concept, Components of IR, Scope and Approaches to Industrial Relations, Bi-partite forums, Tri-partite forums (ILC and SLC), Trade unions, standing orders, Notice of change and Collective bargaining, Voluntary reference of disputes to arbitration, Mechanism for resolution of industrial disputes,

**Module-II: Industrial Disputes, Workforce Restructuring, and Labour Welfare Mechanisms**

Strikes and lock-outs, Lay-off, Retrenchment and Closure, Special provisions relating to lay-off, retrenchment and closure in certain establishments, Worker re-skilling fund, Unfair labour practices, Offences and penalties and Miscellaneous and Contemporary issues in IR.

**Module-III: The Occupational Safety, Health and Working Conditions Code, 2020**

Registration, Duties of Employer and Employees, Etc., Occupational Safety and Health, Health, Safety and Working Conditions, Welfare Provisions, Hours of Work and Annual Leave With Wages, Maintenance of Registers, Records and Returns, Inspector-Cum-Facilitators and Other Authority, Special Provision Relating To Employment of Women, Sexual Harassment of Women at Workplace, Special Provisions For Contract Labour and Inter-State Migrant Worker, Etc. in Mines, Factories Etc., Offences and Penalties, Labor codes: implications for workers and employers; challenges in implementation.

#### **Module-IV: The Code on Social Security, 2020 and The Code on Wages, 2019**

Social Security Organizations, Employees' Provident Fund, Employees State Insurance Corporation, Gratuity, Maternity Benefit, Employee's Compensation, Social Security and Cess in Respect of Building and Other Construction Workers, Social Security for Unorganized Workers, Gig Workers and Platform Workers, Finance and Accounts, Authorities, Assessment, Compliance and Recovery, Offences and Penalties, Employment Information and Monitoring and Miscellaneous.

#### **Module- V: Wage and Compensation Laws in India**

Minimum wages, Payment of wages, Payment of Bonus, Advisory Board, Payment of Dues, Claims and Audit, Inspector-Cum-Facilitator, Offences and Penalties and Miscellaneous.

#### **Course Outcomes:**

- CO-1: Define and understand different principles of industrial relations, including the scope, approaches, and mechanisms for dispute resolution.
- CO-2: Explain the fundamental concepts, components, and mechanisms of the Industrial Relations Code 2020, including bipartite and tripartite forums, trade unions, standing orders, and collective bargaining mechanisms.
- CO-3: Acquire knowledge of occupational safety, health, and working condition regulations to ensure compliance and promote a safe working environment.
- CO-4: Develop and evaluate the effectiveness of social security provisions and wage regulations.
- CO-5: Assess the effectiveness and challenges of implementing labour codes, in the context of contemporary industrial relations issues.

#### **Text Book(s)**

1. Venkataratnam. C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Industrial Relations, Trade Union & Labor Legislation, Sinha, Sinha, Shekhar, Pearson
3. Vikas Publications Industrial Relations and Labour Laws by S C Srivastava Edition 2022
4. Industrial Relations and Labour Laws, 7E Paperback – 1 January 2020

#### **Reference Books/Material**

1. <https://labour.gov.in/industrial-relations-code>
2. <https://labour.gov.in/code-wages>
3. <https://labour.gov.in/occupational-safety-health-and-working-conditions-code>
4. <https://labour.gov.in/code-social-security>

## **OPERATIONS**

## **MB-T-PC 3013 SUPPLY CHAIN MANAGEMENT & LOGISTICS (3-0-0)**

### **Course Objectives:**

1. To **understand the fundamental structure and functioning of supply chains**, including value chains, their impact on business performance metrics such as sales, cost, profit, and profitability, and to explore centralized vs. decentralized supply chain models.
2. To **analyze the design and management of distribution channels**, cost components, and inventory flow models like hub-and-spoke, cross-docking, and vendor consolidation for enhancing distribution efficiency.
3. To **evaluate warehousing operations and logistics infrastructure**, focusing on facility location, network design, vehicle routing, lead time management, and the integration of IT tools to ensure sustainability and operational effectiveness.
4. To **align logistics systems with customer needs** by studying advanced logistics strategies such as quick response, green and reverse logistics, vendor managed inventory, and innovations in packaging and third-party logistics.
5. To **develop comprehensive knowledge of procurement and vendor management**, including global sourcing strategies, landed cost analysis, vendor rating systems, contract negotiation, and long-term vendor relationship and performance monitoring.

