PRESIDENCY UNIVERSITY
Private University Estd. in Karnataka State by Act No. 41 of 2013
Itgalpura, Rajankunte, Yelahanka, Bengaluru – 560064

School of Management
Master of Business Administration (MBA)

CURRICULUM STRUCTURE
based on Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

Master of Business Administration
MBA

2024-2026

Regulation No: PU/AC-24.17/SOM16/MBA/2024-26

Resolution No.17 of the 24th Meeting of the Academic Council held on 03rd August 2024, and ratified by the Board of Management in its 24th Meeting held on 05th August, 2024.

(As amended up to the 26th Meeting of the Academic Council held on 25th July 2025. This document supersedes all previous guidelines)

August, 2024

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PART A – PROGRAM REGULATIONS AND CURRICULUM

1. **Vision & Mission of the University and the School / Department:**

   1.1 Vision of the University:

   To be a Value-driven Global University, excelling beyond peers and creating professionals of integrity and character, having concern and care for society.

   1.2 Mission of the University:

   - Commit to be an innovative and inclusive institution by seeking excellence in teaching, research and knowledge-transfer.
   - Pursue Research and Development and its dissemination to the community, at large.
   - Create, sustain and apply learning in an interdisciplinary environment with consideration for ethical, ecological and economic aspects of nation building.
   - Provide knowledge-based technological support and services to the industry in its growth and development.
   - To impart globally-applicable skill-sets to students through flexible course offerings and support industry's requirement and inculcate a spirit of new-venture creation.

   1.3 Vision of the School:
   To inspire and develop responsible leaders who generate meaningful and lasting impact on businesses, communities, and society

   1.4 Mission of the School:
   Our mission is to provide students with the knowledge, skills, and ethical foundation needed to lead with integrity and drive sustainable change in business and society

2. **Preamble to the Program Regulations and Curriculum**

   This is the subset of Academic Regulations and it is to be followed as a requirement for the award of Master of Business Administration (MBA) Degree.

   The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Social Project Based Learning, Industrial Training, and Internship to enable the students to become eligible and fully equipped for employment in industries, choose higher studies or entrepreneurship.

   In exercise of the powers conferred by and in discharge of duties assigned under the relevant provision(s) of the Act, Statutes and Academic Regulations of the University, the Academic Council hereby makes the following Regulations.

3. **Short Title and Commencement:**

   a. These Regulations shall be called the Master of Business Administration (MBA) Program Regulations and Curriculum 2024-2026.
   b. These Regulations are subject to, and pursuant to the Academic Regulations.

c. These Regulations shall be applicable to the ongoing Master of Business Administration (MBA) Programs of the 2024-2026 batch, and to all other Master of Business Administration (MBA) Programs which may be introduced in future.

d. These Regulations shall supersede all the earlier Master of Business Administration (MBA) Program Regulations and Curriculum, along with all the amendments thereto.

e. These Regulations shall come into force from the Academic Year 2024-2025.

4. Definitions

In these Regulations, unless the context otherwise requires:

a. *"Academic Calendar" means the schedule of academic and miscellaneous events as approved by the Vice Chancellor;*

b. *"Academic Council" means the Academic Council of the University;*

c. *"Academic Regulations" means the Academic Regulations, of the University;*

d. *"Academic Term" means a Semester or Summer Term;*

e. *"Act" means the Presidency University Act, 2013;*

f. *"AICTE" means All India Council for Technical Education;*

g. *"Basket" means a group of courses bundled together based on the nature/type of the course;*

h. *"BOE" means the Board of Examinations of the University;*

i. *"BOG" means the Board of Governors of the University;*

j. *"BOM" means the Board of Management of the University;*

k. *"BOS" means the Board of Studies of a particular Department/Program of Study of the University;*

l. *"CGPA" means Cumulative Grade Point Average as defined in the Academic Regulations;*

m. *"Clause" means the duly numbered Clause, with Sub-Clauses included, if any, of these Regulations;*

n. *"COE" means the Controller of Examinations of the University;*

o. *"Course In Charge" means the teacher/faculty member responsible for developing and organizing the delivery of the Course;*

p. *"Course Instructor" means the teacher/faculty member responsible for teaching and evaluation of a Course;*

q. *"Course" means a specific subject usually identified by its Course-code and Course-title, with specified credits and syllabus/course-description, a set of references, taught by some teacher(s)/course-instructor(s) to a specific class (group of students) during a specific Academic Term;*

r. *"Curriculum Structure" means the Curriculum governing a specific Degree Program offered by the University, and, includes the set of Baskets of Courses along with minimum credit requirements to be earned under each basket for a degree/degree with specialization/minor/honors in addition to the relevant details of the Courses and Course catalogues (which describes the Course content and other important information about the Course). Any specific requirements for a particular program may be brought into the Curriculum structure of the specific program and relevant approvals should be taken from the BOS and Academic Council at that time.*

s. *"DAC" means the Departmental Academic Committee of a concerned Department/Program of Study of the University;*

t. *"Dean" means the Dean / Director of the concerned School;*

u. *"Degree Program" includes all Degree Programs;*

v. *"Department" means the Department offering the degree Program(s) / Course(s) / School offering the concerned Degree Programs / other Administrative Offices;*

w. *"Discipline" means specialization or program of MBA Degree Program;*

x. *"HOD" means the Head of the concerned Department;*

y. *"L-T-P-C" means Lecture-Tutorial-Practical-Credit – refers to the teaching – learning periods and the credit associated;*

z. *"MOOC" means Massive Open Online Courses;*

aa. *"MOU" means the Memorandum of Understanding;*

bb. *"NPTEL" means National Program on Technology Enhanced Learning;*

cc. *"Parent Department" means the department that offers the Degree Program that a student undergoes;*

dd. *"Program Head" means the administrative head of a particular Degree Program/s;*

ee. *"Program Regulations" means the Bachelor of Technology Degree Program Regulations and Curriculum, 2024-2026;*

ff. *"Program" means the Master of Business Administration (MBA) Degree Program;*

gg. *"PSOM" means the Presidency School of Management;*

hh. *"Registrar" means the Registrar of the University;*

ii. *"School" means a constituent institution of the University established for monitoring, supervising and guiding, teaching, training and research activities in broadly related fields of studies;*

jj. *"Section" means the duly numbered Section, with Clauses included in that Section, of these Regulations;*

kk. *"SGPA" means the Semester Grade Point Average as defined in the Academic Regulations;*

ll. *"Statutes" means the Statutes of Presidency University;*

mm. *"Sub-Clause" means the duly numbered Sub-Clause of these Program Regulations;*

nn. *"Summer Term" means an additional Academic Term conducted during the summer break (typically in June-July) for a duration of about eight (08) calendar weeks, with a minimum of thirty (30) University teaching days;*

oo. *"SWAYAM" means Study Webs of Active Learning for Young Aspiring Minds.*

pp. *"UGC" means University Grants Commission;*

qq. *"University" means Presidency University, Bengaluru; and*

rr. *"Vice Chancellor" means the Vice Chancellor of the University.*

5. Program Description:

The Master of Business Administration (MBA) Program Regulations and Curriculum 2024-2026 are subject to, and, pursuant to the Academic Regulations. These Program Regulations shall be applicable to the following ongoing Master of Business Administration (MBA) Programs of 2024-2026 offered by the Presidency School of Management (PSOM):

1. MBA
2. MBA (Business Analytics)
3. MBA (Digital Marketing)
4. MBA (Marketing & Finance)
5. MBA (Banking & Finance Management)

5.1 These Program Regulations shall be applicable to other similar programs, which may be introduced in future.

5.2 These Regulations may evolve and get amended or modified or changed through appropriate approvals from the Academic Council, from time to time, and shall be binding on all concerned.

5.3 The effect of periodic amendments or changes in the Program Regulations, on the students admitted in earlier years, shall be dealt with appropriately and carefully, so as to ensure that those students are not subjected to any unfair situation whatsoever, although they are required to conform to these revised Program Regulations, without any undue favour or considerations:

6. Minimum and Maximum Duration:

6.1 Master of Business Administration (MBA) Degree Program is a Two-Year, Full-Time Semester based program. The minimum duration of the MBA Program is two (02) years and each year comprises of two academic Semesters (Odd and Even Semesters) and hence the duration of the MBA program is four (04) Semesters.

6.2 A student who for whatever reason is not able to complete the Program within the normal period or the minimum duration (number of years) prescribed for the Program, may be allowed a period of two years beyond the normal period to complete the mandatory minimum credits requirement as prescribed by the concerned Program Regulations and Curriculum. In general, the permissible maximum duration (number of years) for completion of Program is 'N' + 2 years, where 'N' stands for the normal or minimum duration (number of years) for completion of the concerned Program as prescribed by the concerned Program Regulations and Curriculum.

6.3 The time taken by the student to improve Grades/CGPA, and in case of temporary withdrawal/re-joining (Refer to Clause **Error! Reference source not found.** of Academic Regulations), shall be counted in the permissible maximum duration for completion of a Program.

6.4 In exceptional circumstances, such as temporary withdrawal for medical exigencies where there is a prolonged hospitalization and/or treatment, as certified through hospital/medical records, women students requiring extended maternity break (certified by registered medical practitioner), and, outstanding sportspersons representing the University/State/India requiring extended time to participate in National/International sports events, a further extension of one (01) year may be granted on the approval of the Academic Council.

6.5 The enrolment of the student who fails to complete the mandatory requirements for the award of the concerned Degree (refer Section 19.**Error! Reference source not found.** of Academic Regulations) in the prescribed maximum duration (Sub-Clauses 18.1 and 18.2 of Academic Regulations), shall stand terminated and no Degree shall be awarded.

7. Program Educational Objectives (PEO)

After two years of successful completion of the program, the graduates shall be:

PEO1: Industry ready graduates having high integrity, social responsibility & leadership capabilities.

PEO2: Enhanced with analytical skills and design thinking approach to solve business problems.

PEO3: Able to foster entrepreneurial mind set through creativity and innovation.

PEO4: Enabled graduates to engage in and benefit from lifelong learning.

8. Program Outcomes (PO) and Program Specific Outcomes (PSO)

8.1 Program Outcomes (PO)

On successful completion of the Program, the students shall be able to:

PO1: An ability to lead themselves and others to achieve organizational goals contributing effectively to a team environment.

PO2: An ability to integrate functional knowledge and apply managerial skills in changing business environment.

PO3: An ability to identify real life problems in different management functions and solve them through strategic planning, critical thinking and innovation.

PO4: An ability to identify and evaluate business ideas and opportunities.

PO5: An ability to make data driven decisions and effectively communicate to different stakeholders.

PO6: An ability to evaluate and integrate ethical and societal considerations when making business decisions.

PO7: An ability to demonstrate commitment to continuous learning.

8.2 Program Specific Outcomes [PSOs]:

On successful completion of the Program, the students shall be able to:
On successful completion of the Master of Business Administration (MBA) program from Presidency University, the student shall possess:

PSO 1: Demonstrate advanced domain specific knowledge to make informed business decisions.

PSO 2: Apply management theories and tools to solve complex marketing, financial, HR and operational problems.

PSO 3: Develop and implement business plans that include marketing, financial, HR and operational strategies.

PSO 4: Demonstrate proficiency in formulating business strategies that align with organizational goals.

PSO 5: Assess the long-term impacts of business decisions on the environment and society, and to integrate sustainable practices into core business operations to drive innovation and value creation

9. Admission Criteria (as per the concerned Statutory Body)

The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in the qualifying examinations; provided that forty percent of the admissions in all Programs of the University shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the State Government from time to time**.** The admission criteria to the MBA Program is listed in the following Sub-Clauses:

9.1 An applicant must have a graduation degree in any field from a recognized university with a minimum of 50% marks in the qualifying examination for the general category or 45% marks for SC/ST and other reserved categories and must have appeared in any national or state-level entrance examination such as CAT, XAT, MAT, CMAT, ATMA, or KMAT.

9.2 Reservation for the SC / ST and other backward classes shall be made in accordance with the directives issued by the Government of Karnataka from time to time.

9.3 Admissions are offered to Foreign Nationals and Indians living abroad in accordance with the rules applicable for such admission, issued from time to time, by the Government of India.

9.4 Candidates must fulfil the medical standards required for admission as prescribed by the University.

9.5 If, at any time after admission, it is found that a candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form

whatsoever, including possible misinformation and any other falsification, the Registrar shall report the matter to the Board of Management (BOM), recommending revoking the admission of the candidate.

9.6 The decision of the BOM regarding the admissions is final and binding.

10. Transfer of student(s) from another recognized University to the 2nd year (3rd Semester) of the MBA Program of the University

A student who has completed the 1st Year (i.e., passed in all the Courses / Subjects prescribed for the 1st Year) of the MBA Two-Year Degree Program from another recognized University, may be permitted to transfer to the 2nd Year (3rd Semester) of the MBA Program of the University as per the rules and guidelines prescribed in the following Sub-Clauses:

10.1.1 The student shall submit the Application for Transfer along with a non-refundable Application Fee (as prescribed by the University from time to time) to the University no later than July of the concerned year for admission to the 2nd Year (3rd Semester) MBA Program commencing on August on the year concerned.

10.1.2 The student shall submit copies of the respective Marks Cards / Grade Sheets / Certificates along with the Application for Transfer.

10.1.3 The transfer may be provided on the condition that the Courses and Credits completed by the concerned student in the 1st Year of the MBA Two Degree Program from the concerned University, are declared equivalent and acceptable by the Equivalence Committee constituted by the Vice Chancellor for this purpose. Further, the Equivalence Committee may also prescribe the Courses and Credits the concerned students shall have to mandatorily complete, if admitted to the 2nd Year of the MBA Program of the University.

10.1.4 The Program allotted to the student concerned shall be the decision of the University and binding on the student.

11. Change of Program

A student admitted to a particular Program of the MBA Program will normally continue studying in that Program till the completion of the program. However, the University reserves the right to provide the option for a change of Program, or not to provide the option for a change of Program, at the end of 1st Year of the MBA Program to eligible students in accordance with the following rules and guidelines: framed by the University from time to time.

11.1 Normally, only those students, who have passed all the Courses prescribed for the 1st Year of the MBA. Program and obtained a CGPA of not less than 6.00 at the end of the 2nd Semester, shall be eligible for consideration for a change of Program.

11.2 Change of Program, if provided, shall be made effective from the commencement of the 3rd Semester of the MBA Program. There shall be no provision for change of Program thereafter under any circumstances whatsoever.

11.3 The student provided with the change of Program shall fully adhere to and comply with the Program Regulations of the concerned Program of the MBA Program, the Fee Policy pertaining to that Program of the MBA Program, and, all other rules pertaining to the changed Program existing at the time.

11.4 Change of Program once made shall be final and binding on the student. No student shall be permitted, under any circumstances, to refuse the change of Program offered.

11.5 The eligible student may be allowed a change in Program, strictly in order of *inter se* merit, subject to the conditions given below:

11.5.1 The actual number of students in the 3rd Semester in any particular Program to which the transfer is to be made, should not exceed the intake fixed by the University for the concerned Program;

11.5.2 The actual number of students in any Program from which transfer is being sought does not fall below 75% of the total intake fixed by the University for the concerned Program.

11.5.3 The process of change of Program shall be completed within the first five days of Registration for the 3rd Semester of the MBA Program.

12. **Specific Regulations regarding Assessment and Evaluation – including the Assessment Details of NTCC Courses, Weightages of Continuous Assessment and End Term Examination for various Course Categories**

12.1 The academic performance evaluation of a student in a Course shall be according to the University Letter Grading System based on the class performance distribution in the Course.

12.2 Academic performance evaluation of every registered student in every Course registered by the student is carried out through various components of Assessments spread across the Semester. The nature of components of Continuous Assessments and the weightage given to each component of Continuous Assessments (refer Clause 0) shall be clearly defined in the Course Plan for every Course, and approved by the DAC.

12.3 Format of the End-Term examination shall be specified in the Course Plan.

12.4 Grading is the process of rewarding the students for their overall performance in each Course. The University follows the system of Relative Grading with statistical approach to classify the students based on the relative performance of the students registered in the concerned Course except in the following cases:

- Non-Teaching Credit Courses (NTCC)
- Courses with a class strength less than 30

Absolute grading method may be adopted, where necessary with prior approval of concerned DAC.

Grading shall be done at the end of the Academic Term by considering the aggregate performance of the student in all components of Assessments prescribed for the Course. Letter Grades (Clause **Error! Reference source not found.** of Academic Regulations) shall be awarded to a student based on her/his overall performance relative to the class performance distribution in the concerned Course. These Letter Grades not only indicate a qualitative assessment of the student's performance but also carry a quantitative (numeric) equivalent called the Grade Point.

12.5 Assessment Components and Weightage

Table 12.5.1: Assessment Components and Weightage for different category of Courses

Theory Courses - Weightage - 60: 40						
Continuous Assessment* - 35%				Midterm	End term	Total
Assessment 1	Assessment 2	Assessment 3	Assessment 4	25%	40%	100%

Lab/CA Courses - Weightage - 75: 25					
Continuous Assessment* - 75%				End term	Total
Practice Assessment 1	Practice Assessment 2	Practice Assessment 3	Practice Assessment 4	Assessment & Viva 25%	100%

Minimum 03 assessments.

Skill based Courses like Industry Internship, Capstone project, Research Dissertation, Integrative Studio, Interdisciplinary Project, Summer / Short Internship, Social Engagement / Field Projects, Portfolio, and such similar Non-Teaching Credit Courses, where the pedagogy does not lend itself to a typical L-T-P structure.

Guidelines for the assessment components for the various types of Courses, with recommended weightages, shall be specified in the concerned Program Regulations and Curriculum / Course Plans, as applicable.

The exact weightages of Evaluation Components shall be clearly specified in the concerned PRC and respective Course Plan.

Normally, for Practice/Skill based Courses, without a defined credit structure (L–T–P) [NTCC], but with assigned Credits (as defined in Clause **Error! Reference source not found.** of the Academic Regulations), the method of evaluation shall be based only on Continuous Assessments. The various components of Continuous Assessments, the distribution of weightage among such components, and the method of evaluation/assessment, shall be as decided and indicated in the Course Plan/PRC. The same shall be approved by the respective DAC.

12.6   Minimum Performance Criteria:

12.6.1   Theory only Course and Lab/Practice Embedded Theory Course

A student shall satisfy the following minimum performance criteria to be eligible to earn the credits towards the concerned Course:

a. A student must obtain a minimum of 30% of the total marks/weightage assigned to the End Term Examinations in the concerned Course.

b. The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of the components of Continuous Assessments, Mid Term Examinations and End Term Examinations in the concerned Course.

12.6.2   Lab/Practice only Course and Project Based Courses

The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of all assessment components in the concerned Course.

12.6.2.1 A student who fails to meet the minimum performance criteria listed above in a Course shall be declared as "Fail" and given "F" Grade in the concerned Course. For theory Courses, the student shall have to re-appear in the "Make-Up Examinations" as scheduled by the University in any subsequent semester, or, re-appear in the End Term Examinations of the same Course when it is scheduled at the end of the following Semester or Summer Term, if offered. The

marks obtained in the Continuous Assessments (other than the End Term Examination) shall be carried forward and be included in computing the final grade, if the student secures the minimum requirements (as per Clause 12.6.1, 12.6.2 of Academic Regulations in the "Make-Up Examinations" of the concerned Course. Further, the student has an option to re-register for the Course and clear the same in the summer term/ subsequent semester if he/she wishes to do so, provided the Course is offered.

13 **Additional clarifications - Rules and Guidelines for Transfer of Credits from MOOC, etc. – Note: These are covered in Academic Regulations.**

The University allows students to acquire credits from other Indian or foreign institutions and/or Massive Open Online Course (MOOC) platforms, subject to prior approval. These credits may be transferred and counted toward fulfilling the minimum credit requirements for the award of a degree. The process of transfer of credits is governed by the following rules and guidelines:

13.1 The transfer of credits shall be examined and recommended by the Equivalence Committee (Refer **Error! Reference source not found.** of Academic Regulations) and approved by the Dean - Academics.

13.2 Students may earn credits from other Indian or foreign Universities/Institutions with which the University has an MOU, and that MOU shall have specific provisions, rules and guidelines for transfer of credits. These transferred credits shall be counted towards the minimum credit requirements for the award of the degree.

13.3 Students may earn credits by registering for Online Courses offered by *Study Web of Active Learning by Young and Aspiring Minds* (SWAYAM) and *National Program on Technology Enhanced Learning* (NPTEL), or other such recognized Bodies/ Universities/Institutions as approved by the concerned BOS and Academic Council from time to time. The concerned School/Parent Department shall publish/include the approved list of Courses and the rules and guidelines governing such transfer of credits of the concerned Program from time to time. The Rules and Guidelines for the transfer of credits specifically from the Online Courses conducted by SWAYAM/ NPTEL are as stated in the following Sub-Clauses:

13.3.1 A student may complete SWAYAM/NPTEL/other approved MOOCs as mentioned in Clause (as per academic regulations) and transfer equivalent credits to partially or fully complete the mandatory credit requirements of Discipline Elective Courses and/or the mandatory credit requirements of Open Elective Courses as prescribed in the concerned Curriculum Structure. However, it is the sole responsibility of the student to complete the mandatory

credit requirements of the Discipline Elective Courses and the Open Elective Courses as prescribed by the Curriculum Structure of the concerned Program.

13.3.2 SWAYAM/NPTEL/ other approved MOOCs as mentioned in Clause (as per academic regulations) shall be approved by the concerned Board of Studies and placed.

13.3.3 Parent Departments may release a list of SWAYAM/NPTEL/other approved MOOCs for Pre-Registration as per schedule in the Academic Calendar or through University Notification to this effect.

13.3.4 Students may Pre-Register for the SWAYAM/NPTEL/other approved MOOCs in the respective Departments and register for the same Courses as per the schedule announced by respective Online Course Offering body/institute/ university.

13.3.5 A student shall request for transfer of credits only from such approved Courses as mentioned in Sub-Clause, 13.3.2 above.

13.3.6 SWAYAM/NPTEL/other approved MOOCs Courses are considered for transfer of credits only if the concerned student has successfully completed the SWAYAM/NPTEL/other approved MOOCs and obtained a certificate of successful/satisfactory completion.

13.3.7 A student who has successfully completed the approved SWAYAM/NPTEL/ other approved MOOCs and wants to avail the provision of transfer of equivalent credits, must submit the original Certificate of Completion, or such similar authorized documents to the HOD concerned, with a written request for the transfer of the equivalent credits. On verification of the Certificates/Documents and approval by the HOD concerned, the Course(s) and equivalent Credits shall have forwarded to the COE for processing of results of the concerned Academic Term.

13.3.8 The credit equivalence of the SWAYAM/NPTEL/other approved MOOCs are based on Course durations and/or as recommended by the Course offering body/institute/university. The Credit Equivalence mapped to SWAYAM/ NPTEL approved Courses based on Course durations for transfer of credits is summarized in Table shown below. The Grade will be calculated from the marks received by the Absolute Grading Table in the academic regulations.

Table 13.3.2: Durations and Credit Equivalence for Transfer of Credits from SWAYAM-NPTEL/ other approved MOOC Courses		
Sl. No.	Course Duration	Credit Equivalence
1	4 Weeks	1 Credit
2	8 Weeks	2 Credits
3	12 Weeks	3 Credits

13.3.9 The maximum permissible number of credits that a student may request for credit transfer from MOOCs shall not exceed 20% of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree.

13.3.10 The University shall not reimburse any fees/expense; a student may incur for the SWAYAM/NPTEL/other approved MOOCs.

13.4 The maximum number of credits that can be transferred by a student shall be limited to forty percent (40%) of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree. However, the grades obtained in the Courses transferred from other Institutions/MOOCs, as mentioned in this Section, shall not be included in the calculation of the CGPA.

PART B- PROGRAM STRUCTURE

14 Structure/Component with Credit Requirements Course Baskets and Minimum Basket Wise Credit Requirements:

The Master of Business Administration (MBA) Program Structure (2024-2026) totalling 104 credits. Table 14.1.3 summarizes the type of baskets, number of courses under each basket and the associated credits that are mandatorily required for the completion of the Degree.

Table 14.1.3: Master of Business Administration (MBA) Program Structure 2024-2026: Summary of Mandatory Courses and Minimum Credit Contribution from various Baskets		
Sl. No.	**Baskets**	**Credit Contribution**
1	Program Core Courses (PCC)	41
2	Discipline Specific Courses (DSEC)	26
3	Entrepreneurial Skills Enhancement Core Course (ESECC)	3
4	Ability Skill Enhancement Courses (ASEC)	12
5	Soft Skill Enhancement Courses (SSEC)	4
6	Open Electives Courses (OEC)	6
7	Industry Collaborative Courses (ICC)	12
8	Value Added Courses (VAC)	0
	Total Credits	**104**

15 Minimum Total Credit Requirements of Award of Degree:

As per the AICTE guidelines, a minimum of 104 credits is required for the award of a Master of Business Administration (MBA) degree.

16 Other Specific Requirements for Award of Degree, if any, as prescribed by the Statutory Bodies.

16.1 The award of the Degree shall be recommended by the Board of Examinations and approved by the Academic Council and Board of Management of the University.

16.2 A student shall be declared to be eligible for the award of the concerned Degree if she/he:

a. Fulfilled the Minimum Credit Requirements and the Minimum Credits requirements under various baskets;

b. Secure a minimum CGPA of 5.00 in the concerned Program at the end of the Semester/Academic Term in which she/he completes all the requirements for the award of the Degree as specified in Sub-Clause a of Academic Regulations;

c. No dues to the University, Departments, Hostels, Library, and any other such Centers/ Departments of the University; and

d. No disciplinary action is pending against her/him.

PART C- CURRICULUM STRUCTURE/LIST

17 **Curriculum Structure – Basket Wise Course List (not Semester Wise) List of Courses Tabled – aligned to the Program Structure (Course Code, Course Name, Credit Structure (LTPC), Contact Hours, Course Basket, Type of Skills etc., as applicable).**

S. NO.	COURSE TYPE	COURSE CODE	COURSE NAME	L	T	P	C
**Table 17.1.4: Master of Business Administration (MBA) Program Structure 2024-2026: Program Core Course (PCC)**

S. NO.	COURSE TYPE	COURSE CODE	COURSE NAME	L	T	P	C
1	PCC	MBA1022	Economics for Managers	3	0	0	3
2	PCC	MBA1007	Business Statistics	4	0	0	4
3	PCC	MBA2034	Accounting for Managers	4	0	0	4
4	PCC	MBA1023	Organisational Behaviour	3	0	0	3
5	PCC	MBA1020	Marketing Management	3	0	0	3
6	PCC	MBA2043	Technology Foundations for Business	3	0	0	3
7	PCC	MBA2042	Corporate Finance	3	0	0	3
8	PCC	MBA2027	Human Resource Management	3	0	0	3
9	PCC	MBA2033	Business Research Methods	3	0	0	3
10	PCC	MBA2040	Production and Logistics Management	3	0	0	3
11	PCC	MBA3001	Business Law	3	0	0	3
12	PCC	MBA3052	Corporate Strategy	3	0	0	3
13	PCC	MBA2019	Digital Marketing	3	0	0	3

Table 17.2.4: Master of Business Administration (MBA) Program Structure 2024-2026: Ability Skill Enhancement Courses (ASEC)

S. NO.	COURSE TYPE	COURSE CODE	COURSE NAME	L	T	P	C
1	ASEC	MBA1021	Data Analysis using Spreadsheets	3	0	0	3
2	ASEC	PPS3022	Aptitude Training	2	0	2	3
3	ASEC	MBA2041	Business Analytics for Decision Making	3	0	0	3
4	ASEC	PPS3024	Industry Readiness Program - III	1	0	2	2
5	ASEC	PPS4003	Aptitude Training Advanced	0	0	2	1

Table 17.3.4: Master of Business Administration (MBA) Program Structure 2024-2026: Entrepreneurial Skills Enhancement Core Course (ESECC)

S. NO.	COURSE TYPE	COURSE CODE	COURSE NAME	L	T	P	C
1	ESECC	MBA3051	Entrepreneurship and Business Ethics	3	0	0	3

Table 17.4.4: Master of Business Administration (MBA) Program Structure 2024-2026: Industry Collaborative Courses (ICC)

S. NO.	COURSE TYPE	COURSE CODE	COURSE NAME	L	T	P	C
1	ICC	MBA3074	Summer Internship Project	-	-	-	6
2	ICC	MBA3145	Dissertation	-	-	-	6

Table 17.5.4: Master of Business Administration (MBA) Program Structure 2024-2026: Soft Skill Enhancement Courses (SSEC)

S. NO.	COURSE TYPE	COURSE CODE	COURSE NAME	L	T	P	C
1	SSEC	ENG5002	Business Communication	3	0	0	3
2	SSEC	PPS1013	Personality Development I	0	0	2	1

Table 17.6.4: Master of Business Administration (MBA) Program Structure 2024-2026: Value Added Courses (VAC)

S. NO.	COURSE TYPE	COURSE CODE	COURSE NAME	L	T	P	C
1	VAC	MBA1034	Data analysis for Managers uisng IBM SPSS	1	0	0	0
2	VAC	MBA1031	How To Analyze Data - Using Microsoft Excel Add Inns	1	0	0	0
3	VAC	MBA1030	Personal and Professional Business Networking Skills	1	0	0	0
4	VAC	MBA1033	Personal Branding: Aligning Values with Career Success	1	0	0	0
5	VAC	MBA1032	Python Programming	1	0	0	0

18 Practical/Skill based Courses – Internships/Thesis/Dissertation/Capstone Project Work/Portfolio/Mini project:

Practical / Skill based Courses like internship, project work, capstone project, research project / dissertation, and such similar courses, where the pedagogy does not lend itself to a typical L-T-P-C Structure as defined in Clause 5.1 of the Academic Regulations, are simply assigned the number of Credits based on the quantum of work / effort required to fulfill the learning objectives and outcomes prescribed for the concerned Courses. Such courses are referred to as Non-Teaching Credit Courses (NTCC). These Courses are designed to provide students with hands-on experience and skills essential for their professional development. These courses aim to equip students with abilities in problem identification, root cause analysis, problem-solving, innovation, and design thinking through industry exposure and project-based learning. The expected outcomes are first level proficiency in problem solving and design thinking skills to better equip MBA post graduates for their professional careers. The method of evaluation and grading for the Practical / Skill based Courses shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations). The same shall be prescribed in the Course Handout.

18.1 Internship

A student may undergo an internship for a period of 4-6 weeks in an industry / company or academic / research institution during the Semester Break between 2nd and 3rd Semesters, subject to the following conditions:

18.1.1 The Internship shall be in conducted in accordance with the Internship Policy prescribed by the University from time to time.

18.1.2 The number of Internships available for the concerned Academic Term. Further, the available number of internships shall be awarded to the students by the University on the basis of merit using the CGPA secured by the student. Provided further, the student fulfils the criteria, as applicable, specified by the Industry / Company / research institution providing the Internship, as stated in Sub-Clause 2.6.1.2 above.

18.1.3 A student may opt for Internship in an Industry / Company / research institution of her / his choice, subject to the condition that the concerned student takes the responsibility to arrange the Internship on her / his own. Provided further, that the Industry / Company or academic / research institution offering such Internship confirms to the University that the Internship shall be conducted in accordance with the Program Regulations.

18.1.4 A student selected for an Internship in an industry / company or academic / research institution shall adhere to all the rules and guidelines prescribed in the Internship Policy of the University.

18.2 Dissertation

A student may opt to do a Research Project / Dissertation for a period of 6-8 weeks in an Industry / Company or academic / research institution or the University Department(s) as an equivalence of Capstone Project, subject to the following conditions:

18.2.1 The Research Project / Dissertation shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.

The student may do the Research Project / Dissertation in an Industry / Company or academic / research institution of her / his choice subject to the above-mentioned condition (Sub-Clause 2.6.4.1). Provided further, that the Industry / Company or academic / research institution offering such Research Project / Dissertation confirms to the University that the Research Project / Dissertation work will be conducted in accordance with the Program Regulations and requirements of the University.

19 List of Elective Courses under various Specializations/Stream Basket:

Sl. No.	Course Code	Course Name	L	T	P	C	Type of Skill/ Focus	Course Caters to	Prerequisites /Corequisites	Antirequisites	Future Courses in that need this Course as Prerequisites
DISCIPLINE ELECTIVE - Minimum Credits to be earned from this basket						26					
For MBA, a student can earn a specialization in any two out of Finance, Human Resources, Marketing, Operations, Business Analytics or Digital Transformation if a minimum of 12 credits is earned from each of the respective basket in which the student wishes to specialize. Dissertation of 4 credits has to be undertaken in the area of Major specialisation only.											
Finance Discipline Electives - Basket											
1	MBA3005	Investment Management	3	0	0	3	DSEC	EM			
2	MBA3006	Financial Markets and Services	3	0	0	3	DSEC	EM			
3	MBA3007	Strategic Financial Management	3	0	0	3	DSEC	EM			
4	MBA3056	Financial Modelling Using Spreadsheets	3	0	0	3	DSEC	EM			
5	MBA3069	Commercial Banking	3	0	0	3	DSEC	EM			
6	MBA3073	Mergers, Acquisitions and Corporate Restructuring	3	0	0	3	DSEC	EM			
7	MBA3082	FinTech	3	0	0	3	DSEC	EM			
8	MBA3087	Financial Analytics	3	0	0	3	DSEC	EM			
9	MBA3088	Fixed Income	3	0	0	3	DSE	EM			

		Securities					C			
10	MBA3097	Derivatives and Risk Management	3	0	0	3	DSEC	EM		
11	MBA3099	Financial Risk Management	3	0	0	3	DSEC	EM		
12	MBA3100	International Finance	3	0	0	3	DSEC	EM		
13	MBA3101	Project Finance and Appraisal	3	0	0	3	DSEC	EM		
14	MBA3102	Taxation	3	0	0	3	DSEC	EM		
15	MBA3119	Blockchain and Cryptocurrency	2	0	0	2	DSEC	EM		
16	MBA3124	AI and ML in Finance	2	0	0	2	DSEC	EM		
17	MBA4005	Insurance and Risk Management	2	0	0	2	DSEC	EM		
18	MBA4009	Green Finance	2	0	0	2	DSEC	EM		
19	MBA4074	Behavioural Finance	2	0	0	2	DSEC	EM		
Human Resources - Discipline Electives										
20	MBA3008	Industrial Relations and Labour Laws	3	0	0	3	DSEC	EM		
21	MBA3009	Talent Management	3	0	0	3	DSEC	EM		
22	MBA3064	HR Analytics	3	0	0	3	DSEC	EM		
23	MBA3066	Compensation Management	3	0	0	3	DSEC	EM		
24	MBA3067	Performance Management	3	0	0	3	DSEC	EM		
25	MBA3103	International HR Management	3	0	0	3	DSEC	EM		
26	MBA3104	Learning and	3	0	0	3	DSE	EM		

		Development					C			
27	MBA3105	Negotiations and Conflicts Management	3	0	0	3	DSEC	EM		
28	MBA3106	Organizational Development and Change	3	0	0	3	DSEC	EM		
29	MBA3107	Strategic Human Resource Management	3	0	0	3	DSEC	EM		
30	MBA3108	Workplace Wellbeing and Happiness	3	0	0	3	DSEC	EM		
31	MBA3127	Contemporary Issues in HR	2	0	0	2	DSEC	EM		
32	MBA3128	Cross Cultural Management	2	0	0	2	DSEC	EM		
33	MBA3130	Leadership Dynamics	2	0	0	2	DSEC	EM		
34	MBA3131	Psychometrics and Research Methods in HR Management	2	0	0	2	DSEC	EM		
35	MBA3132	Storytelling for Business Managers	2	0	0	2	DSEC	EM		
36	MBA3133	Sustainable Human Resource Management	2	0	0	2	DSEC	EM		
37	MBA3134	Team Dynamics	2	0	0	2	DSEC	EM		
38	MBA4017	Stress Management and Counselling	2	0	0	2	DSEC	EM		
39	MBA4078	Teams Creativity and Decision Making	2	0	0	2	DSEC	EM		
40	MBA4085	Psychology at Work	2	0	0	2	DSEC	EM		
Marketing - Discipline Electives										
41	MBA2030	Consumer	3	0	0	3	DSE	EM		

		Behaviour					C			
42	MBA3011	Digital and Social Media Marketing	3	0	0	3	DSEC	EM		
43	MBA3112	Customer Relationship Management	3	0	0	3	DSEC	EM		
44	MBA3027	Social Media Marketing	3	0	0	3	DSEC	EM		
45	MBA3076	Marketing of Services	3	0	0	3	DSEC	EM		
46	MBA3077	Product and Brand Management	3	0	0	3	DSEC	EM		
47	MBA3084	Sales and Retail Management	3	0	0	3	DSEC	EM		
48	MBA3090	Marketing Analytics	3	0	0	3	DSEC	EM		
49	MBA3096	Web Design and Development	3	0	0	3	DSEC	EM		
50	MBA3109	Integrated Marketing Communication	3	0	0	3	DSEC	EM		
51	MBA3110	Sales and Distribution Management	3	0	0	3	DSEC	EM		
52	MBA3123	MarkTech and AdTech	2	0	0	2	DSEC	EM		
53	MBA3135	AI and ML in Marketing	2	0	0	2	DSEC	EM		
54	MBA3136	B2B Marketing	2	0	0	2	DSEC	EM		
55	MBA3138	Retail Management	2	0	0	2	DSEC	EM		
56	MBA3140	Neuro Marketing in Digital Age	2	0	0	2	DSEC	EM		
57	MBA4020	Marketing for Social Impact	2	0	0	2	DSEC	EM		

#	Code	Course	L	T	P	C	Type			
58	MBA4023	Rural Marketing	2	0	0	2	DSEC	EM			
59	MBA4024	International Marketing	2	0	0	2	DSEC	EM			
60	MBA4025	Green Marketing	2	0	0	2	DSEC	EM			
61	MBA4075	Customer Experience and Insights	2	0	0	2	DSEC	EM			
62	MBA4076	Experiential Marketing	2	0	0	2	DSEC	EM			
Operations - Discipline Electives											
63	MBA2031	Total Quality Management	3	0	0	3	DSEC	EM			
64	MBA3014	Project Management	3	0	0	3	DSEC	EM			
65	MBA3017	Business Forecasting	3	0	0	3	DSEC	EM			
66	MBA4053	Global Integrated Supply Chain Management	2	0	0	2	DSEC	EM			
67	MBA3068	Logistics and Distribution Management	3	0	0	3	DSEC	EM			
68	MBA3078	Production Planning and Control	3	0	0	3	DSEC	EM			
69	MBA3091	Operations Analytics	3	0	0	3	DSEC	EM			
70	MBA3114	Decision Modelling for Operations	3	0	0	3	DSEC	EM			
71	MBA3115	International Operations Management	3	0	0	3	DSEC	EM			
72	MBA3116	Lean Supply Chain Management	3	0	0	3	DSEC	EM			
73	MBA3118	Technology and Operations Strategy	3	0	0	3	DSEC	EM			

74	MBA3142	Transport Operations Management	2	0	0	2	DSEC	EM			
75	MBA3143	Digital Operations Management	2	0	0	2	DSEC	EM			
76	MBA4026	Lean Six Sigma	2	0	0	2	DSEC	EM			
77	MBA4028	Service Operations Management	3	0	0	3	DSEC	EM			
78	MBA4030	Product Innovation and Development	2	0	0	2	DSEC	EM			
79	MBA3151	Inventory and Warehousing Management	2	0	0	2	DSEC	EM			
Business Analytics - Discipline Electives											
80	MBA3016	Applied Business Analytics	3	0	0	3	DSEC	EM			
81	MBA3017	Business Forecasting	3	0	0	3	DSEC	EM			
82	MBA3053	Applied Artificial Intelligence and Machine Learning	3	0	0	3	DSEC	EM			
83	MBA3054	Database Management	3	0	0	3	DSEC	EM			
84	MBA3055	Storytelling and Business Intelligence	3	0	0	3	DSEC	EM			
85	MBA3064	HR Analytics	3	0	0	3	DSEC	EM			
86	MBA3082	FinTech	3	0	0	3	DSEC	EM			
87	MBA3083	Programming for Analytics	3	0	0	3	DSEC	EM			
88	MBA3087	Financial Analytics	3	0	0	3	DSEC	EM			
89	MBA3090	Marketing Analytics	3	0	0	3	DSEC	EM			

90	MBA3117	Supply Chain Analytics	3	0	0	3	DSEC	EM		
91	MBA3120	Deep Learning	2	0	0	2	DSEC	EM		
92	MBA3122	Digital Transformation	2	0	0	2	DSEC	EM		
93	MBA3123	MarkTech and AdTech	2	0	0	2	DSEC	EM		
94	MBA3129	Healthcare Pharma IT and Analytics	2	0	0	2	DSEC	EM		
95	MBA3141	Website Data Analytics	2	0	0	2	DSEC	EM		
96	MBA4088	Retail Analytics	2	0	0	2	DSEC	EM		
97	MBA3155	Text Mining	3	0	0	3	DSEC	EM		
Dissertation/Field Immersion/ ELECTIVE - Minimum Credits to be earned from this basket Management - Industry Collaborative Courses										
101	MBA3074	Summer Internship Project	0	0	0	6	ICC	EM		
102	MBA3145	Dissertation	0	0	0	6	ICC	EM		

20 List of Open Electives to be offered by the School / Department (Separately for ODD and EVEN Semesters).

		Management - Open Electives Courses									
1	MBA3037	Personal Wealth Management	3	0	0	3	ASEC	EM			
2	MBA3039	Market Research	3	0	0	3	ASEC	EM			
3	MBA2023	Design Thinking for Business Innovation	3	0	0	3	ASEC	EM			
4	MBA3046	Game Theory in Business	3	0	0	3	ASEC	EM			
5	MBA3047	Data Story Telling	3	0	0	3	ASEC	EM			
6	MBA3048	Environmental Sustainability and Value Creation	3	0	0	3	ASEC	EM			
7	MBA3049	Industry 4.0	3	0	0	3	ASEC	EM			

21 List of MOOC (NPTEL) Courses:

Sl No.	Finance Area	Duration
1	Advanced Trading Algorithms	12-15 Weeks
2	New Venture Finance: Start-up Funding for Entrepreneurs	12-15 Weeks
3	Interest Rate Models	12-15 Weeks
4	Sustainability: The Role of Non-Financial Reporting	12-15 Weeks
	Marketing:	
1	AI in Marketing by Prof. Rahman, IIT Roorkee	12-15 Weeks
2	Innovation in Marketing & Marketing of Innovation by Prof. V Sharma, IIT Roorkee	12-15 Weeks
3	Marketing Analytics by Prof. Swagato Chatterjee, IIT Kharagpur	12-15 Weeks
	HR:	
1	Gender Justice and Workplace Security by Prof. D Dube IIT Kharagpur	12-15 Weeks
2	Human Factors Engineering by Prof. Pradip Kumar Ray, Prof. V. K. Tewari, IIT Kharagpur	12-15 Weeks
3	Labour Economics-Theory, Practice by Pattanaik IIT	12-15 Weeks

	Roorkee			

	Business Analytics:		
1	Business Intelligence & Analytics By Prof. Mathew, IIT Madras"	12-15 Weeks	
2	Business Analytics For Management Decision By Prof. Pradhan , IIT Kharagpur	12-15 Weeks	
3	Prescriptive Analytics By Prof. Murthy , IIMB	12-15 Weeks	
	Operations:		
1	Design Thinking - A Primer by Prof. Ashwin Mahalingam, Prof. B Ramadurai, IIT Madras	12-15 Weeks	
2	Fundamentals of Artificial intelligence. Prof. SM. Hazarika, IIT Guwahati	12-15 Weeks	
3	Product Design & Development by Prof. I Singh, IIT Roorkee	12-15 Weeks	
4	E-Business by Prof. Mamata Jenamani IIT Kharagpur	12-15 Weeks	

22 Recommended Semester Wise Course Structure / Flow including the Program / Discipline Elective Paths / Option

Table 17.1 List of MBA Courses							
MBA							
I SEMESTER				**CREDIT STRUCTURE**			
S. NO.	**COURSE TYPE**	**COURSE CODE**	**COURSE NAME**	**L**	**T**	**P**	**C**
1	PCC	MBA1022	Economics for Managers	3	0	0	3
2	PCC	MBA1007	Business Statistics	4	0	0	4
3	SSEC	ENG5002	Business Communication	3	0	0	3
4	ASEC	MBA1021	Data Analysis using Spreadsheets	3	0	0	3
5	SSEC	PPS1013	Personality Development I	0	0	2	1
6	PCC	MBA2034	Accounting for Managers	4	0	0	4
7	PCC	MBA1023	Organisational Behaviour	3	0	0	3
8	PCC	MBA1020	Marketing Management	3	0	0	3
9	VAC		**Value Added Course**	0	0	0	0
			Total Credits (8 Courses)				**24**
II SEMESTER				**CREDIT STRUCTURE**			
S. NO.	**COURSE TYPE**	**COURSE CODE**	**COURSE NAME**	**L**	**T**	**P**	**C**

1	ASEC	PPS3022	Aptitude Training	2	0	2	3
2	PCC	MBA2043	Technology Foundations for Business	3	0	0	3
3	PCC	MBA2042	Corporate Finance	3	0	0	3
4	PCC	MBA2027	Human Resource Management	3	0	0	3
5	ASEC	MBA2041	Business Analytics for Decision Making	3	0	0	3
6	PCC	MBA2019	Digital Marketing	3	0	0	3
7	PCC	MBA2033	Business Research Methods	3	0	0	3
8	PCC	MBA2040	Production and Logistics Management	3	0	0	3
9	VAC		**Value Added Course**	0	0	0	0
			Total Credits (8 Courses)				**24**
			III SEMESTER		**CREDIT STRUCTURE**		
S. NO.	**COURSE TYPE**	**COURSE CODE**	**COURSE NAME**	**L**	**T**	**P**	**C**
1	PCC	MBA3001	Business Law	3	0	0	3
2	ASEC	PPS3024	Industry Readiness Program - III	1	0	2	2
3	ASEC	PPS4003	Aptitude Training Advanced	0	0	2	1
4	ICC	MBA3074	Summer Internship Project	-	-	-	6
5	PCC	MBA3052	Corporate Strategy	3	0	0	3
6	DSEC	MBAXXXX	E1 Dual 1 Discipline Core	3	0	0	3
7	DSEC	MBAXXXX	E2 Dual 1 Elective	3	0	0	3
8	DSEC	MBAXXXX	E3 Dual 1 Elective	2	0	0	2
9	DSEC	MBAXXXX	E4 Dual 2 Discipline Core	3	0	0	3
10	DSEC	MBAXXXX	E5 Dual 2 Elective	3	0	0	3
11	DSEC	MBAXXXX	E6 Dual 2 Elective	2	0	0	2
			Total Credits (10 Courses)				**31**
			IV SEMESTER		**CREDIT STRUCTURE**		
S. NO.	**COURSE TYPE**	**COURSE CODE**	**COURSE NAME**	**L**	**T**	**P**	**C**
1	ESECC	MBA3051	Entrepreneurship and Business Ethics	3	0	0	3
2	DSEC	MBAXXXX	E7 Dual 1 Discipline Core	3	0	0	3
3	DSEC	MBAXXXX	E8 Dual 1 Elective	2	0	0	2
4	OEC	MBAXXXX	E9 Open / Specialization MOOC 1/International Certification	3	0	0	3
5	DSEC	MBAXXXX	E10 Dual 2 Discipline Core	3	0	0	3
6	DSEC	MBAXXXX	E11 Dual 2 Elective	2	0	0	2
7	OEC	MBAXXXX	E12 Open/Specialization MOOC 2/International Certification	3	0	0	3
8	ICC	MBA3145	Dissertation	-	-	-	6
			Total Credits (8 Courses)				**25**
		Grand Total			**104 Credits**		