### **Module I: Supply Chain Foundations:**

Supply Chain as a network of entities, concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and management: Methods, Bull whip effect, CRM in supply Chain Management.

### **Module II: Distribution Management:**

Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Vendor Consolidation,

**Module III: Warehousing** : Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

### **Module IV: Aligning logistics to customer needs:**

Quick response logistics, Green Logistics, Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Global Vs. Domestic Sourcing, Landed Cost Computation,

**Module V: Vendor Rating:** Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

**Course Outcomes:**

- CO-1: Estimate and evaluate the concept of operational integration and global supply chain integration, different process of supply chain, role of different drivers and demand forecasting. Define and establish the strategic importance of logistics to achieve business success by creating value through supply chains.
- CO-2: Interpret the foundational role of logistics as it relates to transportation and warehousing. How to align the management of a supply chain with corporate goals and strategies. Strengthen integrative management analytical and problem-solving skills.
- CO-3: Learn how logistic and supply chain strategies can create value generation and utilize IT applications. Design and provide a practical approach to support the business' decision-making within the context of supply chain management and the real world.
- CO-4: Analyse performance measures to achieve sustainability in supply chain operations. Evaluate environmental, social, and governance risks in end-to-end supply chains. Interpret reverse logistics, recall and recovery operations and spillover effect.
- CO-5: Develop the ability to assess and implement effective procurement and vendor management strategies. Examine techniques for vendor rating, contract negotiation, and consolidation. Apply critical thinking to evaluate global vs. domestic sourcing, landed cost computation, and long-term vendor relationship management to enhance overall supply chain performance.

**Books:**

- Supply Chain and Logistics Management, Bowersos, Mc Graw Hill
- Operations and Supply Chain Management, Chase, Shankar, Jacobs, Mc GrawHill
- Supply Chain and Logistics Management, Janat Shah

**MB-T-PC 3014 PROJECT MANAGEMENT (3-0-0)****Course Objectives:**

1. Define The Basic Terms Associated with Modern Project Management and Organizational Strategy.
2. Application of project management in various sectors
3. Project feasibility study along with risk analysis.
4. Estimation of Project Times & Cost.
5. Analyse Leadership Traits for Being an Effective Project Manager and Managing Project Teams and Create Project Closure Reports.

**Module-I: Project Management: Introduction**

Project Concepts, Types of Projects, Project Selection, Project Life Cycle, Introduction to Project Management, Project Management Characteristics, Project Management Structures, Work Breakdown Structure, Project Identification, Formulation and Implementation, System Approach to Project Management, Establishing Project Priorities, Project Communication Plan.

**Module-II : Project Management in Real World**

Project Management in different sectors: Construction, Service Sector, Public Sector and Government Projects.

**Module-III: Project Planning and Appraisal**

Project Planning, Project Appraisal, feasibility Study-Technical, Commercial, Economic, Financial, Management, Social cost benefits analysis, Project Risk Analysis, Methods for Estimating Project Times and Costs, Progress and Performance Measurement and Evaluation, MIS, KPIs and KPMs, Developing status Report.

#### **Module-IV: Project Planning and Control**

Scheduling and Resource Allocation Methods. Developing the Project Network, Project Network Diagram, PERT and CPM.

#### **Module-V : Project Execution and Windup**

Project Execution, Monitoring and Control, Conflict Management in Projects, Agile Project Management, Scrum: Concept, Project Closure, Project Audits.