23 Course Catalogue

Course Catalogue of all Courses Listed including the Courses Offered by other School / Department and Discipline / Program Electives – Course Code, Course Name, Prerequisite, Anti-requisite, Course Description, Course Outcome, Course Content (with Blooms Level, CO, No. of Contact Hours), Reference Resources

Course Catalogues of I - IV Semesters MBA Program 2024 Batch

I SEMESTER

Course Code: **MBA1023**	Course Title: Organizational Behaviour **Type of Course: School Core** **Theory Only**	L- T-P- C	**3**	**0**	**0**	**3**
Version No.	1.0					
Course Pre-requisites	The students should have fundamental knowledge of organization structure, Organizational functions, HRM, HRM evolution, HRM functions, Interpersonal skills, Motivation, Personality and Leadership.					
Anti-requisites	NIL					
Course Description	Organizational Behavior (OB) focuses on how people behave in organizations and how their behavior and a variety of organizational characteristics affect organizational performance and effectiveness. This course is designed to provide students with a foundational understanding of the history and development of Organizational Behavior (OB) theories and concepts. The students will learn the individual Behavior, Group Behavior and Organizational Behavior of working people. The body of knowledge focuses on how the attributes and behaviors of individuals and groups influence the culture, design, ethics, learning and structure of an organization. The applied focus of the course is to facilitate experiential learning of contemporary approaches to Perception, Personality, Learning, leadership, motivation, Group dynamics, Organization Development and Change, Conflict Resolution, Power and Politics in organizations.					
Course Outcomes	On completion of this course, the student will be able to: 1. Explain the importance and concepts of human behaviour in the organizations. **[Comprehension]** 2. Demonstrate how and why people behave under different conditions in the organisations. [**Application**] 3. Evaluate options for the logical and optimal solution to control human behaviour at Works. [**Application**] 4. Discover the components to maximize people's potential and performance in the organizations. [**Application**] 5. Construct creative and innovative ideas that could positively shape the organizations. [**Application**]					
Course Objective:	This course will enhance the organizational people management skills of the students through participative learning that will be helpful for managing organizations.					
Module 1	Introduction to Organizational Behavior (OB)	Assignment	Class Discussions, presentations (Participative learning)		09 Hours	
Topics: Organization Behavior and its Importance, Historical Development of OB, Management Roles, Management Skills, Discipline that contribute to OB. Challenges and Opportunities of OB: Globalization and Economic Pressures, Managing diverse workforce, Employee Engagement, Employees Wellbeing and Happiness, Employees Ethical Behavior, Challenges of Virtual Workforce etc. [Comprehension]						
Module 2	Attitudes and Emotions at Work	Assignment,	Participative learning		10 Hours	
Topics: Attitudes – Definition, Key elements of attitudes, Attitudes and related concepts (Values, opinion, belief and ideology), Characteristics of attitudes, Attitude formation, Attitude measurement, Changing attitudes. Job Attitudes: Job Satisfaction, Organizational Commitment, Perceived Organizational Support, Employee Engagement. Understanding of Emotions and Moods: Nature and Types of Emotions, Moods and its nature, Sources and Emotions and Moods, Emotional Intelligence, Emotional Labor. [Application]						

Module 3	Perception, Personality and Learning	Assignment, Case studies	Assignment (Participative Learning) Case studies (Problem solving Learning)	10 Hours

Topics: Perception and factors influencing Perception, Common Perception Distortions: Stereotypes, Hallo Effect, Selective Perception, Contrast Effect. Attribution Theory. Personality, determinants of Personality, Personality Frameworks: Big Five Model and Myres-Briggs Type Indicator (MBTI).. Defining learning, classical and operant conditioning learning in organizations [Application]

Module 4	Motivation and its Application, Power, Leadership	Case Study	Participative Learning	08 Hours

Topics: Motivation: Concept, Early and Contemporary theories of Motivation. Application of Motivation: Job Design, Job Rotation, Job Enrichment, Alternative work Arrangement and Employees Involvement. Defining Power, Sources of Power, Organizational politics, Leadership: concept, contingency and contemporary theories of leadership. Leadership Prospective: Charismatic leadership, Transactional and Transformational leadership, Servant Leadership. [Application]

Module 5	Group and Organization Dynamics	Assignment/Group discussion	Participative learning	08 Hours

Topics: Group development and Models: Tuckman's Model of Group Development, Punctuated-Equilibrium Model, Overview of Group Properties of roles, norms, status, size, cohesiveness and diversity. Group think and Group Shift. Organization Development and Organization Change. Organization Conflict: Concept, its types, relation with performance and process of conflict. [Application]

Targeted Application & Tools that can be used:
Fundamental exposure to the qualitative and quantitative surveys techniques in organisational behaviour.
Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

Project work/Assignment:

Project/ Assignment:
(Participative learning)

Assignment: 1] Submit a report on the issues and challenges of Organisational behaviour before and after Covid 19. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)
Assignment: 2] Compare any two business personalities from industry with their personality traits using MBTI Scale with a detailed analysis. (This assignment has to be done in group. All the members of the group have to contribute and submit report and PPT presentation.)
Assignment: 3] Identify any one MNC and bring out the various activities and strategies followed in that organization with reference to Cultural Diversity and submit a report. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Text Book
T1- Stephen P. Robbins , Timothy A. Judge , Neharika Vohra (2016). Organizational Behavior, Sixteenth Edition, Pearson Publication.

References
R1 – John R. Scsermerhorn, Richard N. Osborn, Mary Uhl-Bien (2018). Organizational Behavior, Twelfth Edition, Wlley India Pvt. Ltd.
R2- Sanket Sunand Dash (2021). Organizational Behavior, Thirteenth Edition, Wlley India Pvt. Ltd.
R3- Udai Pareek, Sushma Khanna (2018), Understanding Organizational Behavior, Oxford University Press.
Research and Articles:

- **Impact of e-leadership and team dynamics on virtual team performance in a public organization** https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJPSM-08-2020-0218/full/html
- **Changing attitudes, as well as jobs**
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb002065/full/html
- **Customer response to employee emotional labor: the structural relationship between emotional labor, job satisfaction, and customer satisfaction**
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JSM-07-2013-0161/full/html
- **The influence of organizational culture and job design on job commitment and human resource performance**
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JOCM-07-2017-0286/full/html
- **Gender role, decision style and leadership style**
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/09649429610148737/full/html
- **Let's change the subject and change our organization: an appreciative inquiry approach to organization change**
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/13620439810240746/full/html
- **Conflict management as an organizational capacity: survey of hospital managers in healthcare organizations**
https://www-emerald-compresiuniv.knimbus.com/insight/content/doi/10.1108/MBE-01-2020-0008/full/html

Magazine Articles:
- **How Many Of The Top 10 Most Common Organizational Challenges Plague Your Company https://www.forbes.com/sites/forbescoachescouncil/2017/02/24/how-many-of-the-top-10-most-common-organizational-challenges-plague-your-company/?sh=26e09e0c1e79**
- **Managing Diversity In The Workplace: Age, Language And Culture**
https://www.forbes.com/sites/forbesbusinesscouncil/2021/08/12/managing-diversity-in-the-workplace-age-language-and-culture/?sh=32d35341e954

Case Studies:
- JNET Technologies—Nurturing a Leadership Powered Culture
https://journals.sagepub.com/doi/full/10.1177/2277977918757250
- Molding Conscious Leaders
https://journals.sagepub.com/doi/full/10.1177/2277977919860282

(**Kindly note**: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file)

Catalogue prepared by	Dr. Nandini Sinha
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA1020	Course Title: Marketing Management Type of Course: School Core Theory Only	L- T P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	a) Basic communication skills b) MS Office c) Soft Skills - Creativity, Adaptability, Collaboration, Leadership d) Basic analytical ability e) Social Media exposure					
Anti-requisites	NIL					

Course Description	Marketing may be defined as the collection of activities undertaken by the firm to generate profits from the markets. Marketing in the modem context goes beyond its immediate role as a process through which exchange of goods and services takes place and is viewed as an integral part of the total socioeconomic system which provides the framework within which activities take place. This course addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets. This course examines the role and importance of marketing activities in the organization and explains the elements of 'Marketing Mix' in detail. This course also helps to understand and appreciate the Sales processes in organizations. The course includes the familiarization of concepts, approaches for personal selling process which is an integral part of marketing functions in a business firm.
Course Outcomes	On successful completion of this course the students shall be able to: CO 1) Explain the concepts of Marketing (Comprehension) CO 2) Analyze the role of Product & Price in marketing strategies (Analysis) CO 3) Analyze the role of Promotion & Place in marketing strategies (Analysis) CO 4) Demonstrate the personal selling process (Application)
Course Objective:	The course aims at **SKILL DEVELOPMENT** with respect to Marketing Strategies with **PARTICIPATIVE** learning activities.

Module 1	**Concepts of Marketing**	Assignment using E Library (Participative Learning)	Radio Mirchi: Case Study on Segmentation and Targeting	**12 Hours**

Topics:
Concept of Marketing, Needs, Wants and Demand, Nature & Importance of Marketing, Marketing Management Philosophies, Marketing Mix, 4Ps of Marketing, Marketing Environment – Macro and Micro Environment, Factors influencing Consumer Behaviour, Consumer Buying Decision Process, Market Segments, Basis of Segmentation, Targeting Strategies, Concept of Positioning.

Module 2	**Product & Price**	Assignment (Participative Learning)	Make in India: Analyze the PLC strategies of a product	**12 Hours**

Topics:
Product – Meaning, New Product Development, Product Mix – Product Line, Length and Depth, Product Line Analysis & Decisions, Product Life Cycle (PLC) – PLC Strategies, Product Brand, Benefits of Branding, Brand Equity, Fifth 'P' - Packaging and Labelling.
Pricing – Importance of Pricing, Setting the Price, Pricing Objectives, Steps in Pricing, Types of Pricing, New Product Pricing – Skimming and Penetration pricing Strategies.

Module 3	**Place & Promotion**	Project (Experiential Learning)	Design promotion strategies for a product	**9 Hours**

Topics:
Place - Marketing Channels and their roles, Functions of a channel partner, Types of channels, Levels, Channel Design decisions, Channel Conflict: Reasons and resolution.
Promotion Mix Elements and Integrated Marketing Communications (IMC), Pros and Cons of Promotional Mix elements, Steps in Promotional Planning, Role of Advertising, Sales Promotion, Events & Experiences, Direct Marketing and Public Relations & Publicity, Digital Marketing & Social Media Marketing.

Module 4	**Sales Management**	Assignment (Participative Learning)	Maruti Suzuki India Limited: Case study on Sales strategies	**12 Hours**

Topics:
Overview of Sales Management, Nature and Importance of Sales Management, Role & Skills of Modern Sales Managers, Sales Knowledge, and Sales Related Marketing Related Practices; Personal Selling Process: Prospecting and qualifying, Pre-approach, approach, presentation, and demonstration, overcoming objections, closing the Sale, Follow-up.

Targeted Application & Tools that can be used: NA
Project work/Assignment:
Project Work: Collect Advertisements (from Newspapers) pertaining to the various forms of Segmentation, classify them, and make a presentation, with appropriate justification. Assignment 1: Identify 5 products / brands which are in the different Life Cycle Stages of PLC and suggest appropriate Marketing strategies for them. Assignment 2: Identify the Digital and Social Media Marketing strategies adopted by any company of your choice. Assignment 3: Interview a Sales Manager having a minimum experience of five years. Interview should focus on why he/she chose a sales career, what the challenges are in sales career, most memorable and depressing moment, what are the qualities a sales person should possess etc. Demonstration / Role Play: Mock Sales of a given Product / Service
Text Book: **T1:** Kotler, P., Keller, K.L., Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective. Pearson Education, 2009, 13th ed. **T2**: Krishna K Havaladar, Vasant M. Cavale, Sales & Distribution Management, Tata McGraw Hill, latest edition.
References **R1:** Ramaswamy,V.S., & Namakumari. Marketing Management: Global Perspective Indian Context. Macmillan Publishers India. **R2**: Digital Selling: Grant Leboff, How to Use Social Media and the Web to Generate Leads and Sell More, Paperback, Latest Edition **R3:** Saxena,R. Marketing Management. TataMcGraw-Hill Education. **R4**: Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management: Decisions, Strategies & Cases, Pearson, latest edition **Online Resources:** https://presiuniv.knimbus.com/user#/home **Articles:**   - Telej, E. and Gamble, J.R. (2019), "Yoga wellness tourism: a study of marketing strategies in India", Journal of Consumer Marketing, Vol. 36 No. 6, pp. 794-805. https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JCM-07-2018-2788/full/html   - Lysonski, S., Durvasula, S. and Madhavi, A.D. (2012), "Evidence of a secular trend in attitudes towards the macro marketing environment in India: pre and post economic liberalization", Journal of Consumer Marketing, Vol. 29 No. 7, pp. 532-544. https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/07363761211275036/full/html   - Kumar, N. and Kapoor, S. (2014), "Study of consumers' behavior for non-vegetarian products in emerging market of India", Journal of Agribusiness in Developing and Emerging Economies, Vol. 4 No. 1, pp. 59-77. https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JADEE-05-2013-0016/full/html   **Multimedia (Videos):**   - Understanding the Marketing Mix https://www.youtube.com/watch?v=d0NMSqeKpVs   - Product Life Cycle https://www.youtube.com/watch?v=GjQRON8LF9g   **Case Studies:**   - Radio Mirchi: Marketing Strategy for the Bangalore Market By: Anand Kumar Jaiswal, IIM-Ahmedabad, Link:

- Maruti Suzuki India Limited: Marketing By: Dr. Sanjeev Prashar, Richard Ivey School of Business, Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW13012-PDF-ENG%2Fcontent&metadata=e30%3D
- Make in India: The operating and Marketing Challenge By: Ivey Publishing Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW15259-PDF-ENG%2Fcontent&metadata=e30%3D
- Nestle' Maggi: Pricing and positioning a recalled product By: Ivey Publishing Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW16344-PDF-ENG%2Fcontent&metadata=e30%3D

Catalogue prepared by	Dr. Chithambar Gupta V
Recommended by the Board of Studies on	BOS NO: held on
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: MBA2034	Course Title: Accounting for Managers Type of Course: School Core Theory Only	L- T-P- C	4	0	0	4
Version No.	1.1					
Course Pre-requisites	Students are expected to have a minimum of numerical ability and understanding of basic accounting terms					
Anti-requisites	NIL					
Course Description	Accounting is the language of business, because owners/investors, employees, creditors, regulators and others use the result of the accounting process to help their planning, control and decision-making activities related to the achievement of organizational objectives. Financial accounting involves the recording of financial transactions in a systematic way, analysis, and reporting of the financial situation of the firm to the shareholders and other stakeholders, While Management accounting involves providing information to managers for their decision making.					
Course Objective	The objective of the course is to train future managers to understand and interpret the financial statements in a better way and thus they learn the functional importance of accounting. This course introduces students who are new to accounting and helps them to understand the basic concepts and the process of accounting. It equips the students with the concepts, principles and techniques to be applied in the Accounting Cycle. The preparation of the financial statements – Profit and Loss Account, the Balance Sheet which culminates in final accounts. Students understand to analyze and interpret financial statements by using different tools and techniques. Additionally, it equips the budding managers by providing tools and techniques of Management accounting for various decision makings.					
Course Out Comes	On successful completion of the course the students shall be able to: 1. Describe the Accounting process (Comprehension) 2. Summarize the Corporate Financial Statements (Comprehension) 3. Interpret Financial Statements for business decisions (Application) 4. Prepare cost sheet and budget for cost control (Application) 5. Apply marginal costing for Managerial decisions (Application)					
Course Content						
Module 1	Introduction to	Experiential Learning	Ability to explain the	12 Hours		

	Accounting and Accounting process		Accounting Concepts, Conventions and Accounting Cycle	

Module 1 - Introduction to Accounting and Accounting process: Meaning, objectives and branches of accounting, classification of Assets, Liabilities, Income and Expenses, Generally Accepted Accounting Principles, Accounting cycle, Accounting equation, Journal and Ledger, Preparation of Trial Balance, Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method, Comparison of IFRS and IND-AS.

Module 2	Corporate Financial Statements preparation	Experiential Learning	Preparation of Corporate Financial Statements with simple adjustments	12 Hours

Corporate Financial Statements preparation: Financial Statements, its components, Preparation of Corporate Financial Statements (IND-AS-1) - Statement of Profit and Loss - Statement of changes in equity - Balance sheet and Statement of Cash Flow (IND-AS-7) with basic adjustments

Module 3	Analysis and interpretation of Financial Statements	Participative Learning	Ability to analyze of Ratios and Preparation of IFRS	12 Hours

Analysis and interpretation of Financial Statements: Ratio analysis- Liquidity, Profitability, Solvency, Turnover and Market test ratios, DU-PONT analysis, Horizontal and Vertical Analysis. Economic value added, Forensic accounting and Altman's Z-Score.

Module 4	Cost computation and budgetary control	Participative Learning	Ability to compute cost and prepare different types of budgets for cost control.	12 Hours

Cost computation and budgetary control: Cost and its classification (With special emphasis on Managerial decision costs and cost associated with the product) cost reduction, cost control, preparation of cost sheet including Tenders and Quotations, Budgetary control- preparation of Cash budget and Flexible budget.

Module 5	Marginal costing	Participative Learning	Ability to apply marginal costing in various decision making	12 Hours

Marginal costing: CVP Analysis – Marginal costing-uses and limitations, problems in calculation of Contributions, P/V Ratio, Break- Even Point, Margin of Safety, Uses of Marginal Costing in business Decisions- Determination of Sales Mix, Make or Buy Decisions, Key or Limiting factor.

Targeted Application & Tools that can be used:
This course enables the students to take various managerial decisions with the help of accounting equation, depreciation ratio analysis, budgetary control, and marginal costing

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Student Group Activity – Analysis and interpretation of Financial Statement of a company – Participative Learning
2. Individual Project – Preparing cash budget for a social Program – Experiential Learning
3. Assignment – Computing Altman's Z score for a company
4. Presentation – Analyzing direction and growth of a company through Annual Report – Experiential Learning

Text Book
T1: Accounting Principles Jerry J. Weygandt, Paul D. Kimmel & Donald E. Kieso, Wiley, Twelfth Edition
Reference Books
R1. Dhamija. S. Financial Accounting for Managers. Pearson, Third edition
R2. Peter Atrill, E. J. McLaney, Accounting and Finance for Non-specialists, Pearson, 11th Edition
R3. Maheswari S N, Maheswari,A Text Book of Accounting for Management, 4th Edition, Vikas Publishing House [P] Ltd

Catalogue prepared by	Dr Pramod Kumar Pandey
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA1007	Course Title: Business Statistics Type of Course: School Core and Theory Only		L-T-P-C	4	0	0	4
Version No.	1.0						
Course Pre-requisites	NIL						
Anti-requisites	NIL						
Course Description	Business statistics course helps students to analyze and interpret data which aids them in managerial decision making. The course is analytical in nature and enables the students to apply various statistical tools to solve business problems effectively.						
Course Objective	This course is designed to improve learner's **EMPLOYABILITY SKILLS** by using **Problem Solving** techniques.						
Course Out Comes	On successful completion of the course the students shall be able to: 1. Describe the data using descriptive statistics. [Blooms's Level: Comprehension] 2. Solve business related problems involving probabilities [Blooms's Level: Application] 3. Solve business related problems using probability distributions. [Blooms's Level: Application] 4. Test hypotheses using relevant testing procedures. [Blooms's Level: Analysis]						
Course Content:							

Module 1	Measures of Location and Variation	Assignment (Problem Solving)	Data analysis	15 Hours

Topics: Measures of Location – mean, median and mode for grouped and ungrouped data, weighted mean and geometric mean for ungrouped data, quartiles and percentiles for grouped and ungrouped data, their relative merits and demerits. Measures of variation – range, interquartile range for grouped and ungrouped data Standard deviation, variance and coefficient of variation (grouped and ungrouped data).

Module 2	Correlation, Regression and Probability	Project work	Data analysis	15 Hours

Topics Correlation – Scatter plot, Karl Pearson and Spearman's rank correlation. Simple linear regression. Random experiment, sample space, event, equally likely events, mutually exclusive events and complement of an event. Classical approach to probability, simple probability, joint probability and marginal probability Addition and multiplication rules of probability, independence of events. Conditional probability and Bayes theorem.

Module 3	Random Variable and Probability Distributions	Assignment (Problem Solving)	Data analysis	15 Hours

Topics: Random variable – Discrete and Continuous random variable. Expected value and variance of discrete random variable. Covariance, Portfolio expected return and portfolio risk. Probability distributions – discrete and continuous. Probability mass function and probability density functions. Discrete distributions – Binomial distribution, Poisson distribution – mean, variance and computation of probabilities. Continuous distributions -normal distribution – properties and computation of probabilities. Introduction to uniform and exponential distributions.

Module 4	Introduction to Testing of Hypothesis	Quiz	Problem solving	15 Hours

Topics: Concept of population, sample, parameter and statistic. Introduction to sampling distributions. Hypothesis - Null and alternative hypothesis. Type I and Type II errors, level of significance. Test for single mean – known and unknown variance. Test for single proportion.

Targeted Application & Tools that can be used:
Analyze data using Excel and SPSS software

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1.   Students who apply to MBA programs must take the Graduate Management Admission Test (GMAT). University admissions committees use the GMAT score as one of the critical indicators of how well a student is likely to perform in the MBA program. However, the GMAT may not be a very strong indicator for all MBA programs. Suppose that an MBA program designed for middle managers who wish to upgrade their skills was launched 3 years ago. To judge how well the GMAT score predicts MBA performance, a sample of 12 graduates was taken. Their grade point averages in the MBA program (values from 0 to 12) and their GMAT score (values range from 200 to 800) are listed here. Compute the coefficient of correlation and Interpret your findings.

      GMAT and GPA Scores for 12 MBA Students

      GMAT 599 689 584 631 594 643 656 594 710 611 593 683

      GPA   9.6 8.8 7.4 10.0 7.8 9.2 9.6 8.4 11.2 7.6 8.8 8.0

2   A hypermarket made a test to see if there was a correlation between the shelf space of a   special   brand   of raison bread and the daily sales. The following is the data that was collected over a 1-month period collected over a 1-month period

Shelf space (m2)	Daily sales units
0.25	12
0.50	18
0.75	21
0.75	23
1.00	18
1.00	23
1.25	25
1.25	28
2.00	30
2.00	34
2.25	32
2.25	40

 Required

1. Illustrate the relationship between the sale of the bread and the allocated shelf space.

2. Develop a linear regression equation for the daily sales and the allocated shelf space. What are your conclusions?

3. If the allocated shelf space was 1.50m2, what is the estimated daily sale of this bread?

4. If the allocated shelf space was 5.00m2, what is the estimated daily sale of this bread?   What   are   your comments about this forecast ?

Text Book
Anderson D R, Sweeny D J, Williams T A, Camm J D, Cochran J J (2018), Statistics for Business and Economics,13th edition

Cengage learning, New Delhi.	
References	
Levine D M, Stephan D F, Szabat K A (2016) Statistics for Managers, 7th edition, Pearson ,New Delhi	
Catalogue prepared by	Dr. JayakrishnaUdupa H
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA1021	Course Title: Data Analysis Using Spreadsheets Type of Course: Theory only	L-T-P-C	3	0	0	3
Version No.	4.0					
Course Pre-requisites	Basic computer handling skills: Prior knowledge of using computers and internet will be helpful. Students who have familiarity of using computers and internet, will find it easier to learn when compared to those who have never used a computer. Students who have never used a computer, are expected to be few and the course will provide special support to such students during lab hours. Knowledge of statistics will help the students in appreciating data analysis.					
Anti-requisites	NIL					
Course Description	Spreadsheet is one of the most powerful data analysis tools that exist, and it's available to almost anyone. Spread sheets softwares are mostly used in workplace to understand and handle data. Spreadsheets are useful to create and build charts, pivot tables, use formulas, identify patterns and trends in data etc. There are numerous ways in which spreadsheets is useful for business operations like forecasting sales, maintain accounts, preparing budgets, keeping track of expenses, planning for a meeting, organizing client sales list etc. The advanced features and tools in Spreadsheets make it as a Decision Support System (DSS). This course also complements the learning in statistics course through lab practice.					
Course Outcomes	On successful completion of this course the students shall be able to: 1. Employ spreadsheet formatting techniques for business documents (Apply) 2. Use formulas and functions on data to perform error free operations (Apply) 3. Demonstrate advanced data visualization, management, and analysis techniques (Apply) 4. Apply data analysis skills to real business scenarios (Apply)					
Course objective	This course will enhance SKILL DEVELOPMENT through EXPERIENTIAL LEARNING methods.					
Course Content:						

Module 1	Introduction to Data Analysis and Spreadsheets	Assignment	Business document creation - Invoice	12 Hours
Topics: Introduction to Data analysis, Introduction to Spreadsheets and excel, Entering and Editing Worksheet Data, Performing Basic Worksheet Operations, Working with Excel Ranges and Tables, Formatting Worksheets				
Module 2	Formulas and Functions	Assignment	EDA and Descriptive statistics	10 Hours
Topics: Introducing Formulas and Functions, using formulas for mathematical and text operations, Using formulas for handling dates and time, Using formulas for matching and lookup, Using formulas for statistical analysis, Using formulas for financial analysis, Understanding and Using Array Formulas, Making Your Formulas Error-Free				
Module 3	Data Visualization, Management and Analysis	Assignment	Data reorganization, summarization and visual display	8 Hours

Topics: Getting Started with Excel Charts, Creating Sparkline Graphics, Using Advanced Charting Techniques, Dashboarding and Implementing Excel Dashboarding Best Practices, Introducing PivotTables and Pivot charts, Analyzing Data with PivotTables, Analyzing Data Using Goal Seeking and Solver, Analyzing Data with the Analysis ToolPak.				
Module 4	**Applying analytics to achieve Business impact**	Assignment	Customer Analytics	**15 Hours**

Topics: Introduction to powerpivot and powerquery, Business application of Power pivot and query, Automating excel using VBA, Business application of VBA, Business data management applications, Customer Analytics applications, Demand forecasting applications, Capstone project

Text Book

Michael Alexander, Richard Kusleika, John Walkenbach.; *Microsoft Excel 2019 Bible: The Comprehensive Tutorial Resource*; John Wiley & Sons Inc.

References

1. Walkenbach J.; *Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource*; Wiley.
2. Fischer W.; *Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office)*; CreateSpace Independent Publishing Platform.
3. Harvey G., *Excel 2016 for Dummies (Excel for Dummies)*; John Wiley & Sons.
4. Kalmstrom P.; *Excel 2016 from Scratch: Excel course with demos and exercises*; CreateSpace Independent Publishing Platform.
5. Alexandar M.; *Excel Macros For Dummies*; Wiley.
6. Walkenbach J.; *Excel Charts*; John Wiley & Sons.

Web pages

1. https://sites.google.com/view/narayanasrikanthreddy/home/student-home-page/mba-1st-sem
2. Keyboard shortcuts in Excel - Microsoft Support
3. Customer Analytics at Bigbasket - Product Recommendations (hbr.org)
4. Demand Forecasting for Perishable Short Shelf Life Home Made Food at iD Fresh Food (hbr.org)

PU library E –resource

https://www-sciencedirect-com-presiuniv.knimbus.com/journal/journal-of-computational-mathematics-and-data-science

Catalogue prepared by Dr. N Srikanth Reddy

Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: ENG5002	**Course Title: Business Communication** **Type of Course: School Core Theory Only**	**L- T-P- C**	**3**	**0**	**0**	**3**
Version No.	3.0					
Course Pre-requisites	NIL					
Anti-requisites	**NIL**					
Course Description	This course is designed to help students develop skills to communicate effectively and develop sound communication strategies. The skills will enhance their communication with their colleagues, clients and stakeholders. The modules of the course will focus on business communication processes, cross-cultural communication, strategies for effective communication and business writing. The emphasis is placed on understanding and responding to a variety of communication situations with a strong purpose, clear organization, and professional style.					

Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using scenario-based and project-based assignments modeled on real life business communication challenges			
Course Outcomes	**On successful completion of this course the students shall be able to:** 1. Explain the business communication process and its challenges. 2. Demonstrate competence in oral business communication. 3. Practice formal written communication 4. Apply different communication strategies relevant to social media communication settings. 5. Identify accurately the main points in business reports and articles			
Module 1	**Introduction to Business Communication**	Project	Business Communication Process	**12 Hours**
Topics: Introduction to Business Communication - the communication process, communication within organizations, context for the emerging significance of Business Communication, objectives of Business Communication Contextual forces influencing Business Communication – Legal and ethical considerations, Diversity and impediments to cross-cultural Communication, Hofstede's theory of cultural dimensions, Strategies for smooth cross-cultural communication, Teamwork and effective communication in teams				
Module 2	**Planning Spoken and Written Messages**	Presentation	Plan, organize and present	**12 Hours**
Topics: 2.1 Steps in formulating written and spoken messages 2.2 Organisational Context and other contextual forces 2.3 Characteristics of channels and how that impacts choice of channel 2.4 Planning an effective business presentation				
Module 3	**Business Writing and Communicating Electronically**	Business Emails	Content Writing and Formatting	**10 Hours**
Topics: 3.1 Use of Technology in Communication; Electronic Mail Communication, Good news, bad news and persuasive emails 3.2 Web Page Communication 3.3 Voice and Wireless Communication				
Module 4	**Social Media in Business Communication**	Business blog	Writing for social media	**06 Hours**
Topics: 4.1 Social Media in Business: How Businesses use social media for internal and external communication 4.2 Tactics for successful social media use, planning and writing social media content, building a social media strategy 4.3 Business blogging; Common business uses of blogging; Tips for successful blog writing				
Module 5	**Reading Business Reports and Articles**	Comprehension passages	Reading skills	**05 Hours**
Topics: 5.1 Understanding business reports: Exposure to business related vocabulary, assimilating information and deriving inferences from reports. 5.2 Reading business articles: Ability to read newspaper and magazine articles that discuss developments in the business world.				
Web Resources: W1: https://presiuniv.knimbus.com/user#/searchresult?searchId=Managerial%20Communicatio n&_t=1655868710491				

W2: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/CCIJ-07-2021-0080/full/html
W3: https://geerthofstede.com/

Project work/Assignment:

1. Interviewing entrepreneurs for insights into strategies for effective cross-cultural communication
2. Group Presentations
3. Writing business emails
4. Creating a business blog on Word Press Platform
5. Suitable comprehension passage test

Text Books:

T1: Lehman, DuFrene, Walker, Business Communication (*B.COM) 10e*. Cengage Learning. New Delhi, 2020

T 2: Bovee, John V Thill. *Business Communication Today*. 15thedition, Pearson; New York, 2021.

References:

R1: Bovee, John V Thill, Abha Chatterjee. *Business Communication Today*. 10thedition, Pearson Education, 2011

R2: Geraldine E. Hynes, Managerial Communication: Strategies and applications. 6th edition, Sage Publication, California, 2016

Topics relevant to development of 'EMPLOYABILITY SKILLS': Business Writing Skills, Presentation Skills, Effective Speaking Skills.

Topics relevant to development of 'HUMAN VALUES & PROFESSIONAL ETHICS': Legal and ethical constraints on communication, Communicating Electronically, Voice and Wireless Communication.

Catalogue prepared by		Dr. Sufiya Pathan
Recommended by the Board of Studies on		
Date of Approval by the Academic Council		

Course Code: MBA1022	**Course Title: Economics for Managers** **Type of Course: School Core Theory**	**L- T-P- C**	**3**	**0**	**0**	**3**
Version No.	1.0					
Course Pre-requisites	NIL. However, students are expected to have a minimum of numerical ability, familiarity with graphs and charts and basic descriptive statistics.					
Anti-requisites	Nil					
Course Description	Managerial Economics course provides a framework for understanding the principles of micro and macroeconomics with its different applications bridging the gaps between theory, policy and practice. The intent of this descriptive course is to introduce economic analysis concepts in such a way that students can apply them in the context of business decisions. Objective of this course is to enhance employability.					
Course Objective	This course is designed to improve the learner's EMLOYABILITY SKILLS by using Class Presentation and Case Study Techniques					
Course Out Comes	On successful completion of the course the students shall be able to: 1) Explain equations and graphs and illustrate economic behavior at the individual, firm and policy levels, characteristics of market structures and their sustainability. 2) Apply concepts of consumption, investment and savings, Aggregate supply, and Aggregate demand in business. 3) Interpret the effect of fiscal instruments and monetary instruments with respect to fiscal policies in India economy on business.					

		4) Employ the 'economic way of thinking' for managerial decision making.			
Course Content:					
Module 1	Introduction to Microeconomics and Consumption Decision	Assignment	Data collection and application of concept		**12 Hours**
Topics: Introduction to Economics and definitions - Factors of production - The circular flow of economic activity Choice as an economic problem-Opportunity cost, PPF. Law of demand, price quantity relationship, determinants, exceptions - Demand schedule, equations and diagrams, shift and movement along the demand curve. Law of supply, determinants, shift and movement, Equilibrium, Elasticity of Demand and supply – Calculating Price Elasticity of Demand, percentage, point, ARC methods. Categories of Price Elasticity of demand, determinants of price elasticity of demand, cross price elasticity, income elasticity.					
Module 2	Theory of Production and Costs	Assignment	Data collection and application of concept		**12 Hours**
Topics: Defining production- The production function: short vs long run – Average, marginal and total product, equation, schedule and diagrams – Three stages of production- concept of isoquant. Defining costs and various cost concepts – Fixed and variable costs - Average, marginal and total costs, equation, schedule and diagram – Cost curves and their shapes in short and long runs, numerical problems, Economies and diseconomies of scale at firm level.					
Module 3	Market Structure	Case Study (Participatory Learning)	Identification of key concept and data analysis		**09 Hours**
Topics: Perfect competition-Features - profit maximization - Monopoly, why and how they arise – characteristics Monopolistic competition – Characteristics. Oligopoly –Features.					
Module 4	Key Concepts of Macroeconomics and Theory of Output and Employment , Fiscal policy and Monetary policy	Assignment	Diagrammatic illustration of concepts		**12 Hours**
Topics: Importance, issues of Macroeconomics -Circular flow models of economy-Measurement of National Income. Say's law, Keynesian theory of income determination (MPC, MPS, Investment functions) Aggregate Supply-Aggregate demand-The multiplier. Fiscal policy-Fiscal Instruments. Monetary Policy-instruments of monetary policy, Inflation.					

Targeted Application & Tools that can be used:

Students may use data from RBI and Ministry of Finance and develop some models in the corporate sector / FMCG, analyze and interpret using SPSS, etc. This helps in developing and applying the tools of micro and macroeconomic analysis to critically question, analyze, and discuss economic problems and issues;

Develop and strengthen the ability to discuss concepts and thoughts in writing.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Assignment (Construction of a demand curve of a consumer who demands particular good at different prices with the help of data)
2. Quiz (30 minutes)
3. Case study: "Booming Business: Indian Hotel Industry". Read it thoroughly and give the answer to the case questions
   a. Do you think the hotel industry is competitive? What all features of the industry are suggestive of the same?
   b. Comment on differentiation offered by hotels in India.

Text Book	
T1 Mc. Eachern, W. A & kaur, S. (2016): Micro ECON A South- Asian Perspective, Cengage.	
T2: Kaur, S. & Mc. Eachern, W. A: (2018). *Macro ECON A South- Asian Perspective*, Cengage.	

References

R1: Salvatore, D., & Rastogi, K. R. (2016). *Managerial Economics: Principles and Worldwide Applications*. Oxford Higher

Education.

R2: Mankiw, N. G. & Taylor, M.P. (2017). *Macro Economics,* Cengage.

Web links of E-Library resources in PU

https://www-proquest-com-presiuniv.knimbus.com/abiglobal

https://www-emerald-com-presiuniv.knimbus.com/insight/

https://prowessiq-cmie-com-presiuniv.knimbus.com/

https://www-indiastat-com-presiuniv.knimbus.com/

Catalogue prepared by	Prof. Bipasha Maity
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: PPS1013	Course Title: Personality Development I	L- T-P- C	0	0	2	1

Version No.	1.1
Course Pre-requisites	• Students are expected to understand Basic English. • Students should have desire and enthusiasm to involve, participate and learn. • Students should possess fundamental communication and research skills
Anti-requisites	**NIL**
Course Description	This course is designed to enable students of Business management to prepare for corporate & business world. The modules are planned to improve confidence, communication, decision making and networking skills to give the students a competitive advantage and increase chances of success in getting placed. The course will benefit learners in presenting themselves effectively through role play, activities while also learning the importance of self-awareness and team work.
Course Objective	The objective of the course is skill development of student by using Participative Learning techniques
Course Outcome	**On successful completion of this course the students shall be able to:** 1. Demonstrate confidence and effective communication 2. Prepare professional LinkedIn account and build business networks 3. Recognize problem solving skills 4. Discuss emotional intelligence components

Course Content:				
Module 1	Self-awareness and EI	Personality training	Group Tasks	**05 Hours**
Topics: Johari Window, Emotional intelligence components – Self-awareness, Self-regulation, social skills, empathy and motivation **Activity:** Classroom group activity				
Module 2	PERSONAL BRANDING	Individual Task	Personal brand building	**04 Hours**
Topics: LinkedIn profile building, network building & its significance, Class room activities. **Activity:** Building LinkedIn account and professional networking				
Module 3	CAMPUS TO CORPORATE	Placement training	Mock Hours	**11 Hours**
Topics: Resume writing, Video resume, GD, PI, Industry expert talks videos. **Activity:** Write, Practice in groups, Perform				
Module 4	PRESENTATION SKILLS	PPT creation	Survey-based presentation	**10 Hours**
Topics: Presentation skills. Ability to organize PPTs effectively, ability to apply their presentation skills and public speaking skills to make their presentations more effective. Activity: Survey a social scenario and present that in class.				

Additional training:

Every session 30 min speaking activity for all students.

Topics: Current trends, Product pitching, Revision, New job roles and opportunities, Skills required in 2023- 2030 etc.

Workshop/Boot camp

Assignments proposed for this course

1. LinkedIn
2. Presentation

Text Book

1. **Me 2.0: Build a Powerful Brand to Achieve Career Success by Dan Schawbel**
2. Jack Canfield, "The Success Principles", 8th Edition, HarperCollins Publishers India, 2015
3. Shiv Khera, "You Can Win", 3d Edition, Bloomsbury India, 2014
4. Stephen R Covey, "7 Habits of Highly Effective People", Simon & Schuster, (2018)
5. Resume Writing: Craft a Resume That Will Knock Their Socks Off! By Alexander Burton
6. **HBR's 10 Must Reads on Emotional Intelligence (with featured article "What Makes a Leader?" by Daniel Goleman)**
7. The presentation secrets of Steve Jobs by Carmine Gallo
8. Talk like Ted by Carmine Gallo
9. Business etiquette made easy- The essential guide to professional success- Myka Meier
10. Leaders eat last- Simon Sinek
11. Ted talk links
    - https://www.ted.com/talks/larry_smith_why_you_will_fail_to_have_a_great_career?language=en
    - https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?referrer=playlist-the_10_most_popular_tedx_talks&autoplay=true
    - https://www.ted.com/talks/aimee_mullins_my_12_pairs_of_legs?language=en

Movie References

1. The intern
2. The Pursuit of Happiness

E-Resources:

The remote access link to e-resources at Presidency university:

Catalogue prepared by	Ms Rajati Mukherjee
Recommended by the Board of Studies on	BOS No.: BOS Date:
Date of Approval by the Academic Council	Academic Council Meeting No.: Date of the meeting:
The DAC meeting number & Date	DAC Dated

II SEMESTER

Course Code: MBA2027	Course Title: Human Resource Management Type of Course: Program Core Theory Only	L- T- P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	The students should have basic understanding of management and organizational functions.					
Anti-requisites	NIL					
Course Description	The aim of this course is to enable students to appreciate and apply principles of effective Human Resource Management (HRM). People are the life-blood of any organization and being able to attract, recruit and retain talented staff is at the core of all HRM activity. This course will explore the tools and techniques used in HRM to maximize the employee contribution and how to use HR methods to gain competitive advantage. Students will also consider the growing importance of becoming a flexible organization and flexible manpower and become familiar with latest techniques of job design and concept of modern HRM.					
Course Outcomes	On completion of this course, the student will be able to: CO1-Describe the scope, functions and recent trends in Human Resource Management. (Knowledge) CO2-Explain the methods of training and development as well as appraisal systems in the organizational context. (Comprehension) CO3-Illustrate the concepts of compensation, employee retention, welfare and social security in managing human resources. (Application) CO4-Discuss the practices of industrial relations and discipline at workplace. (Comprehension)					
Course Objectives	Objective of this course is to enhance employability skills using experiential learning methods.					
Course Content:	This course will enhance the organizational people management skills of the students through problem solving, participative learning that will be helpful for managing organizations.					
Module 1	**Introduction to HRM and Procuring Human Capital**	Assignment		Class Discussions		12 Hours

Introduction to HRM- Definition, Scope and Importance and Functions of Human Resource Management (HRM); Evolution and Trends in HRM –Evolution of HRM, HRM Trends - Workforce Diversity, Hybrid Working, David Ulrich Model of Modern HRM, The role of Social media, Artificial Intelligence, Machine Learning, Metaverse & Robotic Process Automation in HRM.
Procuring Human Capital: Job Analysis, Importance and Process, Job description, Job Specification; Human Resource Planning, Importance and Process; Recruitment (Attraction)- Sources; Selection- Method, Types of Interviews, Types of Tests and Validity; Orientation & Socialization of employees **Bloom level: Knowledge**

Module 2	Training & Development, Performance Appraisal	Assignment		Class Activity	12 Hours

Training & Development- Types of Training, Training Need Assessment, On-the-job and Off-the -Job training Methods, Executive Development Methods, Job-Crafting.
Performance and Potential Appraisal- Objectives, Methods of Performance Appraisal, Post Appraisal Feedback, Problems with Performance Appraisal. **Bloom level: Application**

Module 3	Compensation, Employees' Retention and Welfare	Case Study		Experiential learning	12 Hours

Compensation Administration and Job Evaluation- Objectives of Compensation Planning, Job Evaluation, Wage and Salary Surveys, Components of Pay Structure in India, Factors Influencing Compensation, Incentives and Fringe Benefits, Payment of Bonus.
Employees' Retention: Calculation of Attrition rate, Retention Strategies.
Employees' Welfare and Social Security- Intramural and Extramural Welfare Activities, Statutory Welfare Provisions of Factory Act 1948, Social Security provisions in India. **Blooms Level: Comprehensive**

Module 4	Industrial Relations and Discipline	Case Study		Experiential learning	09 Hours

Industrial Relations: Objectives of Industrial Relations (IR), Types of Industrial Disputes, Causes of Industrial Disputes, Industrial Disputes Settlement Machinery, Collective Bargaining and its process.
Discipline-Negative and Positive Discipline, Code of Discipline, Disciplinary Action, Types of Punishments **Blooms Level: Comprehensive**

Targeted Application & Tools that can be used:
Human Resources Information System, employee self-service portal, payroll, workforce management, recruitment and hiring, benefits administration and talent management.
Professionally Used Software: MS Excel, SPSS, Oracle Taleo, Zoho, Peoplesoft, SAP HR

Project work/Assignment: Experiential Learning

Project Assignments:
Assignment: 1] Students should choose any two research articles from the references and write a review report and submit. (PU Online Resources)
Assignment 2] Individual: Students to select any 10 Job profiles of different organizations in one sector and do a detailed analysis on job description as well as skill set and submit.
Assignment 3] Group: Students to submit the case study analysis by selecting any one case out of 5 cases and answer the questions specific to that case and do a poster presentation. (Experiential learning)

Text Book
T1: Dessler, Gary & Varkkey, Biju (2020). Human Resource Management, 16th Edition, Pearson Education, New Delhi.

References
R1: VSP Rao(2016). Human Resource Management, 3rd Edition, Excel Books.
R2: Durai, Pravin (2020). 'Human Resource Management', 3rd Edition, Pearson Education.

	R3: Rao, P Subba (2022). Personnel and Human Resource Management, 5th Edition, Himalaya Publishing House.
Catalogue prepared by	Dr. Anni Arnav
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA2019	Course Title: Digital Marketing Type of Course: Program Core Course Theory Only Course		L-T-P-C	3	0	0	3
Version No.	1.0						
Course Pre-requisites	Marketing Management MS Office Social Media exposure						
Anti-requisites	NIL						
Course Description	Digital media is hip and happening. This course is for students who wish to learn digital marketing in a short time frame. The course will enable digital marketers to prepare digital marketing strategy. It will also provide an opportunity to understand the tools and techniques and hence the 'how' of digital marketing. This course will give a panoramic view of various digital and social media marketing mediums that businesses can use for escalating growth. It will give deep insights into the art and science of search engine optimization, search engine marketing, social media marketing, Email marketing & Mobile marketing. It will enable deep understanding of key social media such as Facebook, Instagram, LinkedIn, YouTube, Google+, Blogs and Twitter. This course will give insights into how to increase engagement, leads and conversions. The highlight of the course is that participants get to run live campaigns in groups and hence learn by doing. The course provides a good blend of strategy as well as execution.						
Course Outcomes	On successful completion of this course the students shall be able to: **CO 1)** Explain the functioning of a Search Engine and the importance of Search Engine Optimization (Comprehension) **CO 2)** Apply the concept of Search Engine Marketing in creating a digital Ad Campaign (Application) **CO 3)** Illustrate the use of social media in effective digital marketing campaign (Application) **CO 4)** Identify the opportunities of email and Mobile Marketing to leverage the power of mobile devices (Application)						
Course Objective:	The course aims at **SKILL DEVELOPMENT** with respect to Marketing Strategies with **PARTICIPATIVE** learning activities.						
Module 1	**Search Engine Optimization (SEO)**	Assignment using E Library (Participative Learning)		Article: Global Marketing for the Digital Age		**12 Hours**	

Topics:
Introduction to Digital Marketing, Importance of Search Engine, How Search Engine works, Web Crawler / Spider, Search Engine Algorithm (Page Rank Algorithm), Understanding the SERP, Organic Search Results and SEO, Keywords - Keyword Theory and Research, Choosing the Right Keywords, Keyword Research Tools, SEO Process, On-Page and Off-Page Optimization.