#### **Course Outcomes:**

- CO-1: Students will be able to familiarize with the basic concept and framework of Project Management
- CO-2: Practically orient students with project management in real world.
- CO-3: To apply and evaluate success parameters in project management.
- CO-4: To apply various techniques as CPM, PERT for resource management.
- CO-5: Enhancing capability of students to successfully develop and implement projects.

#### **Suggested Text Books:**

- 1) Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill
- 2) Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and MRGopalan, Project Management, Wiley India
- 3) Effective Project Management, Clements and Gido, Thomson – India Edition.
- 4) Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill

### **MB-T-PC 3015 OPERATIONS STRATEGY (3-0-0)**

#### **Course Objectives :**

1. To introduce the concept of operations strategy and its critical role in achieving business competitiveness across manufacturing and service sectors.
2. To explore strategic decisions related to processes, capacity, technology, and facilities, focusing on real-world business practices.
3. To develop the ability to evaluate operations strategy from the perspective of cost, quality, innovation, and customer value.
4. To equip students with strategic tools to design sourcing, purchasing, and supply network strategies for global business environments.
5. To encourage analytical thinking through case studies and real-time market scenarios for effective strategy formulation and implementation.

#### **Module – I: Operations Strategy**

Introduction, Innovation and operations discipline– Operations performance – Operations Strategy framework– Developing an operations strategy – Value chain dynamics and operations decisions –

Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

### **Module – II : Systems & Processes**

Vertical integration and outsourcing –Business processes –Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy,

### **Module – III : Capacity Strategy and Management**

Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization

### **Module – IV : Quality Strategy, Purchasing and Supply network strategy**

Quality Strategy and Change / Action programs–Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy–Sourcing and supplier management,

### **Module – V : Supply network strategy**

Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a value chain.

### **Course Outcomes:**

- CO-1: Interpret the students about what is operations strategy and how it's applied in the field of operations management.
- CO-2: Apply operations strategy in terms of business process, capacity, technology and facilities domains.
- CO-3: Analyse the operations strategy in terms of quality and cost perspective.
- CO-4: Use operations strategy in the field of purchasing/sourcing and supply chain management.
- CO-5: Analyse the operations strategy application in real world scenario.

### **Books :**

- 1) Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,
- 2) C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,
- 3) Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
- 4) Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
- 5) Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications.

## **MB-T-PC 3016 TOTAL QUALITY MANAGEMENT (3-0-0)**

### **Course Objectives:**

1. This course is designed to enable the students to organize an internal team to lead the quality improvement efforts and to create awareness about the philosophy of Total Quality Management.

2. Students would understand comprehensive and strong conceptual foundation pertaining to the management of quality in services and manufacturing industries.
3. To identify the problems relating to quality through Customer Satisfaction, Employee Involvement, Failure mode and Effect Analysis, etc.
4. Students would be designing and installing best practices for quality improvement through Benchmarking,
5. Process Improvement and adherence to International Quality Standards.

### **Module-I: Concept of Total Quality Management**

Definition of Quality and its important. Concept, Objective & Scope of TQM, Need and Significance of TQM, Components of TQM, Evolution of TQM, Customer Supplier Relationship in TQM System, Management, Leaders in TQM System, Practices for TQM: TQM and Human Resource Development Process of TQM. Difference in Western And Japanese Approach of TQM. Total Quality and Ethics.

### **Module-II: Quality Systems: Overviews**

Quality Systems: Concept, Integrated Management System (IMS), Requirement and Benefits. Benchmarking: Reasons to Benchmark, Benchmarking Process, Quality Function Development, (QFD).

### **Module-III: Quality Process: Overviews**

Cost of Quality, QFD Process, Zero Defects and Continuous Improvement, PDCA Cycle, Juran Trilogy, Crosby's 10 points and Deming's 14 Points, Toyota Production System, Poka Yoke, Kanban, Kaizen, 5-S Principles, Six Sigma, Lean Management.