Module 2	SEM and DDA	Assignment (Participative Learning)		Case Study - Pepperfry.com: Marketing to Manage Customer Experience	12 Hours

Topics:
Introduction to Search Engine Marketing (SEM), Pay per Click (PPC) – Key Concepts, Benefits, Goals, and Google Ad Words ranking formula, SEO vs. SEM, Google Ad Words Account & Campaign, Keyword match types. Digital Display Advertising (DDA): Platforms, DDA Terminologies, DDA Key Stakeholders and Digital Ad Creation Process, Types of Display Ads, Remarketing.

Module 3	Social Media Marketing	Project (Experiential Learning)		Promote a Business Page in Social Media	12 Hours

Topics:
Social Media Marketing – Introduction, Classification of Social Media Tools, Importance, Media Types and three key players, Social Media Channels (Facebook, LinkedIn, Twitter, YouTube, Google+), Blogs, Social Media goals. Approaches to Social Media Marketing – Implementation – Listening, Pages, Publishing, Events, Groups, Jobs, Advertising.

Module 4	Email & Mobile Marketing	Assignment (Participative Learning)		Case Study - The Vanca: Reworking Digital Marketing Strategy	9 Hours

Topics:
Email Marketing – Definition, four stage process, Database & Subscriber Management, Design and Delivery of email, Tools. Mobile Marketing: Opportunities, Challenges, Desktop Websites vs. Mobile Website, Characteristics of effective mobile sites, Advantages of Mobile Sites and Mobile Apps, Advantages of Mobile Apps, SMS Marketing, and SMS Campaign Development Process. Introduction to Affiliate and Content Marketing.

Targeted Application & Tools that can be used: NA
Project work/Assignment:
Project Work: Create a dummy company of any product / service of your choice and use the various social media marketing platforms to promote it. Assignment 1: Marketing Innovation Strategies: Interactive Learning along with a live group project. Assignment 2: Identify the Digital and Social Media Marketing strategies adopted by any company of your choice.
Text Book:
T1: The Art of Digital Marketing by Ian Dodson of Digital Marketing Institute. **T2:** Puneet Singh Bhatia; Fundamentals of Digital Marketing, Pearson

References

R1: The Google Story by David A. Vise, Pan

R2: Social Media Marketing by Tracy Tuten and Michael Solomon, Sage, 2015

Online Resources:

https://presiuniv.knimbus.com/user#/home

Articles:

- Tse, A. (2000), "Strategic Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.1/full/html
- Fortin, D.R. (2000), "Global Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.2/full/html
- Alsukaini, A.K.M., Sumra, K., Khan, R. and Awan, T.M. (2022), "New trends in digital marketing emergence during pandemic times", International Journal of Innovation Science, Vol. ahead-of-print No. ahead-of-print. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJIS-08-2021-0139/full/html

Multimedia (Videos):

- Digital Marketing and You – TED Talk by Ankit Srivastava
  https://www.youtube.com/embed/cBA-itmpR84
- Social Media Marketing for Small Business
  https://www.youtube.com/embed/wtZWt4YzQPU

Case Studies:

- The Vanca: Reworking Digital Marketing Strategy By: Jones Mathew; Banasree Dey, Indisn School of Business (ISB), Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17158-PDF-ENG%2Fcontent&metadata=e30%3D
- GiveIndia: On the Net for a Cause By: Sanjeev Tripathi, Shashank Bhasker, Indian School of Business (ISB), Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW16048-PDF-ENG%2Fcontent&metadata=e30%3D
- Pepperfry.com: Marketing to Manage Customer Experience By: Gaganpreet Singh; Sandeep Puri; Sanjit Kumar Roy, Ivey Publishing, Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17332-PDF-ENG%2Fcontent&metadata=e30%3D
- Radio Mirchi: Marketing Strategy for the Bangalore Market By: Anand Kumar Jaiswal, IIM-Ahmedabad, Link:https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FA00108-PDF-ENG%2Fcontent&metadata=e30%3D
- Maruti Suzuki India Limited: Marketing By: Dr. Sanjeev Prashar, Richard Ivey School of Business, Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW13012-PDF-ENG%2Fcontent&metadata=e30%3D

Catalogue prepared by	Dr. Chithambar Gupta V
Recommended by the Board of Studies on	BOS NO: held on
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code MBA2042	Course Title: Corporate Finance Course: Program Core Theory only		L-T- P- C	3	0	0	3
Version No.							
Course Pre-requisites		Sound knowledge of Bank balance sheet and Basic mathematics.					
Anti-requisites		NIL					
Course Description		This course enables the students to understand the roles and responsibilities of financialmanagers in connection with investment, financing and dividend decisions. This course focuses on the various metrics of investment analysis, measurement of cost of capital, identifying the optimum capital structure, managing working capital, linkage between long- term and short-term source of finance, dividend distribution, company valuation and merger & acquisition. This course helps the students to understand how efficiently companies should manage their finance to enhance the company value.					
Course Outcomes		On successful completion of this course, the students shall be able to:					
Course Objective	1.	2. Know the fundamentals of Finance 3. Analyze the basics of Time value & Capital budgeting Decisions 4. Apply to basic corporate financing decisions					
Course Content							

Module 1	Investment Decisions/Capital Budgeting	Experiential Learning		Lecture	12 Hours
	Time Value of money, Risk & Return, Investment criteria – Accounting Rate of return – Pay Back Period - Net present value –Internal Rate of Return – Profitability Index - Capital rationing - Capital investment process.				
Module 2	Securities Valuation and Cost of Capital	Experiential Learning		Lecture and Discussion	12 Hours
	Cost of capital – Cost of equity – Cost of Debt –Cost of Preference Shares – Cost of Retained Earnings- Securities Valuation: Equity and Bond Valuation- Discounted Dividend Model Approach-Project risk – valuation by certaintyequivalents - weighted average cost of capital – Adjusted present value.				
Module 3	Dividend Decisions and Pay-outs	Experiential Learning		Participative Learning	12 Hours
	Dividend policy and stock value: Factors influencing dividend policy –Dividend policy models: Traditional position-Miller and Modigliani position; Bonus Shares, Stock Splits, Bonus Shares, -Stock Repurchases-Financial Strategy for growth – Financial Distress – Corporate Restructuring.				
Module 4	Management of Working Capital	Experiential Learning		Lecture and Presentation	9 Hours
	Working Capital- Meaning, Need, Determinants - Working Capital Cycle - Estimation of working capital need – Working capital investment and financing policies – Cash management – Marketable securities management - Accounts Receivables management – Inventory management and financing.				
	Books 1. Corporate Finance, by Stephen A. Ross, Randoloh W. Westerfield, Jeffrey Jaffe, Bradford D Jordan, Ram Kumar Kakani, 11e, The McGraw-Hill Education.				
	References 1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & Pitabas Mohanty. 2. Fundamentals of Corporate Finance, Jonathan Berk, Peter Demarzo and Jarrad Harford, Pearson Publications.				

Damodaran, Aswath, Corporate Finance – Theory and Practice -2nd Edition, Wiley India					
Catalogue prepared by		Dr. Prema Sankaran			
Recommended bythe Board of Studies on					
Date of Approval by the AcademicCouncil					

Course Code: MBA2041	Course Title: Business Analytics for Decision Making Type of Course: Analytical Skills Enhancement Course		L	T	P	C
			3	0	0	3
Version No.	2.0					
Course Pre-requisites	Nil					
Anti-requisites	Nil					
Course Description	This course is an application-driven introduction to Business analytics. Every field of study and area of business has been affected as people increasingly realize the value of the incredible quantities of data being generated. But to extract value from those data, one needs to be trained in the proper data analytics skills. The R programming language has become the de facto entry level programming language for beginners in data analytics. Its flexibility, powerful and expressive, which have made it an invaluable tool for data analyst around the world. This course will introduce students to this rapidly growing field and equip them with some of its basic principles and tools as well as its general mindset. Students will learn concepts, techniques and tools they need to deal with various facets of data analytics practice, including data collection and integration, exploratory data analysis, predictive modeling, descriptive modeling, evaluation, and effective communication. The focus in the treatment of these topics will be on breadth, rather than depth, and emphasis will be placed on integration and synthesis of concepts and their application to solving problems.					
Course Objectives	This course is designed to improve the learners' **SKILL DEVELOPMENT** by using **PROBLEM SOLVING TECHNIQUES** like, Mini Projects and Case Study Presentations.					
Course Out Comes	On successful completion of the course the students shall be able to: 1) Define Business Analytics terms and skill sets [Knowledge] 2) Describe latest concepts, tools used in Business Analytics [Comprehension] 3) Apply analytical tools like R (& RStudio) to solve real business problems [Application] 4] Apply basic Machine learning algorithms for Regression, Classification and Forecasting [Application]					
Module 1	**Introduction to Business Analytics**	Class instructions and demo of core concepts	Assignment and Quiz			**12 Hours**
Topics: Objectives of Analytics, Types of Business Analytics, Steps of Analytics Process. Data Collection, Data Preparation, Detecting, treating outliers and missing values. Model Building, Interpretation, Measurement of Model Accuracy. Big Data basics.						
Module 2	**Introduction to R programming and EDA**	R & R Studio fully lab-based tutorials	Refer lab manual. Use of built in and sample datasets in manual.			**12 Hours**
Topics: Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality,						

Dealing with missing or incomplete data, Data Visualization, Data Classification				
Module 3	**Business Analytics basic Tools and Techniques**	R & R Studio fully lab-based tutorials. Project.	Refer lab manual. Use of built in and sample datasets in manual.	**12 Hours**

Topics:

Overview and Industry Applications of Artificial Intelligence, Machine Learning, Deep Learning. Summarizing data using descriptive statistics, correlation. Simple Supervised Learning techniques: Linear (Simple and Multiple) Regression, Decision Trees. Unsupervised Learning: Clustering using KMeans. Time Series Forecasting, ARIMA.

Module 4	**Data Management tools & techniques**	Online SQL editors and datasets	Data collection and data analysis	**9 Hours**

Topics:

Types of Databases, entity relation diagrams, Structured Query Language, MySQL, Managing data pipeline. Overview of Big Data tools - Hadoop and Spark (non-technical overview) for business applications.

Targeted Application & Tools that can be used:

Course has wide application across all business functions. Data Analysis Supportive tools like Excel/R Programming/Oracle

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Lectures (30 Hours), review and bridging (6 Hours)
2. 3 Quizes
3. Assignment with Project Presentations
4. Datasets & code samples provided in the Lab Manual

Text Book

1. Business Analytics: The Science of Data Driven Decision Making, U. Dinesh Kumar, Wiley, 2020
2. Introduction to Data Science – Practical approach with R & Python: B Uma Maheswari & R Sujatha, Wiley, 2021

Reference books & Links:

R1: Data Analytics using R by Seema Acharya, McGraw Hill, 2018

R2: R programming for beginners: Sandip Rakshit, Mc Graw Hill Education, Year,

R3: Stanford Andrew Ng: https://www.youtube.com/channel/UC5zx8Owijmv-bbhAK6Z9apg

R4: KrishNaik https://www.youtube.com/channel/UCNU_lfiiWBdtULKOw6X0Dig

R5: Introduction to R & RStudio: https://www.youtube.com/watch?v=lL0s1coNtRk

R6: R Basic Syntax: https://www.geeksforgeeks.org/introduction-to-r-studio/

Catalogue prepared by	Prof. Krishna Durbha
Recommended by the Board of Studies on	BOS NO: BOS held on:
Date of Approval by the Academic Council	Academic Council Meeting No., Dated:

Course Code: MBA2043	**Course Title: Technology Foundations for Business** **Type of Course: Professional Core Course**	**L**	**T**	**P**	**C**
		3	**0**	**0**	**3**
Version No.	1.0				
Course Pre-requisites	NIL				
Anti-requisites	NIL				

	This course introduces students, to modern Information Technology as applicable in organizations today. Starting with basics of Information Technology, definitions, Management Information Systems, Emerging Technology and how managers can use IT to enable success in modern disruptive markets. The course gives an overview of key organizational systems like Customer Relationship Management, Enterprise Resource Planning, Supply Chain Management systems, Digital Marketing, Analytics and eCommerce systems. And it ends with basics of Digital Transformation ie. how to manage changes in organizations using Information Technology,
Course Description	

Course Outcomes	On completion of this course, the student will be able to: 1. Understand Information Technology concepts **[Knowledge]** 2. Discuss key IT systems and their role in Organizations **[Comprehension]** 3. Describe how IT Systems can be used for competitive advantage **[Comprehension]**

Course Objective	This is aimed to familiarize students to IT systems and how to integrate IT into any function or role they will perform as managers. This course will enable students to make or influence decisions related to the selection, design and support of Management of Information Technology. To focus on the Information Technology concepts that a modern manager must understand to ensure a sustained competitive advantage for the Organization.

Module 1	**Basics of Information Technology in business**	**QUIZ** (E-review from library)	**Classroom Discussion and Online Resources**	**12 Hours**

Topics:
Introduction, why IT, business IT interface, SDLC, Agile, business process management, role of IT & CTO

Module 2	**Key IT systems applications in business**	**Case Analysis & demos**	**Demonstration of key systems using videos & demos.**	**12 Hours**

Topics:
Management Information System, Overview of ERP, HRM, CRM, SCM, E-Business systems. How these systems help build and grow organizations.

Module 3	**Emerging Tech and IT for Competitive Advantage**	**Case Analysis & demos**	**Demonstration of key systems using online videos & demos.**	**12 Hours**

Topics:
Covers emerging technologies like database management, blockchain, IoT, AI&ML, ARVR, cloud, cyber security, quantum computing, space & biotechnology.

Module 4	**Managing technological disruptions in key industries**	**Case Analysis & demos**	**Classroom Discussion and Online Resources**	**09 Hours**

How IT enables business value. How to manage disruption caused by these. Basics of Digital Transformation.

Targeted Application & Tools that can be used:
Students would be encouraged to take up projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand Marktech and Adtech.

Professionally Used Software: KNimbus library access, Online AI&ML tools, YouTube videos

Project work/Assignment:
1. Lectures (30 Hours), review and bridging (6 Hours)
2. 3 Quizes
3. Hands-on demo on live tools and assignment with project presentations.
4. Assignment & project presentation

Text Books:
- Management Information Systems – Managing the Digital Firm, 14e, Kenneth C. Laudon and Jane P. Laudon, Pearson, 2017 (Reprint)

Management Information Systems, 10e, James A O'Brien, George M Marakas and Ramesh Behl, McGraw Hill, 2013 (Reprint)

R2: IT strategy for Business, Parag Kulkarni, Pradeep Chandle, Oxford University Press, 2008

Weblinks :

- A Guide to the Project Management Body of Knowledge
  https://www.project-management-prepcast.com/pmbok-knowledge-areas-and-pmi-process-groups
- Changing Role of the CIO.
  https://www.researchgate.net/publication/220500523_The_Emerging_CIO_Role_of_Business_Technology_Strategist
- Business Transformation and the CIO Role:
  https://hbr.org/resources/pdfs/comm/red%20hat/hbr_red_hat_report_march14.pdf
- Salesforce Lightning CRM demo: https://ap24.lightning.force.com/lightning/page/home
- Oracle ERP introduction: https://www.youtube.com/watch?v=c9HfNg4a_Og
- Tally ERP Retail: https://www.youtube.com/watch?v=VUp1nOli3V4
- 3D Printing: https://www.youtube.com/watch?v=EHvO-MlzAIM&t=26s

Journal

- Information Technology & Management, ISBN 1385-951X
- International Journal of Information Management

Library E-resources:

- **Introduction to Management Information Systems (MIS): A Survival Guide:**
  https://www.edx.org/course/introduction-to-management-information-systems-mis
- **Industry 4.0 :** https://presiuniv.knimbus.com/user#/searchresult?searchId=Industry%204.0&_t=1680442800030
- **Information Technology and Sustainability:**

Catalogue prepared by	Prof. Krishna Durbha
Recommended by the Board of Studies on	BOS NO: BOS held on:
Date of Approval by the Academic Council	Academic Council Meeting No. , Dated:

Course Code: MBA2033	Course Title: Business Research Methods Type of Course: School Core & Theory only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Business Statistics (MBA 1007)					
Anti-requisites	NIL					
Course Description	Business Research Methods provides the theoretical and practical framework to conduct research in Business. It consists of modules, which cover the fundamentals of the Business Research Process. The course enables discussion on different research designs that would be appropriate in different business scenarios. The data analysis sections deals with the relevant statistical tools required to analyze the data which would help in effective decision making.					
Course Outcomes	On successful completion of the course, the students shall be able to: 1. Apply the relevant business research methods for solving business research problems. [Application Level] 2. Use appropriate data collection methods to carry out business research. [Application					

	Level] 3. Employ suitable measurement techniques and sampling designs to elicit data. [Application Level] 4. Analyze the data using appropriate statistical tools. [Analysis Level]			
Course Objectives	Objective of this course is to enhance **Skill Development** using **Experiential Learning** methods.			
Course Content:				
Module 1	Introduction to Business Research Methods	Assignment	Review Literature	9 Hours
Topics: Role of business research – applied and basic business research – managerial value of business research. Theory building – research concepts, constructs, propositions, variables and hypotheses – the scientific method of conducting research. The business research process – types of business research – exploratory, descriptive and causal. Stages in the research process. Review of literature. Problem definition process, research objectives, questions and hypotheses. The research proposal.				
Module 2	Data Collection Methods and Qualitative Research	Mini-Project	Data Collection and Data Analysis	10 Hours
Topics: Primary data – survey research – errors in survey research – survey research methods. Personal interviews – telephone interviews – self-administered questionnaires. Observation methods. Secondary data – advantages, disadvantages and sources. Qualitative research – uses, orientations to qualitative research. Techniques in qualitative research – Focus group interview, depth interviews. Conversations, semi-structured interviews				
Module 3	Measurement Concepts, Questionnaire design and Sampling	Assignment	Conceptual Knowledge	10 Hours
Topics: Introduction – variables – constructs - measurement scales – nominal, ordinal, interval and ratio. Criteria for good measurement – reliability and validity. Attitude measurement – attitude rating scales – Likert scale, semantic differential. Measuring behavioral intention – ranking, sorting. Questionnaire design – Basic considerations – wording questions – guidelines for constructing questions – questionnaire layout – pretesting and revision. Sampling – population, sample, sampling frame, sampling units, sampling and non – sampling errors. Non – probability sampling – convenience, judgment, quota and snowball sampling. Probability sampling – simple random sampling, systematic sampling, stratified sampling.				
Module 4	Data Analysis and report writing	Mini-project	Data Analysis	10 Hours
Topics: Testing of hypothesis – test for two means – known variances and unknown but equal variances, paired t test, test for two proportions. Chi square test for independence of attributes. Introduction to multivariate data analysis. Report writing – report format – parts of the report.				

Targeted Application & Tools that can be used:
Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel/SPSS/Minitab/R

Project work/Assignment:
Project/Assignment: Mini-Project on the primary or secondary data collection techniques for the application of suitable statistical models. Assignment 1: Students are required to write a Literature Review Assignment based on any two to three related literature on their research topic of interest. Assignment 2: Students are required to construct the Questionnaire in align with the Problem identification/Research questions and Hypothesis formulation on their research topic of interest. Assignment 3: Written Assignment/Quiz on Research Process or Sampling techniques.

Text Books
1. Zikmund, W. G., Babin, B, J., Carr, J.C. & Griffin, M., Business Research Methods: A South Asian Perspective. Delhi: Cengage Learning, Edition 9, 2012.

References
1. Kothari, C. R. & Garg, G. Research Methodology, Methods and Techniques. New Age International Publishers, Multi-Colour Edition, 2019.
2. Anderson, Sweeney, Williams, Camm and Cochran. Statistics for Business and Economics. Delhi: Cengage Learning., 2016.

Catalogue prepared by		Dr. Jayakrishna Udupa H
Recommended by the Board of Studies on		BOS NO:
Date of Approval by the Academic Council		Academic Council Meeting

Course Code: MBA2040	Course Title: Production and Logistics Management Type of Course: Program Core, Theory only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Business Statistics [MBA1007] Topics : Central tendencies, Deviations and Regression					
Anti-requisites	NIL					
Course Description	This descriptive course introduces the students to the theory and practice of Production Management as a functional area in the management of business enterprise. This course discusses the principles, concepts and basic problems affecting the manufacturing and non-manufacturing firms. It also includes the methods, strategies and application of various quantitative tools in problem solving for production and operations. This course introduces students to problem solving and analysis associated to the design, planning, control, and improvement of manufacturing and service operations. This course also gives a brief introduction to Logistics management and its relevance in business.					

Course Out Comess	On successful completion of the course the students shall be able to:			
	1] Explain the relevance of Production and Operations Management.			
	2] Describe the role of production and operations on managerial decision making.			
	3] Explain how the production function associates with other firm functions.			
	4] Solve problems in forecasting related to production processes.			
	5] Explain the relevance and role of Logistics Management in Business			
Course Objectives	Objective of this course is to enhance **Employability Skills** using **Participative Learning** Methods.			
Course Content:				
Module 1	Introduction	Assignment	Data Collection and Classification	10 Hours
Topics: Introduction – History of Production Operations Management POM, Factors affecting POM, Difference between Manufacturing and Service Operations, Concepts of productivity, Operations Strategies. Videos/ Case Study.				
Module 2	Facility Planning	Term paper/Assignment/Case Study	Data Collection, Classification & Report on Planning	10 Hours
Topics: Facilities Planning Process for Manufacturing and Assembly facility- Product Design, Process Design and Service Design, Facility Location, Facility Management - 4 types of layouts based on Produce and Variety. Videos / Case Study.				
Module 3	Time Series	Case Study	Data Collection on Time Series & Analysis	10 Hours
Topics: Concepts of Forecasting, Types of forecasting, Time series methods - Weighted Average, Weighted Moving Average., Qualitative v/s Qualitative methods of Forecasting. Videos / Case Study				
Module 4	Production Planning	Assignment &Case Study	Planning, Scheduling and Report writing	9 Hours
Topics: Types of Production Planning and Control Systems, Planning and Scheduling, Capacity Planning, Overview of Master Production Schedule (MPS), Materials Requirement Planning (MRP) I and relevance to Supply Chain Management/ Warehousing, Introduction to Inventory Management and Inventory Models Videos / Case study.				
Module 5	Introduction to Logistics Management	Assignment	Inventory Data Analysis and Interpretation	6 Hours
Topics: Introduction to Logistics Management, Transportation Management and Planning, Warehouse and Distribution Management, Current trends in Logistics management, 3PL and 4PL logistics				
Targeted Application & Tools that can be used:				
Above concepts are helpful in understanding the entire system of production, planning, layouts, facility, forecasting and inventory appropriate to any manufacturing unit like Automobile assembly, confectionary factory, process designing for various manufacturing units and service centres. Useful Software or tools are Microsoft Excel.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Assignment type: Case study on listing out various production processes and designing facilities for given product and service requirements.				
Text Book				
Operations Management, William J Stevenson, McGraw-Hill, 2009. NinthEdition. Available in library Logistics Management by D.K. Agrawal				
References				
i. Operations Management, Collier/Evans/Ganguly, CENGAGE Learning, 2016, ISBN: 978-81- 315-2809-9. ii. Operations Management for Competitive Advantage, Richard B. Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal, McGraw-Hill; 2009. Eleventh Edition.				

Catalogue prepared by	Name/Names of the Faculty members prepared this catalogue: Dr Praveen Mustoor
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS:
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: PPS3022	Course Title: Aptitude Training Type of Course: Program Core Theory Only	L-T- P- C	2	0	2	3
Version No.	1.0					
Course Pre-requisites	**Basic mathematical operations.** **Basic English.**					
Anti-requisites	**NIL**					
Course Description	The objective of this course is to prepare the trainees to tackle the questions on various topics and various difficulty levels based on Quantitative Ability, Logical Reasoning and Verbal Ability asked during the placement drives. There will be sufficient focus on building the fundamentals of all the topics, as well as on solving the higher order thinking questions. The focus of this course is to teach the students to not only get to the correct answers, but to get there faster than ever before, which will improve their employability factor.					
Course Outcomes	On successful completion of the course the students shall be able to: 1] IDENTIFY the basic concept needed in a question. 2] SOLVE the quantitative and logical ability questions with the appropriate concept. 3] EXAMINE the data given in complex problems. 4] EXAMINE given text sentences and paragraphs for errors and correct them.					
Course Content:						

Module 1	Logical Reasoning	Assignment	Problem solving	**15 Hours**
Topics: Coding & Decoding, Blood Relations, Linear Arrangement, Circular Arrangement, Directions, Syllogisms				
Module 2	Quantitative Ability	Assignment	Problem solving	**15 Hours**
Topics: Percentages, Ratios & Proportions, Averages, Mixtures & Alligation, Data Interpretation				
Module 3	Verbal Ability	Assignment	Comprehension	**15 Hours**
Topics: Articles, Subject Verb Agreement, Synonyms & Antonyms, Verbal Analogies, Ordering of Words, Parajumbles, Sentence Correction, Cloze Test				
Targeted Application & Tools that can be used:				
Application area: Placement activities and Competitive examinations.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Assignment: Complete all the questions and solutions covered in the class.				
Text Book				

1. Aggarwal, R. S. (2018). A Modern Approach to Verbal & Non-Verbal Reasoning. S. Chand Limited.
2. Aggarwal, R. S. (2017). Quantitative Aptitude for Competitive Examinations. S. Chand Limited.
3. Lewis, N. (1979). Word Power Made Easy. Simon and Schuster.

References
1. www.indiabix.com

2. www.youtube.com/TheAptitudeGuy/videos

Catalogue prepared by	Mr. Koustav Nandi
Recommended by the Board of Studies on	BOS No.: BOS Date:
Date of Approval by the Academic Council	Academic Council Meeting No.: Date of the meeting:

III SEMESTER

Course Code: MBA 3052	Course Title: Corporate Strategy Type of Course: Program Core only		L- T-P- C	3	0	O	3
Version No.	1.0						
Course Pre-requisites	[1] **Management** Concepts and Practices (MBA1015) [2] **Microeconomics** for Managers (MBA1009)						
Anti-requisites	**NIL**						
Course Description	Corporate Strategy has become a significant point of the modern corporate world. The changing phases of the competition, the political and social changing faces, the invention of new techniques, and new ideas have compelled the corporate world to embrace the corporate strategy concept and come out with the success. This course (Corporate Strategy) is an integral part of the Strategic Management. Strategic Management is involved in many of the decisions that a leader makes. This course includes what is a strategy, corporate direction, environmental scanning, and sources of competitive advantage, BEVUCA, Neurostrategy, strategy formulation, competitive strategies in emerging industries, balanced scorecard, and International Business.						
Course Objective	This course is designed to improve the EMLOYABILITY SKILLS by using participative learning.						
Course Outcomes	**On successful completion of this course the students shall be able to:** 1) Define corporate strategy 2) Identify various factors of competitive advantage 3) Explain various generic competitive strategies 4) Prepare a Balanced Scorecard for an organization.						
Course Content:							
Module 1	Introduction to Strategic Management	**Case**: Strategic Analysis of Starbucks Corporation	**Data Analysis**: Analysis the different tools used in Neurostrategy based on University SCOPUS database (% analysis).			**12 Hours**	

Topics:

Module -I Introduction to Strategic Management

What is Strategic Management & Stages of Strategic Management, Integrating Intuition and Analysis, Adapting to Change, Key Terms in Strategic Management, External Opportunities and Threats & Internal Strengths and Weaknesses, Long-Term Objectives, Strategies and Annual Objectives & Policies, The Strategic-Management Model, Benefits of Strategic Management. Corporate Strategy, Directional Strategy, Portfolio Analysis Corporate Parenting. Nero strategy

Module 2	Environmental Scanning and Industry Analysis	**Case Study**: Southwest Airline	**Data Analysis:** Identification of factors responsible for BEVUCA Environment through questionnaire or from literature.	**12 Hours**

Capabilities and Competencies, Sources of Competitive Advantage: Position and Capability, Value Chain analysis-primary and secondary activities, Internal and External environmental analysis, SWOT, PESTEL analysis, VUCA & BEVUCA, how strategy shapes structure- structuralist and reconstructionist approach- blue and red ocean strategy, Dubai strategy proposition. The Nature of an Internal Audit, Key Internal Forces, The Resource-Based View (RBV) Integrating Strategy and Culture Industry Analysis: The External Factor Evaluation (EFE) The Competitive Profile Matrix (CPM)

Module 3	**Strategy Formulation**	**Case study:** Class- or Mass(HBR), Idalene F. Kesner and Rockney Walters(2005).	**Data Analysis:** Application of design thinking in industry, based on themes and sub theme analysis.(Application of spreadsheet with provided database).	**12 Hours**

Generic Competitive Strategies- Cost leadership, Differentiation and focus, risk of generic strategy, The Balanced Scorecard, Types of Strategies, Levels of Strategies, Integration Strategies, Forward Integration & Backward Integration, Horizontal Integration, Intensive Strategies, Market Penetration & Market Development, Product Development, Diversification Strategies, Defensive Strategies A framework for competitor analysis- Michael Porter's Five Generic Strategies

Module 4	**Competitive Strategy and corporate advantage**	Case study: IKEA (http://aeunike.lecture.ub.ac.id/files/2012/03/Case-Kel.9.pdf)	**Simulation:** Development and simulation of BSC with the help of spreadsheet.	**9 Hours**

Topics: Competitive Strategy in emerging Industries- the structural environment, early mobility barriers, early mobility barriers, coping with the competitors, which emerging industries to enter. Evolution of global industries, strategic alternatives in global industries, How to Become a Sustainable Company, Balanced Score Card, Digital advantage – SMAC. International Business Strategy- mode of entry in international business, political and country risk in International Business. Implementing Strategies: Management and Operations Issues, Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.

Targeted Application & Tools that can be used:

1. **Module no 1: Neurostrategy (Analysis of University SCOPUS database with the help of spreadsheet)**
2. **Module no 2: BECUVA (Identification of Factors through SPSS)**
3. **Module no 3: Design Thinking (Themes and sub themes analysis by VOSVIWER)**
4. **Module no 4: Balanced Score Card (Spreadsheet application)**

Project work/Assignment:

1. Quiz: Online quiz in University Edhitch platform (10 marks)

2. Article review

3. Identification of value creation process based on VRIO model of any organization of your choice(20 marks)

Text Book
Bhandari & Verma : *Strategic Management - A Conceptual Framework*, McGraw Hill Higher Education, New Delhi, India. https://highered.mheducation.com/sites/125902640x/information_center_view0/index.html

References
R1:Strategic Management CONCEPTS AND CASES, Fred R. David Francis Marion University Florence, South Carolina, 13th ed. Pearson Education, Inc., publishing as Prentice Hall
R2: Michael E. Porter: Competitive Strategy, The Free Press, New York. http://www.mim.ac.mw/books/Michael%20E.%20Porter%20-%20Competitive%20Strategy.pdf.
R3:HBR'S 10 Must Reads on Strategy. Harvard University Press, Boston, Massachusetts.
R3:Paul Leinwand; Cesare Mainardi. *Strategy that works*, Harvard University Press, Boston, Massachusetts. https://www.scribd.com/document/533966997/Strategy-That-Works-How-Winning Companies-Close-the-Strategy-To-Execution-Gap-by-Paul-Leinwand-Cesare-R-Mainardi-Z-lib-org
Additional reading: Preparing your business in Post- Pandemic World(HBR) https://img1.wsimg.com/blobby/go/a53b688c-293a-4784-a01f-75c9461a886a/HBRs%2010%20Must%20Reads%20on%20Managing%20in%20a%20Downturn%2C%20.pdf
Presidency University Library link: https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/TQM-12-2016- 0109/full/html

Catalogue prepared by	Dr. S.FAKRUDDIN ALI AHMED
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3001	Course Title: Business Law Type of Course: School Core Theory only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	1. **Basic knowledge of functioning of a company** 2. **Communication skills**					
Anti-requisites	NIL					
Course Description	The purpose of the course is to impart knowledge with regard to business laws. The nature of the course is to give right exposure to concerns and expectations of various stakeholders in the context of large-scale industrial change due to globalization. Law is an integral part of business. Every major area of business has a legal dimension- sales and advertisement, price and distribution and operations, finance and investment, personnel and industrial relations, export and import, and setting up and winding up of a business. With the increasing complexities of business, knowledge of law is becoming crucial in business management. For the successful management of an organization, it is important that the managers have a fairly good knowledge of the legal provisions affecting upon the business. The course will equip the students to enable the application of various business laws to the real-world conflicts and management challenges. To develop the legal- management skills and competencies this includes business law knowledge, planning, problem-solving and communication. It provides an understanding of the legal framework of business and the legal implications of their business decisions. The course will further equip the students with ideas, resources and tools for protecting business assets,					

	resolving legal conflicts, and complying with the law. It guides on the best practices and tools for implementing an effective legal management system.
Course Objectives	This course is designed to improve the learner's EMLOYABILITY SKILLS by using participative learning through Class participation activities.
Course Outcomes	On successful completion of this course the students shall be able to: CO 1. State the legal formation of contractual relationships in business. CO 2. Infer the concept of contract of sale and about conditions and warranties given by the companies. CO 3. Interpret the procedure for the formation of company, it's functioning, managing and winding up. CO 4. Explain consumer rights and the procedure for settlement of a dispute in a consumer forum.
Course Content:	

Module 1	**The Indian Contract Act, 1872**	Assignment (Experiential Learning)	12 Hours

Topics:

Introduction to the global business and legal environment, Business Law: Meaning, Purpose, sources and classification of Business Law, Essentials of Contract, Classification of Contracts, Offer, acceptance and agreement, Consideration, Capacity to Contract, Free Consent, Legality of Object, Void Agreements, Performance of Contract, Discharge of contract, Remedies for Breach of Contract. Contingent Contract, Special Contracts: Bailment, contract of Indemnity and Guarantee, termination of agency-revocation and partnership Act.

Formation of Contract of Sale, Conditions and Warranties, Transfer of property, Performance of Contract, Rights of an unpaid Seller, "Doctrine of Caveat Emptor". **[12-- Hours.] [Blooms 'level selected: Comprehension Level - 2   ]**

Module 2	**Legal Aspects of E-Payments**	Case Law (Participative Learning)	12 Hours

Topics:

Meaning & Definition, Characteristics of E-payments, Types of e-commerce payment systems in use today, Credit card, Debit card, Smart card, Legal aspects of Net-banking in India, other e- payment gateways.

Sale of goods Act, IT Act provisions, Digital Signature, Electronic records, certifying authorities, Banking regulation Act 1949, FEMA Act 1999 and Fundamental of Income tax Act 1961.

[08 Hours.] [Blooms 'level selected: Application Level – 3]

Module 3	**The Companies Act, 2013**	Assignment	12 Hours

Topics:

Definition of Company, Characteristics of a Company, Kinds of Companies, Formation of Company, Memorandum of Association, Articles of Association, Prospectus, Share Capital, Shares, Company Management, Meetings and Proceedings, Borrowing Powers, debentures and Charges, Accounts and Auditors, Prevention of Oppression and Mismanagement, Winding up a company.

[12 Hours.] [Blooms 'level selected: Analysis Level 4]

Module 4: **The Consumer Protection Act,1986 and Intellectual Property Rights - (Assignment-Practical case laws) 7 Hours**	Assignment	09 Hours

Topics:

Objectives of the Act, Definitions, Consumer Protection Councils, Consumer Disputes Redressal Agencies, The filing of a complaint and the procedure of Hearing in a consumer forum.

Laws related to Intellectual Property Rights: Patents, Trademarks, copyrights, trade and factory design. Geographical Indication. **[07 Hours.] [Blooms 'level selected: Synthesis Level 5]**

Project Assignment: Case Law solving assignment- Class of 60 would be divided into 10 groups and each group has to come out with a solution to the case law given, within the time provided.

Assignment: 1] Writing a consumer complaint to consumer forum. – A hypothetical consumer dispute would be given to the student and they have to write a complaint to the respective court to resolve the issue.

Assignment 2: Companies Act.- The provisions relating to formation of a company should be drafted by every student in the class.

1. Kapoor N D: Elements of Mercantile Law: 38th Edition 2020- Sultan Chand & Sons. Educational Publishers, New Delhi.

References:
  R1. Ravinder Kumar: Legal Aspects of Business 4e: Cengage Learning India Pvt Ltd. Delhi-110092.
  R2. Avatar Singh – Principles of Mercantile Law, Edition 9, 2011, Eastern Book Company, New Delhi   110001
  R3. Gulshan & G.K.Kapoor, Business Law, 2018 Edition New Age Publications**,** New Delhi.

E-RESOURCES FROM LIBRARY:
Science Direct: https://www-sciencedirect-com-presiuniv.knimbus.com/search?qs=%22Business%20Law%22
Emerald: https://www-emerald-com-presiuniv.knimbus.com/insight/search?q=%22Business+Law%22&showAll=false&p=1
ProQuest: https://www.proquest.com/abiglobal/results/6405E8F429B44F44PQ/1?accountid=177896
Jstor: https://www-jstor-org-presiuniv.knimbus.com/action/doBasicSearch?Query=%22Business+Law%22&so=rel
EBSCO eBooks: https://web.s.ebscohost.com/ehost/resultsadvanced?vid=2&sid=dbbf2cec-507f-4a8d-a139-be35f74c8182%40redis&bquery=%22Business+Law%22&bdata=JmRiPWUwMDB4d3cmdHlwZT0xJnNlYXJjaE1vZGU9U3RhbmRhcmQmc2l0ZT1laG9zdC1saXZl

WEBLINKS
Case Laws:
        1.   **Balfaur v/s Balfaur-** https://www.legalserviceindia.com/legal/article-4531-balfour-vs-balfour-case-analysis-1919-2kb-571.html
        2.   **Mohori Bibi vs Dharmodas Ghose-** https://www.legalserviceindia.com/legal/article-232-case-analysis-mohori-bibee-v-s-dharmodas-ghose.html#:~:text=Mohori%20Bibee%20V%2FS%20Dharmodas%20G
        3.   **Baldry v/s Marshall -** https://www.lawctopus.com/academike/sale-goods-domestic-international-domain/
        4.   **Hadley v/s Baxendale -** https://www.casebriefs.com/blog/law/contracts/contracts-keyed-to-farnsworth/remedies-for-breach/hadley-v-baxendale/
        5.   **Salomon v/s Salomon & Co. Ltd. -** https://www.jusdicere.in/salomon-v-salomon-co-jusdicere/#:~:text=Salomon%20v%20Salomon%20is%20the,the%20insolvency%20of%20the%20company**.**
        6.   **Om Prakash v/s Reliance General Insurance 2017-** https://indiankanoon.org/doc/122441541

Catalogue prepared by	Dr. Vijay Vardhan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: PPS3008	Course Title: Personality Development Advanced Type of Course: School Core	L-T- P- C	1	0	2	2
Version No.	1.1					

Course Pre-requisites	• Students are expected to understand Basic English. • Students should have desire and enthusiasm to involve, participate and learn. • Students should possess fundamental communication and research skills
Anti-requisites	**NIL**
Course Description	This course is designed to enable students of Business management to prepare for corporate & business world. The modules are planned to improve confidence, communication, decision making and networking skills to give the students a competitive advantage and increase chances of success in getting placed. The course will benefit learners in presenting themselves effectively through role play, activities while also learning the importance of self-awareness and team work.
Course Objective	The objective of the course is skill development of student by using Participative Learning techniques
Course Outcome	**On successful completion of this course the students shall be able to:** • Demonstrate confidence and effective communication • Prepare professional LinkedIn account and build business networks • Recognize problem solving skills • Discuss emotional intelligence components
Course Content:	

Module 1	Self-awareness and EI	Personality training	Group Tasks	**04 Hours**

Topics: Johari Window, Emotional intelligence components – Self-awareness, Self-regulation, social skills, empathy and motivation
Activity: Classroom group activity

Module 2	PERSONAL BRANDING	Individual Task	Personal brand building	**04 Hours**

Topics:
LinkedIn profile building, network building & its significance, Class room activities.
Activity: Building LinkedIn account and professional networking

Module 3	CAMPUS TO CORPORATE	Placement training	Mock Hours	**12 Hours**

Topics: Resume writing, Video resume, GD, PI, Industry expert talks videos.
Activity: Write, Practice in groups, Perform

Module 4	PRESENTATION SKILLS	PPT creation	Survey-based presentation	**10 session**

Topics: Presentation skills. Ability to organize PPTs effectively, ability to apply their presentation skills and public speaking skills to make their presentations more effective.
Activity: Survey a social scenario and present that in class.

Additional training:
Every session 30 min speaking activity for all students.
Topics: Current trends, Product pitching, Revision, New job roles and opportunities, Skills required in 2023- 2030 etc.
Workshop/Boot camp

Assignments proposed for this course	
• LinkedIn	
• Presentation	

Text Book

- **Me 2.0: Build a Powerful Brand to Achieve Career Success by Dan Schawbel**
- Jack Canfield, "The Success Principles", 8th Edition, HarperCollins Publishers India, 2015
- Shiv Khera, "You Can Win", 3d Edition, Bloomsbury India, 2014
- Stephen R Covey, "7 Habits of Highly Effective People", Simon & Schuster, (2018)
- Resume Writing: Craft a Resume That Will Knock Their Socks Off! By Alexander Burton
- **HBR's 10 Must Reads on Emotional Intelligence (with featured article "What Makes a Leader?" by Daniel Goleman)**
- The presentation secrets of Steve Jobs by Carmine Gallo
- Talk like Ted by Carmine Gallo
- Business etiquette made easy- The essential guide to professional success- Myka Meier
- Leaders eat last- Simon Sinek
- Ted talk links

- https://www.ted.com/talks/larry_smith_why_you_will_fail_to_have_a_great_career?language=en
- https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?referrer=playlist-the_10_most_popular_tedx_talks&autoplay=true
- https://www.ted.com/talks/aimee_mullins_my_12_pairs_of_legs?language=en

Movie References
- The intern
- The Pursuit of Happiness

E-Resources:
The remote access link to e-resources at Presidency university:
https://presiuniv.knimbus.com/user#/home

Catalogue prepared by	Mr. Dhiraj
Recommended by the Board of Studies on	BOS No.: BOS Date:
Date of Approval by the Academic Council	Academic Council Meeting No.: Date of the meeting:
The DAC meeting number & Date	DAC Dated

Course Code: MBA3051	Course Title: Entrepreneurship and Business Ethics Type of Course: General paper	L- T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Completion of General subject in **Entrepreneurship and Business Ethics** and basics of General Management					
Anti-requisites	NIL					
Course Description	The purpose of this course is to explore business creation and growth as a multidimensional phenomenon in both independent and corporate (Entrepreneurship) settings. By linking theory and practice the course aims to provide students an *entrepreneurial perspective* and a hands-on experience in the development of new business ventures. The students are given the right exposure to Business ethics, corporate governance & social responsibility, which help them understand new concerns and expectations from various stakeholders in the context of large scale industrial change due to globalization. Opportunities for career progression can happen when there is application of ethical values in everything that one does, which means maintaining transparency and being socially responsible.					
Course Outcomes	On successful completion of the course the students shall be able to: **CO 1.** Identify the entrepreneurial journey. [Knowledge] **CO 2**. Develop business plan using business model canvas. [Application] **CO 3.** Examine the role of technology in business. [Comprehension] **CO 4.** Understand the social responsibility of corporate towards society. [Comprehension]					
Course Objective:	The course is designed to enhance the skill of entrepreneurship and develop the self-sustainability of students with respect to country's economy.					
Module 1	**Entrepreneurial Journey**	Assignment (Participative Learning)	Data Collection and Analysis		12 Hours	
Introduction, The Social and economic perspectives of entrepreneurship, Different types of Entrepreneurs, origin, GOI Initiatives, start-up Journey, Key drivers, Entrepreneurial Trinity, Vision- Strategy- Execution Triad, leadership and government framework, steps in entrepreneurial journey, key entrepreneurial characteristics, understanding entrepreneurial risks and rewards, ideation, Prototyping, testing, validation and commercialization.						
Module 2	**Business Model Canvas**	Assignment (Experiential	Application		12 Hours	

				Learning)		

Understanding and developing business model canvas developed by 'Alexander Osterwalder', Developing and connecting the nine blocks of the canvas, Testing three different companies on the canvas model. Differentiating the nine-block conventional canvas with eleven blocks digital canvas.

Module 3	Technology, Innovation and Entrepreneurship	Assignment (Experiential Learning)	Data Collection and Analysis	12 Hours

Topics: Innovation and economic growth, Disruptive technologies, Disruptive Vs sustainable technologies, Startup Idea Generation • The Process of Innovation and Idea Generation • Systems Thinking as a Method for Innovation • Team Formation • Problem Definition and Asset Mapping • Development of Startup Venture Idea • Customer Ethnography as a Method for Idea Validation.

Module 4	Business Ethics and Social Responsibility	Assignment (Experiential Learning)	Data Analysis	9 Hours

Introduction to Business Ethics, Ethics vs Morals and relationship between morality, ethics and ethical theory,Globalization and ethics , Relevance of Globalization for Business Ethics ,, Theory and practice, social responsibility of corporate towards society and citizens as a framework of business ethics.

Targeted Application & Tools that can be used:
Exposure to prepare feasible report and techniques used to prepare business plan .

Project work/Assignment:

Project/ Assignment: Assignment: 1] Refer to recent articles and do the desk research on entrepreneur surveys and analyse the critical factors responsible for feasible report preparation. (Experiential Learning). (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Assignment: 2] Identify a global organization and bring out the various strategies of new entrepreneurial development and GOI Initiative s to words development of entrepreneurship in India.and learning of various CSR activities by refering Books and articals . (PPT and do presentation.) (Experiential Learning)

Text Book
T1 Abhik Kumar Mukherjee and Shaunak Roy (Author) Publisher –Oxford Higher Education .