### **Module-IV: Quality Circle, Statistical Tools and Techniques**

Quality Circle: Purpose, Benefits, Problem in implementation of Quality Circles, Requirements of Elective Circle.

### **Module-V: Statistical Tools and Techniques**

Statistical Tools and Techniques: Role of Statistics in Business, Common Statistical Tools, Flow Diagram, Check Sheets, Correlation or Scatter Diagram, Cause-and-Effect Diagrams, Quality Assurance, Quality Control and inspection, Control Chart, Histogram, Pareto Chart.

**Course Outcomes:**

CO-1: Students will be able to familiarize themselves with the basic concepts and framework of Total Quality Management (TQM).

CO-2: Students will understand the contributions of quality Gurus in the TQM journey.

CO-3: Students will grasp the nature and importance of different components, principles, tools, and techniques that constitute TQM.

CO-4: Students will be able to describe and discuss the role of techniques used in TQM across various industries and organizations.

CO-5: Students will be able to apply TQM principles and tools to analyze and improve processes in real-world organizational scenarios.

**Suggested Text Books:**

- 1) Total Quality Management by N.V.R Naidu, G. Rajendra New Age international, First Edition, Jan 2006
- 2) Quality Control & Application by B. L. Hanson & P. M. Ghare, Prentice Hall of India, 2004.
- 3) Total Quality Management by R.S Naagarazan, New Age international,3e, 2015

**Reference Books:**

- 1) Total Quality Management by V.S Bagad Technical Publications, First Edition, Jan 2008
- 2) Total Quality Management by S. Rajaram Dreamtech Press, First Edition, Jan 2008.

**IT & SYSTEMS**

**Course Objectives:**

1. Understand data mining concepts and techniques for effective data utilization.
2. Learn to analyze data using R/Rattle, covering basic metrics, PCA, correlational analysis, and visualization.
3. Gain proficiency in predictive modeling techniques such as decision trees, ANN, clustering, regression, and logistic regression.
4. Explore advanced techniques like association rule mining, market basket analysis, Naïve Bayes, and text mining.
5. Implement best practices in Business Intelligence and apply integrated analytics for solving real-world business problems

**Module-I: Foundations of Data Mining and Data Analytics**

Introduction to Data Mining, Deriving Value from Data Mining, Applications of Data Mining, Basic Concepts in Data Analytics, Introduction to R and Rattle

**Module-II : Exploratory Data Analysis and Visualization**

Exploratory Analytics using R/Rattle, Basic Metrics for Data Understanding, Principal Component Analysis (PCA), Correlational Analysis, Data Visualization Techniques, Business Applications of EDA

**Module-III : Predictive Modeling Techniques**

Decision Trees, Artificial Neural Networks (ANN), Clustering, Regression & Logistic Regression, Predictive Modeling using R/Rattle, Applications in Business

**Module-IV : Classification and Association Techniques**

Market Basket Analysis, Association Rule Mining, Naïve Bayes Classification, Applications of Classification & Association in Business

**Module-V: Data Analytics and Business Intelligence Strategies**

Best Practices in Data Analytics, Overview of BI Concepts and Applications, Review of Key Techniques: Clustering, Decision Trees, Neural Networks, Association Rules, Introduction to Text Mining, Real-life Case Studies and Analytics Strategy

**Course Outcomes:**

- CO-1:** Ability to identify patterns and trends in data for informed decision-making.
- CO-2:** Skills in exploratory analysis, basic metrics, PCA, correlational analysis, and data visualization.
- CO-3:** Build and interpret predictive models using various techniques for diverse applications.
- CO-4:** Apply advanced analytics techniques to address complex business challenges and extract actionable insights.

**CO-5:** Demonstrate practical knowledge in implementing business intelligence frameworks and adhering to analytical best practices.