References
HBR The Questions Every Entrepreneur Must Answer
https://hbr.org/1996/11/the-questions-every-entrepreneur-must-answer
HBR Natural Born Entrepreneur- Natural-Born Entrepreneur
- Harvard Business Review-https://hbr.org › 2001/09 › natural-born-entrepreneur.
HBR The Global Entrepreneur
HBR What Entrepreneurs Get Wrong? https://hbr.org/2013/05/what-entrepreneurs-get-wrong

Case analysis
Case study ENRON Scandal ,World Com, Toshiba, Sat yam, CSR –W
ipro, Infosys, BEL and Karnataka Silk Emporium
Videos
V1 : https://www.youtube.com/watch?v=VO-Z5hxeofE - An Entrepreneur - Ethics
V2 : https://youtu.be/yQGaoj9Iwro - India un-Inc : Management lessons from streets of India

Prepared by	Dr. Lathangi
Date of Approval by the Academic Council	Academic Council Meeting No. :

Finance - Discipline Electives

Course Code: MBA3005	Course Title: Investment Management Type of Course: Discipline Elective	L-T- P- C	3	0	0	3
Version No.	2					
Course Pre-requisites	NIL. Students are expected to have a minimum of numerical ability and understanding of basic finance concepts.					
Anti-requisites	NIL					
Course Description	Investment Management concerns itself with allocation of money into various assets, including financial and real assets, with specific emphasis on returns and risks associated with the asset. It deals with the trade-off between risk and return leading to diversification of risk and stability of returns. The course exposes students to investment markets and various financial instruments and real assets into which investments can be made. They become aware of the determinants of price of investments, evaluation of fair price, and also get a conceptual insight into the valuation of investments.					
Course Objective	This course is designed to improve the learner's EMLOYABILITY SKILLS by using Participative learning methods.					
Course Out Comes	On successful completion of the course the students shall be able to: 1. Demonstrate the ability of selecting appropriate investments based on Investor Objectives and Constraints. 2. Interpret the performance of investments including portfolio's based on Risk and Return. 3. Analyse the value of Bonds and Equity using Intrinsic and Relative Valuation models 4. Comprehend Fundamental / Technical Analysis Reports and commonly used Investment Strategies in Bond and Equity Markets.					
Course Content						
Module 1	Introduction to Investments, Investment Process Alternatives and Suitability	Investment Expo – Experiential Learning	Ability to explain the salient features and return potential of various investment vehicles to the walk-in audience.			12 Hours
Topics: Investment, overview, Investment vs. Speculation, Investment Process, Risk Appetite, Investment alternatives,						

their return, risk potential, assessing suitability of investments based on Investor Objectives and Constraints.

Module 2	Computing and Analyzing Returns, Risk, Diversification and Evaluation of Portfolio Performance	Project – Participative Learning	Analysing with historical data, the performance of Select Mutual Funds and Ranking them	12 Hours

Topics: Return, components of return, factors influencing returns, types of returns, simple average, weighted average, real returns, effective returns, IRR, XIRR(concept), Risk, Types, Measuring Historical and Expected risk of individual investments, Correlation, its importance, Diversification, computing Portfolio return & Risk, Beta, its significance, use, calculation of beta of individual stock and portfolio, R^2 , its significance and application, use of CAPM model, determining underpriced and overpriced securities, Portfolio performance evaluation and ranking using Sharpe, Treynor and Jensen Models

Module 3	Valuation of Bonds, Equity and Real Estate	Assignment	Ability to analyse the value of assets	12 Hours

Topics: Bond characteristics, Bond types, Bond Prices, Risks, Yield, Yield to Maturity, Yield to Call, Duration, Modified Duration, Immunization (concept), Bond Portfolio Strategies, Valuation of Equity, Dividend Discount Model with zero, constant and variable growth of dividends, Free Cash Flow to the Firm / Equity valuation model, Relative Valuation models, P/E, P/BV, P/EV, Growth and Value investing, Valuing Real Estate using Intrinsic Model.

Module 4	Fundamental and Technical Analysis	Presentation- Experiential Learning	Ability to comprehend and present Fundamental and Technical Analysis Reports	9 Hours

Topics: Fundamental Analysis, it components, important macroeconomic variables and its impact, important industry growth variables and its impact, important ratios for company investment analysis. Technical Analysis, difference between fundamental and technical, types of Charts, Trends, Support and Resistance levels, widely used Chart Patterns, reading Moving Averages, use of RSI, Bollinger Bands (concept).

Targeted Application & Tools that can be used:
This course helps in understanding investment features, performance in terms of return potential and inherent risk, comprehending Fundamental and Technical Analysis Reports.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Student Group Activity – Investment Expo – Experiential Learning
2. Individual Project – Performance Analysis – Participative Learning
3. Assignment – Valuation Analysis
4. Presentation – Comprehending Reports – Experiential Learning

Text Book
Prasanna Chandra (2021)Investment Analysis and Portfolio Management, 6th edition, McGraw Hill India

Reference Books
R1: Fisher & Jordon, Security Analysis and Portfolio Management, Prentice Hall, EEE
R2: Frank Reiley and Keith Brown, Investment Analysis and Portfolio Management, Thompson

Web Links and Case Study Links

1. https://www.indianivesh.in/CmsApp/MediaGalary/docs/Promising%205%20for%20Next%205%20Years-20190522121149111118779.pdf

2. https://www.indianivesh.in/CmsApp/MediaGalary/docs/Road%20Ahead%20-Value%20Picks%2011122018-201812111537167058182.pdf

3. https://www.lkpsec.com/research/technical-analysis-

research.aspx#:~:text=The%20technical%20analysis%20report%20also,levels%20of%20entry%20and%20exit.

4. https://simplehai.axisdirect.in/research/research-reports/trading-reports

5. https://www.nseindia.com/

6. https://www.bseindia.com/

7. https://www.morningstar.in/gold-rated-mutual-fund.aspx

8. https://puniversity.informaticsglobal.com:2098/science/article/pii/S1057521915000216

9. https://puniversity.informaticsglobal.com:2098/science/article/pii/S0301420719302697

10. https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/case.darden.2016.000137/full/html

11. CAPITALINE DATABASES (informaticsglobal.com)

Catalogue prepared by	Dr K Krishna Kumar
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3006	Course Title: Financial Markets and Services Type of Course: Discipline Elective	L- T-P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Students should have successfully completed Financial Management and Financial Accounting courses.					
Anti-requisites	NIL					
Course Description	Financial services sector is one the important sectors contributing towards the GDP of the country. The recent developments in technology has enabled the financial services sector to deliver products in a better and secure way, along with strong regulations as a major contributor towards growth and development of the sector. This course provides an insight of major financial services and the financial institutions through which the services are provided. It makes an evaluation of the regulators, institutions, instruments and participants. The course focuses on various financial services including Merchant banking, Investment Banking, Depositories, Mutual Funds, Financing, Portfolio Management, Venture Capital, Private Equity, Factoring and Depository services. The course helps in deciding major career options in financial markets.					
Course Outcomes	On successful completion of this course the students shall be able to: CO 1 Discuss current structure and regulations of the Indian financial system with global scenario. (Comprehension) CO2 Summarize the concepts and mechanism of financial markets. (Comprehension) CO3 Explain the financial services and specialized financial services and their role in Indian and Global financial markets. (Comprehension) CO4 Demonstrate analytical skills to address relevant issues relating to specialized and other financial services industry in India and Global (Application).					
Course Objective:	The course aims at SKILL DEVELOPMENT with respect to Financial Services with PARTICIPATIVE learning activities.					

Module 1	Introduction to Financial System	Assignment (Participative Learning)	SEBI Guidelines	10 Hours

Financial System: Introduction to Indian Financial System and Global Financial System. Structure of Indian Financial System. Characteristics of Indian Financial System. Organization of Indian Financial System. Function, Importance, Purpose of financial market. Global financial market roles and responsibilities. Indian Regulatory Bodies - Security Exchange Board of India (SEBI) – Introduction, Activities of SEBI, SEBI & Primary Market, SEBI & Secondary Market, SEBI & Mutual Funds, SEBI

and Takeover Norms, RBI - Role and Functions & Monetary Policy of RBI.

Module 2	Product & Price	Assignment (Participative Learning)	Financial Markets	10 Hours

Financial Markets: Money Market Products and Applications, Capital Market – IPO, FPO, Trading Settlement, Others: OTC Market, Bond Market, Derivatives Markets, Commodity Markets – Meaning, types, and feature. Forex Markets - Meaning, types, and feature, Crypto currency Markets - Meaning, types, and feature.

Module 3	Place & Promotion	Project (Experiential Learning)		10 Hours

Nature and Scope of Financial Services - Regulatory Framework for Financial Services - Management of Risk in Financial Services - Pricing of Financial Services - Marketing of Financial Services.

Module 4	Financial Intermediaries	Assignment (Participative Learning)		9 Hours

Financial Intermediaries- Mutual Funds - Merchant Banking - Leasing and Hire Purchase - Debt Securitization - Housing Finance - Credit Rating - Strategic Issues in the Management of Financial Intermediaries. Financial Services: Venture Capital - Factoring and forfaiting- Asset Liability Management - Insurance Services, Bancassurance and Reinsurance - Securitization and Asset Reconstruction Companies - Indian and Global Perspective – Managing new challenges - Non -Banking Financial Companies.

Targeted Application & Tools that can be used:
Exposure to the Financial Markets and Management of Financial Services
Professionally Used Software: Quickbooks, Webull, Kissflow Finance, Zoho Finance Plus, Oracle Finance Cloud.

Project work/Assignment:

Assignment: 1]   Refer to recent articles on financial markets and analyse the critical factors in financial markets. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)
Assignment: 2] Review of status of financial services and specialized financial services in India. (This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.)
Assignment: 3] Schedule an interview with a Financial Service Manager of an organization and infer the information and data about the organizational activities, analyzing the financial performance of that organization. Submit the summary report of the discussion (Experiential Learning).

Textbook:
•   T 1 Clifford Gomez, Financial Markets, Institutions and Financial Services, PHI Learning Private Ltd.
Reference Books:
•   R 1 E.Gordon & K Natarajan, Financial Markets and Services. Himalaya Publishing House.
•   R 2 Shashi K Gupta and Nisha Aggarwal, Financial Services, 12th Edition, Jan, 2022, Kalyani Publishers.

References
Research Articles in Journals
   • Customer demand for Credit card services, Journal of Financial Services Research, Volume 61, Issue 3, June 22, https://link.springer.com/article/10.1007/s10693-022-00381-4.
   • Research on Financial Services Innovations- A Quantitative Review and Future Review and Future Research Directions,   International   Journal   of   Bank   Marketing https://www.researchgate.net/publication/291822155_Research_on_Financial_Services_Innovations_A_Quantitative_Review_and_Future_Research_Directions

Case Studies:
   • Inter-organizational relationship and innovation – A case study on the financial services Industry https://www.proquest.com/abiglobal/docview/2633900999/6F16FF5FB92242DFPQ/6?accountid=177896
   • Factor   influencing   Financial   Inclusion   an   Empirical   Study https://www.proquest.com/docview/2668445617/B2B6922070BE4ABEPQ/1?accountid=177896
   • Liquidity   Risks   in   Non-Banking   Financial   Companies: An   Analysis https://www.proquest.com/docview/2668445617/B2B6922070BE4ABEPQ/1?accountid=177896
   • LIC   IPO: Is   India's   insurance   giant   worth $200   billion? https://www.proquest.com/abiglobal/docview/2619533848/FD9290DFC1994300PQ/2?accountid=177896

- Kerala Start-Up Springer Gets Tie Angel Funding (for scaling up its crowd funding platform) https://www.proquest.com/docview/1468469359/888AE0FB387243E0PQ/9?accountid=177896
- Products & Markets: Money Market Funds - Money market funds hamstrung by regulations https://www.proquest.com/docview/1781205637/57FA6DE479434B8BPQ/4?accountid=177896
- Why Are Financial Regulations So Complex? Financial regulations are often more opaque and complex than necessary, https://www.proquest.com/docview/1566873597/677F2419D2934DAEPQ/3?accountid=177896

Videos
- Introduction to Financial Services – YouTube https://www.youtube.com/watch?v=xXStP80NwuM
- Financial Services 101-An Introduction to Financial Industry https://www.youtube.com/watch?v=-JMLdhbUbzE
- Any company can offer Financial Services https://www.youtube.com/watch?v=DjUMfhT0o64
- Listen to Upfront-the bold new financial services podcast https://www.youtube.com/watch?v=S2fKiDzxIPY

Podcast:
- Embracing Technology in Financial Services- Accenture https://www.accenture.com/au-en/insights/financial-services/embracing-technology-financial-services
- Women in Financial Services Podcast Andrea Smith-Podcast https://www2.deloitte.com/us/en/insights/multimedia/podcasts/within-reach-andrea-smith.html

Catalogue prepared by	Dr. Prema Sankaran
Recommended by the Board of Studies on	BOS NO: held on
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: MBA3007	Course Title: Strategic Financial Management Type of Course: Discipline Elective	L- T- P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	General mathematics Basic Communication Knowledge in Management & economics					
Anti-requisites	NIL					
Course Description	Three prominent financial decisions of Investment decision, Financing decision and Dividend decisions are taken by finance manager considering the financial position of the organisation. Financial position can be understood through the financial statements of Balance Sheet, Income Statement and Cash Flow Statement. For Management Graduates, understanding the financial statements and to make the financial decision by inferring the information available in financial statements is very vital. Being a CFO of the company, by monitoring closely the financial statements, the decisions are taken. In this course, students will be exposed to financial statements and the techniques of making financial decisions based on financial statements and also by considering the organisation overall position in market, operating capacity and HR policy. Students will have project in preparing the financial statements of their choice with adequate reasonable assumptions.					
Course Objective	To acquaint students for exposure to modern interpretation of management strategies through analytical techniques of financial management issues.					

Course Out Comes	This course aims at			
	1. To evaluate capital budgeting & capital structure decisions (PO 2)			
	2. To analyse cash & liquidity management (PO 2)			
	3. To evaluate various pricing strategy and impact on financial statements (PO 4)			
	4. To understand various funding options (PO 4)			
Course Content:				
Module 1	Management Introduction	Case study	Case study and class discussion on Managerial Skills/ Management Objectives	12 Hours

Topics: Analysing the Impact of Capital Budgeting Decisions, Investment Decisions, Partial Shut Down of Plant, Revamping of Plant, Capacity enhancement Vs. Outsourcing, Windup and Sale of Plant

Analysing the Impact of Capital Structure, Levered Firm Vs. Unlevered Firm, Impact of Taxes on Leverage, Dividend Decision, Buy Back of Shares, Bonus Shares, Fresh Issue of Shares, Fresh Borrowings, Inter Company Investments

Module 2	Planning	Case study	Case study and class discussion Decision Making Process Review the Article	12 Hours

Topics: Analysing the Impact of Inventory Management, Receivables Management, Evaluation of Credit Policy, Cash Holding Ratio, Forex Management, Calculation of Working Capital Requirement, Individual Analysis for Large Cap and Small Cap Companies, Service Companies .

Module 3	Organizing	Case Study	Case study and class discussion Case Study on Organizing Review the Article	12 Hours

Topic Analysing the Impact of Change in Prices, Seasonal Fluctuations, Promotion & Advertisement activities, New Product Introduction, Pricing during various stages of Product Life Cycle .

Module 4	Funding Options & Funding Strategies	Case study	Case study and class discussion Case Study on Organizing Review the Article	9 Hours

Long- term funding options, working capital funding options, funding for project finance, various funding for life cycle of companies and life cycle of products, Start-up, angel funding, venture capital funding, opportunities of raising funds in international market

Funding for turnaround strategies, financial restructuring, revival of sick industries, funding for mergers & acquisitions, funding for demerger, operation under IBC code.

Targeted Application & Tools that can be used: PPT, Videos and board & Chalk Method
Experiential Learning: Case study and Discussions Participative Learning: Group project Technology Enabled Learning: Assignments (Students have to access online resources in PU library and complete it), Podcast and Videos
Reference Text book 1. Corporate Financial Strategy, Ruth Bender, Keith Ward, Butterworth – Heinemann (2008) 2. Finance for strategic decision making: What non financial managers need to know – M P Narayanan, Vikram K Nanda (J B UMBS Series) (2004) 3. Ross, S. A., Westerfield, R. W., and Jaffe, J. (2005). Corporate Finance, McGraw Hill (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.) E-RESOURCES 3. https://www.tandfonline.com/toc/hbhf20/current 4. https://blogs.cfainstitute.org/investor/category/behavioral-finance

5. https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/behavioral-finance/	
DIGITAL ARTICLES	
https://www.proquest.com/abiglobal/docview/2548971273/AEAD0F992D9143C1PQ/1?accountid=177896 https://www.proquest.com/abiglobal/docview/2626028637/84C5E7EBF2D542DEPQ/4?accountid=177896 https://www.proquest.com/abiglobal/docview/2617612717/72E9A1757A1C4DFDPQ/2?accountid=177896 https://www.proquest.com/abiglobal/docview/2668997239/72E9A1757A1C4DFDPQ/3?accountid=177896 https://www.proquest.com/abiglobal/docview/2616134657/A3395BB8E4DC4DF8PQ/1?accountid=177896 Case Study: The Impact of Buyback Announcement on Indian IT Stock Prices: An Event Study Approach-link https://www.proquest.com/abiglobal/docview/2616134657/A3395BB8E4DC4DF8PQ/1?accountid=177896	
Content in this section should be mentioned as per the program grid. Topics relevant to development of "MANAGERIAL SKILLS": Students shall be able to understand the advanced strategies in Financial Management (Management By Objectives)	
Catalogue prepared by	Dr. Bishnu Prasad Mishra Professor Of Practice (Finance)
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3056	Course Title: Financial Modelling Using Spreadsheets Type of Course: Specialization Core and Practical course	L- T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	NIL Students are expected to have numerical ability and understanding of Financial Management					
Anti-requisites	NIL					
Course Description	This course is intended for graduate students who wish to implement the concepts of finance studied in introductory and other finance courses using Microsoft Excel. The course provides students with the opportunity to develop the skills needed to build financial models. The course primarily focuses on models used for valuation, capital budgeting, cost of capital and portfolio models					
Course Objective	This course is designed to improve the learner's EMLOYABILITY SKILLS by using PARTICIPATIVE LEARNING methods including Practical Hours using Excel.					
Course Out Comes	On successful completion of the course the students shall be able to: 1. Demonstrate how to apply basic and advanced functions in Excel 2. Forecast the financial statements 3. Use Excel to build models for financial, statistical and investment concepts. 4. Calculate the intrinsic value of stock and bond 5. Implement portfolio optimization models to calculate efficient portfolios and the efficient frontier					

Course Content				
Module 1	Financial Statement Analysis	Financial Statement – Experiential Learning	Ability to forecast the financial statement	12 Hours
Introduction to Excel and Basic Financial Calculations - The Basic Financial Statements - Financial Statement Analysis Tools				
Module 2	Capital Budgeting	Assignment – Participative Learning	Risk analysis in Capital Budgeting	12 Hours
The Time Value of Money- The Cost of Capital - Capital Budgeting				
Module 3	Valuation	Assignment	Ability to value stock and bond	12 Hours
Common Stock Valuation - Bond Valuation				
Module 4	Portfolio Risk and Return	Presentation- Experiential Learning	Ability to develop a portfolio	09 Hours
Portfolio Statistics and Diversification - Advanced Excel Functions				

Targeted Application & Tools that can be used:
Targeted Application: Financial Statement Forecasting, Capital Budgeting and Valuation Tools: Excel

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course
5. Assignment 1: Financial Statement Forecasting
6. Assignment 2: Risk Analysis in Capital Budgeting
7. Assignment 3: Fundamental Analysis of stock
8. Project 1: Different methods for projecting company revenues
9. Projects 2: Loan amortization model
10. Project 3: Cash flow modelling & sensitivity analysis.

Text Book
T1: Financial Analysis with Microsoft Excel, 7th edition, Timothy R. Mayes and Todd M. Shank, South-Western Cengage Learning, 2012, ISBN: 978-1-285- 43227-4

Reference Books
R1: Financial Modeling Using Excel and VBA – Chandan Sengupta – John Wiley & Sons
R2: Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw-Hill

Web Links and Case Study Links

Catalogue prepared by	Prof. Prema Sankaran
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3069	Course Title: Commercial Banking					
	Type of Course: Discipline Elective	L- T- P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Knowledge of basic Mathematics. Information Processing and Analytical Thinking.					
Anti-requisites	Nil					
Course Description	The reform measures implemented during the post- liberalization phases of Indian economy heralded several epoch-making changes in the financial sector. This resulted in the integration of various financial markets and institutions so that financial institutions were made more resilient, competitive and customer friendly. Banking being the wheel of financial system, this sector plays an important role in the growth and progress of the economy. Understanding the nuances of banking, the operational complexity and the long run sustainability is a prerequisite for the finance professionals today. This course is presented from the perspective of both bank management and regulators in order to provide an overview of the interrelated operations of a commercial banking organization.					
Course Outcomes	Students will be able to – 1. know the role and nature of services offered by banks and the operational details of commercial bank functioning. (Understand) 2. use the tools used in interpreting and evaluating performance, productivity and efficiency of the banking organizations. (Apply) 3. dissect the product structure and social imperatives in the Indian banking sector. (Analyze). 4. Keep abreast of the regulatory framework for banking system in India. (Analyze)					
Course Objective	The objectives are to familiarize the students with and able to know: • What is a bank and what are its functions. • Regulatory conditions for Bank Operations in India. • The techniques of efficient Management of Banks for long-run sustainability.					
Course Content						
Module 1	Understanding Banks as a financial institution, the Global and Indian Banking systems.	L Case Study	Analysis of banking systems		12 Hours	
Module 2	Decoding Financial statements of Banks operating in India. Assets, Liabilities, Profit &Loss and Key Performance indicators. Banking risk & Capital Adequacy. NPA and it's Management.	L Case Study	Bank performance metrics & measuring efficiency		12 Hours	
Module 3	Deposit & Lending Products. Social banking & Financial Inclusion. The Priority Sector, Rural and Agricultural banking. Banking Product innovations and	L Case study	Operational details of Banking services across the		12 Hours	

Module 4	Banking Laws and Regulation. Legal structure to handle bank vs customers. Corporate Governance in Banks., bank failures & bank mergers in India. Banking sector consolidation by the government and its effect on all stakeholders in the Indian economy.	L Case study	Current regulatory institutions & measures to maintain solvency & sustainability of Commercial banks in India	9 Hours

Books

Principles and Practices of Banking - IIBF, McMillan.