**Books :**

- Anil Maheshwari ,Data Analytics. McGraw Hill, 2017.
- Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
- Anasse Bari, Mohamed Chaouchi and Tommy Jung ,Predictive Analytics, Willey,2015
- Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
- Dean Abbott, Applied Predictive Analytics, Willey, 2014

**MB-T-PC 3018 MANAGING DIGITAL INNOVATION AND TRANSFORMATION (3-0-0)**

**Course Objectives:**

1. Understand the five core domains of digital transformation—customer, competition, data, innovation, and value—and how they drive strategic business change.
2. Learn to classify various types of digital transformations such as business model, product, process, knowledge, and cultural transformations.
3. Develop the ability to create and implement social media transformation strategies by setting clear goals, tactics, and conducting gap analyses.
4. Address challenges related to employee engagement and resistance in digital change processes while building internal digital capabilities.
5. Explore the strategic role of cloud computing and technology in enabling digital transformation, and how to lead these initiatives effectively.

**Module I: Introduction to Digital Transformation & Core Domains**

What is Digital Transformation?, The Five Domains of Digital Transformation: Customer, Competition, Data, Innovation, Value, Harnessing Customer Networks, Turning Data into Strategic Assets, Adapting the Value Proposition

**Module II: Classification and Types of Digital Transformation**

Classification of Digital Transformations: Business Model, Product Development, Data, Processes, Knowledge, Self-Service and Organizational Culture

**Module III: Social Media Transformation Strategy**

Understanding Requirements for Social Media Transformation, Setting Goals, Objectives, and Tactics, Establishing Future State Operating Models, Conducting Gap Analysis, Strategic Recommendations

**Module IV: Organizational and Employee Readiness for Transformation**

Building Digital Capabilities, Managing Change and Overcoming Challenges, Handling Employee Concerns during Transformation, Organizational Culture and Readiness, Leadership Role in Digital Transformation

### **Module V: Technology-Driven Transformation (Cloud & Beyond)**

Role of Cloud Computing in Digital Transformation, Preparing for Technology-led Transformation, Driving Digital Transformation Using Cloud & Emerging Tech, Examples and Case Studies from Industry

#### **Course Outcomes:**

**CO-1:** Gain strategic insights into digital transformation domains to align organizational goals effectively.

**CO-2:** Develop targeted strategies for various digital transformation areas to drive organizational change.

**CO-3:** Master social media utilization for business transformation, from goal setting to implementation.

**CO-4:** Acquire skills to manage ongoing digital transformations and develop comprehensive digital strategies for organizational success.

**CO-5:** Demonstrate understanding of cloud computing and its role in driving technology-based digital transformations.

#### **Books:**

- Herbert, Lindsay; Digital Transformation : Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman,V;TheDigitalMatrix:Newrulesforbusinessstransformationthrough technology; Lifetree Media Ltd, 2017
- Velte,A.T;Velte,T.J;andElsenpeter,R;CloudComputing:APracticalApproach, Mcgraw Hill Education (India) Private Limited,2017 (23rd reprint)
- Rogers, David, The Digital Transformation Playbook–Rethink your Business for the Digital Age (Columbia Business School Publishing),2016.
- Westerman,G; Bonnet, D; and McAfee, A; Leading Digital:Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
- Srinivasan.J,andSuresh.J,CloudComputing:APracticalApproachforlearningand implementation, Pearson Publication, 2014.

### **MB-T-PC 3019 E-COMMERCE AND DIGITAL MARKETS (3-0-0)**

#### **Course Objectives:**

1. To understand the fundamental concepts of e-commerce, including various e-business models and their influence on global trade and economic systems.
2. To explore the architecture and evolution of e-business, focusing on ethical, legal, and technological dimensions.
3. To develop knowledge of digital marketing, customer relationship management (e-CRM), and electronic payment systems including digital currencies and gateways.

4. To examine the roles and structure of e-business channels, and evaluate the effects of intermediation and dis-intermediation in digital markets.
5. To build entrepreneurial and strategic thinking by designing electronic markets, leveraging e-marketing tools, and fostering innovation in digital business environments.

### **MODULE I: Foundations of E-Commerce and E-Business**

- Understanding E-Commerce
- E-Business models
- E-Business and the global economy
- Creating E-Business plan

### **MODULE II: Social, Ethical and Technological Aspects of E-Commerce**

- Social and Behavioral issues
- Ethical and regulatory issues
- Technology and growth of E-Commerce
- Economic foundations of E-Commerce

### **MODULE III: Strategy and Technologies in E-Business**

- The strategy of e-business
- Economics of e-business
- E-Business Technologies

### **MODULE IV: Digital Marketing and Payment Systems**

- Introduction to digital marketing
- E-Marketing strategies
- E-CRM
- Electronic payment methods
- Types of payment gateway
- Digital Currencies
- Digital signature

### **MODULE V: E-Business Channels and Entrepreneurship**

- E-business Channel functions
- E-Business Entrepreneurship
- Business models on the Internet
- Intermediation and dis-intermediation in e-commerce
- Business Incubators
- Distribution channel length function
- Designing Electronic market
- Strategic E-Marketing
- E-Marketing Tool
- E-Business Entrepreneurship

### **Course Outcomes:**

1. Demonstrate a solid understanding of the structure and strategy behind e-commerce and e-business, including economic and technological aspects.
2. Apply digital marketing strategies, manage electronic customer relationships (e-CRM), and evaluate various digital payment options.
3. Analyze and optimize e-business channel functions and internet-based business models to improve operational efficiency and customer reach.
4. Design and implement innovative e-commerce solutions using strategic e-marketing and entrepreneurial principles.

5. Assess regulatory, ethical, and behavioral aspects of e-commerce to ensure secure and responsible digital market practices.

**Books :**

- Kenneth Claudin Carol Guercio Traver –E–Commerce|| , 14th edition, 2018, Pearson.
- Russ, Henneberry –Digital Marketing for Dummies|| Willey January 2017
- S.J.P.T.JOSEPH –E–Commerce: An Indian Perspective PHI , Edition, 2016
- Gary P.Schneider –Electronic Commerce|| Course Technology Inc 12th edition 2017
- VandanaAhuja –Digital marketing|| OXFORD HIGHER Education, 3th edition 2017
- ShivaniArora –E–Commerce|| 2017 edition.

**MB-T-PC 3020 MANAGING DIGITAL PLATFORMS (3-0-0)**

**Course Objectives:**

1. Gain insights into different types of digital platforms, enterprise digital ecosystems, and challenges faced by modern digital enterprises.
2. Understand the dynamics of platform competition, the influence of technology on political culture.
3. Learn about the roots of marketing strategy in digital media, cross-media marketing strategies, self-branding techniques,
4. Knowledge of digital business innovation, and decision rights and control in the digital realm.
5. Develop the ability to adapt strategic approaches to evolving digital landscapes, enabling agility and responsiveness to changes in digital platforms.

**Module – I:**

Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems – Challenges in modern digital enterprises –Platform Economics.

**Module-II:**

Platform Architecture – Governance – Media Optimization – Channel optimization – Audience platform Utilization.

**Module – III:**

Platform competition – Platform Technologies and political culture –Intellectual properties in Digital Economy – Pricing Policies ,

#### **Module – IV:**

Future of Digital Platforms – Participation – Social Media Strategies.

#### **Module – V:**

Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy  
Marketing self-Branding Strategies – Digital business Innovation – Decision Rights and Control

#### **Course Outcomes:**

CO-1: Develop a comprehensive understanding of digital platforms, including their types, economics, architecture, and governance

CO-2: Gain insights into platform competition dynamics, technological influences, intellectual property considerations

CO-3: Acquire proficiency in digital media and marketing strategies, including cross-media marketing, self-branding techniques, and innovative approaches

CO-4: Develop decision-making skills relevant to digital business innovation, including

CO-5: Understanding decision rights and control mechanisms

#### **Books:**

- Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16– Dec–2016
- Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
- Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
- Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015

- Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08-Apr-2016