References
1. Modern Commercial Banking -H.R.Machiraju
2. Commercial banking management - Kanhaiya Singh and Vinay Dutta- McGraw Hill Education
3. An Introduction to Commercial Banking – T.S.Kavitha et all
4. Management of Financial Institutions: Meera Sharma- PHI
5. The Oxford handbook of Banking – OXFORD, 2nd edition
- Trends and Progress in Banking- RBI . www.rbi.org.in
- www.bis.org
- http://www.fimmda.org/
- http://www.ccilindia.com/

Catalogue prepared by	
	Dr. Bishnu Prasad Mishra
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3073	Course Title: Mergers, Acquisitions and Corporate Restructuring Type of Course: Discipline Elective	L-T- P- C	3	0	0	3
Version No.	1.2					
Course Pre-requisites	Students should have successfully completed course on Financial Management					
Anti-requisites	NIL					

Course Description	The course is aimed at understanding the motives of mergers and acquisitions. It provides the students with insights on the methodology of valuation and the principles of company's integration in the post-merger stage. This course also deals the current scenario of mergers and acquisitions in India, corporate restructuring process, strategies for corporate restructuring and its strategic evaluation. It also covers legal aspects of mergers, due diligence and financing decisions. This enables the students to explore the role of mergers and acquisitions (M&A) within corporate strategy and learn to assess targets realistically, value target companies, evaluate pre and post-merger performances, assess bid tactics and avoid common pitfalls.			
Course Outcomes	On completion of this course, the student will be able to: CO1 Explain the corporate growth strategy through mergers and acquisitions [Comprehension] CO2 Demonstrate innovative financial decisions in mergers, acquisitions and corporate restructuring. [Application] CO3 Compute business valuation using various methods.　　　　　[Application] CO4 Interpret the pre and post-merger performances.　　　　　　[Application]			
Course Objective:	The course is designed to enhance the employability skills of student in financial decision making and corporate growth strategy. The course uses participative learning techniques.			
Module 1	Overview of M & A	Assignment	Data Collection and Analysis	12 Hours
Overview of Merger & Acquisition, understanding trends and waves, current scenario, Understanding the Concept & rationale, type of mergers, Merger motives, Understanding Strategic fit, synergy gains, Corporate Growth Strategy, Strategic Investment Choice for Inorganic Growth M & A strategic process.				
Module 2	Corporate restructuring	Assignment	Group Discussion	12 Hours
Understanding Corporate restructuring, types of corporate restructuring, Organization restructuring, financial restructuring, portfolio restructuring, Alliances and joint ventures, Divestitures, spin-offs, demerger, and sell-offs.				
Module 3	Business Valuation and Consideration Paid in M&A	Assignment	Participative Learning	9 Hours
Apply business valuation concepts, to M & A – DCF, FCF, EVA, Residual income, relative valuation Consideration paid, Fundamental value and acquisition premium. Efficiency gain, synergy gain, opportunity cost, non-operating assets, Intangible asset. M & A Integration - Due diligence, Post-Merger Integration, Factors Affecting Integration, Functional Integration				
Module 4	Share Exchange Ratio	Assignment	Participative Learning	12 Hours
Cost and Benefit analysis of merger, Share exchange ratio- problems on calculation of pre and post-merger performances.				
Targeted Application & Tools that can be used: Exposure to the various mergers and acquisition in past few years in India. Post-merger integration issues.				
Project work/Assignment:				

Project/ Assignment:

Assignment:

1] Refer to recent articles on Mergers and Acquisition surveys and analyse the critical factors responsible for banking management. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Assignment:

2] Identify a successful merger organization and bring out the various strategies involved in M & A business. (This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.)

Assignment:

3] Collecting the data of mergers and acquisition in the recent past. Submit the summary report of the discussion (Experiential Learning).

Text Book

1. Mergers and Acquisitions, 2ed: Strategy, Valuation, Leveraged Buyouts and Financing by Sheeba Kapil

Reference Book(s)

1. Mergers, Acquisitions & Corporate Restructuring (Strategies & Practices) – Taxmann, Rabi Narayan Kar & Minakshi.

2. Mergers, Acquisitions and Corporate Restructuring by Prasad G Godbole

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References:

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

A New Era of Mergers and Acquisitions: Towards Synergy between Industry 4.0 and Circular Economy
https://www.emerald.com/insight/content/doi/10.1108/S1479-361X20220000021004/full/html

The Effect of Mergers and Acquisitions on Company Financial Performance
https://dl.acm.org/doi/10.1145/3483794.3483809

Listed Company Mergers and Acquisitions, Private Placement and Earnings Management
https://dl.acm.org/doi/10.1145/3452446.3452674

The Dark Side of Executive Compensation Duration: Evidence from Mergers and Acquisitions
https://www.cambridge.org/core/journals/journal-of-financial-and-quantitative-analysis/article/abs/dark-side-of-executive-compensation-duration-evidence-from-mergers-and-acquisitions/DB3776D3C52733A963C991347FC3062C

Impact of Cross-Border Mergers and Acquisitions to Human Resource Management under Corporate Governance - Based on Cross-Border Mergers and Acquisitions in China Enterprises
https://ieeexplore.ieee.org/document/6113624

Evaluating Companies for Mergers and Acquisitions
https://www.emerald.com/insight/content/doi/10.1108/S1876-066X20140000030016/full/html

Advances in Mergers and Acquisitions
https://www.emerald.com/insight/content/doi/10.1108/S1479-361X20160000015014/full/html

Case Study

Managing failure in the merger process: evidence from a case study
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JBS-10-2019-0187/full/html

Challenges and opportunities in mergers and acquisitions: three international case studies – Deutsche Bank-Bankers Trust; British Petroleum-Amoco; Ford-Volvo
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/03090590310479947/full/html

An Australian Case Study of Stakeholder Relationships in a merger and acquisition process
https://www.emerald.com/insight/content/doi/10.1108/S1479-361X20190000018005/full/html

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Videos:

- https://www.youtube.com/watch?v=NsVI4psom1o
- https://www.youtube.com/watch?v=GgefOLddPrI

Catalogue prepared by	Dr.Anitha.S.Yadav	
Recommended by the Board of Studies on	BOS NO:	
Date of Approval by the Academic Council	Academic Council Meeting No. 2024	

Course Code: MBA3082	Course Title: FinTech Type of Course: Discipline Elective	L- T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	NIL					
Anti-requisites	NIL					
Course Description	This course is for students wishing to explore the ways in which new technologies are disrupting the financial services industry—driving material change in business models, products, applications and customer user interface. Amongst the significant technological trends affecting financial services into the 2020's, the class will explore AI, deep learning, blockchain technology, and open APIs.					
Course Outcomes	On completion of this course, the student will be able to: 1. Have a broader overview of Fintech and the key technologies and interface 2. Understand the basics of Blockchain and Cryptocurrency 3. Analyse the potential areas of disruption across payments					
Course Objective:	The aim of this course is to develop employability skills of the students based on the shifting nature of the financial sector and gain a holistic understanding of the technologies set to shape the future of finance and business.					

Module 1	Fintech Introduction	Pre reading based on the topics and thereafter classroom discussion		12 Hours
Topics: BFSI Value chain- How FinTech changed BFSI- Modern Banking Landscape- Introduction to BankTech- Introduction to InsureTech. Introduction to the Fintech landscape- FinTech Architecture- FinTech Technologies- Latest Trends and future of FinTech- Applications of FinTech- Use cases of FinTech in banks- Fintech startups- Fintech unicorns and business models. Introduction to Machine Learning - Introduction to Cloud Computing				
Module 2	Blockchain for fintech & applications		Case Study	12 Hours
Topics: Blockchain Foundations- Blocks and Blockchain, the Chain, Nodes and Network- Blockchain in Use, Concepts of Blockchain, Types – Private, Public and Federated blockchain, Cryptography in Blockchain - Encryption, Key, Decryption, Cryptography - Application to Blockchain- Hash Functions- Public Key Cryptography and Signing - Use cases and applications. Understand smart contracts - Computational model of Smart contracts- Ethereum and Working with Smart Contracts - Hyperledger Architecture- Hyperledger Blockchain Technology - Use cases of Smart contracts				
Module 3	Payments, crypto-currencies & alternative finance	Project	Credit Risk Modelling/Credit Card Fraud Detection	12 Hours
Topics: Cryptocurrencies Introduction- Bitcoin and Applications- Cryptocurrencies and Digital Crypto Wallets- Types of Cryptocurrencies- Cryptocurrencies and Applications- What is an ICO? - Importance of ICO in Alternative Finance- Regulations for Cryptos and tokens, Central Bank Digital Currency (CBCD). Global Payment Ecosystem- Payments				

Architecture and Setup- Innovation in Consumer and Retail payments- Popular Payments Technology- Blockchain and Cryptocurrencies in Payments- Payment Stacks in India- Innovative Products in Mobile based, Credit Cards, POS based ecosystem. P2P and Marketplace Lending- P2P Infrastructure and technologies- Concept of Crowdfunding.

Module 4	Banktech, Insurtech & Regtech	Project	Risk based pricing – Algorithm based	9 Hours

BANKTECH- Regulatory Framework for Product Pricing, loan origination and servicing- Social media-based profiling, comparison tools and aggregators- Dynamic credit rating, Risk management & underwriting- Using Credit Counsellor Robo/Bot for faster approvals & funding- Utilizing data science tools and machine learning for data mining/ cross sale- Hybrid Lending Products. INSURTECH- How does InsurTechwork- Business model disruption- Aggregators- AI/ML in InsurTech- IoT and InsurTech - Risk Modeling- Fraud Detection-Processing claims and Underwriting- REGTECH- Evolution of RegTech- RegTechEcosystem- Smart Regulation

Targeted Application & Tools that can be used:
Exposure to the payment business models.

Project work/Assignment:
1. Credit Risk Modelling/Credit Card Fraud Detection
2. Crypto currency Trading
3. Risk based pricing using ML

Text Book
T1. Disrupting Finance: FinTech and Strategy in the 21st Century, Edited by Theo Lynn · John G. Mooney, Pierangelo Rosati · Mark Cummins

References
1. Fintech Innovation by Paolo Sironi, Wiley Publications
2. FinTech: The impact and influence of Financial Technology and Banking and the Finance Industry. By Richard Hayen
3. FinTech and Blockchain by Jacob William
4. The FinTech Book: The financial technology handbook for investors, entrepreneurs and visionaries. B Susanne Chishti and JanosBarberis
5. Blockchain: The ultimate guide to understanding Blockchain, Fintech, Bitcoin and other cryptocurrencies by Anthony Tu. Published by Createspace Independent publishing platform.

Digital Articles:
https://assets.kpmg.com/content/dam/kpmg/pdf/2016/06/FinTech-new.pdf
https://www.linkedin.com/pulse/fintech-booms-india-factors-driving-growth-disruption-t-nihar-prasad/
https://www.tradefinanceglobal.com/posts/5-factors-driving-rise-fintech-financial-services-industry/
https://www.leewayhertz.com/blockchain-development-key-concepts/
https://www.geeksforgeeks.org/cryptography-in-blockchain/
https://strategicmanagementinsight.com/tools/vrio/
https://home.kpmg/xx/en/home/insights/2022/01/top-fintech-trends-in-h2-2021.html
https://www.ey.com/en_in/consulting/seven-key-trends-shaping-the-future-of-fintech-industry
https://www.pwc.in/assets/pdfs/consulting/financial-services/fintech/point-of-view/pov-downloads/evolving-business-models-in-the-payments-industry.pdf
https://www.adb.org/sites/default/files/publication/885336/adb-brief-245-managing-fintech-risks.pdf
https://www2.deloitte.com/us/en/pages/regulatory/articles/fintech-risk-management-regulation.html
https://www2.deloitte.com/content/dam/Deloitte/us/Documents/regulatory/us-aers-the-evolving-fintech-regulatory-environment.pdf
Case Studies:
https://paytm.com/blog/investor-relations/our-business-model-explained/
https://lumosbusiness.com/business-model-canvas-payments/

Videos
What is fintech?
https://www.youtube.com/watch?v=-EoNrg_DR3s
How FinTech is Shaping the Future of Banking
https://www.youtube.com/watch?v=pPkNtN8G7q8
The future with FinTech, Crypto and AI | Ruzbeh Bacha | TEDxAveiro
https://www.youtube.com/watch?v=ft75f3Iaa-s
Podcast:
https://indiafintechdiaries.com/2022/11/42-techfin-in-conversation-with-anup-nayar-ceo-domestic-in-solutions-global/
https://indiafintechdiaries.com/2022/09/39-fintech-investments-in-conversation-with-sandeep-patil-partner-qed-investors/

Catalogue prepared by	
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA 3087	Course Title: Financial Analytics Type of Course: Discipline Elective	L-T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Students are expected to have the numerical acumen and an understanding of Business Statistics, Business Forecasting, Investment Management, Introduction to Business Analytics and Python /R					
Anti-requisites	NIL					
Course Description	To cater to the technology-intensive finance industry's rising demand, this course equips the learners to be financial analysts thereby nurturing their financial, statistical and coding talents to fulfill the needs of banking, insurance and investments. Further, this course enables the aspirants to analyze finance using data-driven algorithms. This course applies Machine Learning techniques and upskills the aspirants in processing data, making inferences using tools of financial analytics to assist in making decisions.					
Course Objective	This course is designed to improve the learner's decision-making abilities by analyzing various financial data.					
Course Outcomes	On successful completion of the course, the students should be able to: 1) Apply portfolio analysis for optimizing the returns [Application] 2) Employ risk analytics to optimize portfolios. [Application] 3) Demonstrate regression analysis to make decisions.[Application] 4) Forecast financial metrics. [Application]					
Course Content						
Module 1	PORTFOLIO ANALYSIS			12 Hours		
Machine Learning in Finance – Installation – Financial Analysis in Python /R - Capital Asset Pricing Modelling – Analysis using Alpha, Beta and Sharpe Ratio – Case study with real time data.						
Module 2	RISK ANALYTICS			12 Hours		

Measuring Risk: Assessment of risk - Risk analysis under different scenarios – Case for risk reduction – Portfolio Diversification: Role of diversification – Case Study for portfolio diversification – Risk Mitigation: Strategies to mitigate risk and evaluation – Exercise with dataset using Python/R				
Module 3	REGRESSION ANALYSIS IN FINANCE			12 Hours
Simple Regression Analysis: Case analysis – Analysis of parameters using financial dataset – Model evaluation - Multiple Regression Analysis in Finance: Case studies in multivariate and model evaluation.				
Module 4	FORECASTING IN FINANCE			09 Hours
Time Series- Visualization and Preparation in Pandas – comparison of time-series – Exercise in pandas using financial data– Autocorrelation: Examination of ACF and inferences - Exercises using financial data for forecasting – Case studies				
Targeted Applications & Tools that can be used: Tools: R or Python				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
1. Assignment 1: Applying portfolio analysis in selected stocks 2. Assignment 2: Applying multi-linear regression on alpha, beta & Sharpe ratio. 3. Assignment 3: Forecasting profits by analyzing financial statements				
Text Book Machine Learning using Python, by Manaranjan Pradhan and U Dinesh Kumar, ISBN-978-81-265-7990-7, Wiley Publication, 2019				
Reference Books R1: Machine Learning Applications using Python - Cases Studies from Healthcare, Retail and Finance, by Puneet Mathur, ISBN-978-1-484-24714-3, Apress, 2019 R2: Hands on Python for Finance, by Krish Naik, ISBN-978-1-789-346374 Packt Publishing Ltd, 2019 R3: Python for Probability, Statistics and Machine Learning (2e), Dr Jose Unpingco, ISBN-978-3030185442, Springer, 2019				
Web Links and Case Study Links www.nseindia.com, www.moneycontrol.com, www.bseindia.com, www.analyticvidhya.com.				
Catalogue prepared by	Dr Krishnan Hariharan			
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS			
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:			

Course Code: MBA3088	Course Title: Fixed Income Type of Course: Discipline Elective		L-T- P- C	3	0	0	3

Version No.	1.0						
Course Pre-requisites	1. Fundamentals of finance 2. Fundamentals of statistics						
Anti-requisites	N.A.						
Course Description	Globally Fixed Income Securities market is thrice the market of Equity. Fixed income securities form a valuable source for raising capital, manage risk, provide cash flow, and manage interest rate risk. Today, managing fixed-income securities in this dynamic and innovative investment environment requires that professionals understand the debt markets and uses for an increasing number of securities, markets, strategies, and methodologies. This course provides finance students and professionals with a bond and debt management exposition that will take them from the basic bond investment theories, tools and techniques for a more detailed understanding of the markets and strategies. The course will also introduce students to Bloomberg Terminal for data, (If made available) analysis and strategies pertaining to the Fixed Income Securities and Markets.						
Course Outcomes	On successful completion of the course the students shall be able to: 1: Describe and interpret the general features of fixed income securities including fixed income derivatives and understand the operations of fixed income markets. (Knowledge) 2: Apply techniques to price fixed income securities and be able to describe the determinants of security prices. (Apply) 3: Illustrate the term structure of interest rates and basic interest rate models. (Understand) 4: Use interest rate derivatives like futures and options to manage risk and have general knowledge of other interest rate derivatives. (Analyze)						
Course Objective	1.To help students develop a understanding of fixed income securities and fixed income markets. 2. To provide students with concepts and methods those are used in practice.						
Course Content	Overview of Fixed Income Securities • Fixed Income Securities Market Fundamentals • Risks associated with the Fixed Income Securities • Valuations of Fixed Income Securities • Fixed Income Derivatives • Credit Analysis and Credit Ratings • Fixed Income Portfolio Management						
Module 1	Players, instruments, regulators, and structure of Fixed Income Securities Markets. -Indicate the classification and benchmark used in FI market. (Demonstrate information available on Bloomberg Terminal) Valuations of Bonds, and Liquidity Premium.	Case study	Introduction to Fixed Income Securities Market		12 Hours		
Module 2	Term Structure of Interest Rate-Interpreting	Case	Financing Debt		12 Hours		

	Yield Curve. Basics of Term Structure Modelling. YTM Curve versus Spot Curve, Zero Coupon Yield Curve through Models. Bond Sensitivity of Interest rate Duration estimation and its implication for portfolio Management, Convexity estimation Impact of Duration and Convexity on Bond Price,	Study	Securities And Fixed Income Valuation	
Module 3	Short Term Interest Rate (STIR), Futures- Long Bond Futures, Contract Specification, Conversion Factors, Cheapest to Deliver Concept, Hedging with Bond, Futuristic Derivatives – Swaps, FRA, CDS	Case study	Term Structure and Yield, Fixed Income Derivatives	12 Hours
Module 4	Collateralized Mortgage Obligations, Residential Mortgage Loans Commercial Mortgage-Backed Securities, The Securitization Process and Features of MBS/ABS, Treasury Inflation Protected Securities (TIPs) Credit Ratings, Credit Analysis, Credit Scoring Models, Credit Risk Model.	Case study	Credit Analysis and Credit Ratings	9 Hours

Books
1. Bonds Markets Analysis and Strategies by Frank J Fabozzi (Pearson)

References
1. Fixed Income Markets and Their Derivatives by Suresh Sundaresan (Indian edition).
2. Fixed Income Analysis by Frank J Fabozzi (CFA)

Catalogue prepared by	Dr. Bishnu Prasad Mishra
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA 3097	Course Title: Derivatives and Risk Management Type of Course: Discipline Elective	L-T- P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Students required to have: 1) Basic Quantitative skills and 2) Basic understanding of Investment and Financial Markets.					
Anti-requisites	NIL					
Course Description	Organizations and individuals speculate on the future price movements in order to earn profits and hedge their risks. Derivative contract such as futures, forwards, swaps and options are extensively used by institutions, businesses as well as investors, to transfer risks and at the same time allow them to speculate on the future price movements. The main aim of this course is to provide a holistic understanding of types of derivative contracts and how the same can be used for both hedging risks and speculating. This course blends with theory, problems and cases to introduce the					

	basic concepts in an engaging manner. The course will enable formulating hedging, arbitrage, and speculative strategies with derivative contracts.			
Course Outcomes	On completion of this course, the student will be able to: 1. Explain the role, nature and importance of Derivative Contracts - [Comprehension] 2. Use Future contracts for Speculation and Hedging [Application] 3. Employ Option strategies based on traders' expectations - [Application]			
Course Objective:	The course is designed to enhance SKILL DEVELOPMENT in understanding derivative contracts through PARTICIPATIVE LEARNING methods.			
Module 1	Introduction to Derivative Contracts	Quiz	MCQ based	15 Hours
Topics: Meaning, Features, Importance, Cash and Derivative Markets, Reasons for trading derivative contracts. Classification of derivative contracts: Forwards, Futures, Options and Swaps. Types of Derivative markets: OTC and Exchange Traded Contracts, Contingent and Commitment contracts. Derivatives trading in India, Growth of Derivatives in India.				
Module 2	Future Contracts	Research paper review (participative learning)	Classroom Discussion	15 Hours
Topics: Meaning, types, features, Advantages and Disadvantages of Futures contracts. Determining Profit and Loss, Operation of margin- Initial margin, Maintenance margin, Mark to Market margin. Speculations and hedging and with Stock, Index, Commodity and Foreign exchange Futures. Pricing of Futures.				
Module 3	Options contract	Project (Experiential learning)	Data Collection and Analysis	15 Hours
Topics: Meaning, Features, Option terminologies, Factors affecting Option prices, Call Options and Put Options. Moneyness of Options contracts: In-the-Money, At-the-Money and Out-of-the-Money. Determining Payoffs of Buyers and Sellers. Strategies in Options for up, down and stable markets. Hedging with Call Options and Put Options.				
Targeted Application & Tools that can be used: Exposure to the MACRO Excel, Professionally Used Software: NSE/BSE, CMIE Prowess IQ, CAPITALINE				
Project work/Assignment:				
Project/ Assignment: Quiz: 1] MCQ based quiz will be conducted for 45min through Outlook forms covering Module I and II. Assignment: 2] Student has to collect options contract data from NSE for 1month, 2months and 3 months. Look at the trend and assess the payoff using different options strategies. From the payoff student has to identify 3 best options trading strategies. (This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.) (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)				
Text Book T1. S.L. Gupta, Financial Derivatives: Theory, Concepts and Problems (2015). Prentice Hall India Learning; Fifth Edition.				
References https://presiuniv.knimbus.com/user#/home • Xiang, Z., Jian, Z., Ma, L., Zhang, T., & Guo, J. (2021, June). Value Strategies in Trading Derivatives: Theories and Practice in Forwards, Futures and Options. In 2021 5th International Conference on E-Education, E-Business and E-Technology (pp. 106-119). • Lee, J. H., & Kwon, S. S. (2008). Futures and Option Prices After the Stock Market Close: Evidence from the Korean Markets. Journal of Derivatives and Quantitative Studies.				

- Ma, C., Xiao, R., & Mi, X. (2022). Measuring the dynamic lead–lag relationship between the cash market and stock index futures market. Finance Research Letters, 47, 102940.

Magazine
- https://www.financederivative.com/magazine/

Website
- https://www.nseindia.com/market-data/equity-derivatives-watch
- https://www.mastertrust.co.in/derivative-market-trading

Catalogue prepared by	
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code MBA3099	Course Title: Financial Risk Management Type of Course: Discipline Elective & Theory only	L- T-P- C	3	0	0	3
Version No.						
Course Pre-requisites		Knowledge of basic mathematics and commercial banking.				
Anti-requisites		NIL				
Course Description		This course makes the students to understand the Financial Risk associated with any business organization. Risk can be minimized but cannot be avoided. To minimize the various risk associated with the business, financial tools are used. This course makes the students to understand how financial tools can be used to minimize or manage the financial risk associated with the business. .				
Course Outcomes		On successful completion of this course, the students shall be able to: 1. To understand the Principles & Elements of Risk Management 2. To evaluate Risk associated with Interest Rates 3. To understand the Risk associated with Foreign Exchange 4. To apply the Risk mitigating measures in Investments 5. To understand liquidity Risk & credit risk				
Course Objective		The objective of the course is to familiarize the students with the conceptual foundations, data requirements & the underlying mathematical models pertaining to the calculation of expected loss. The purpose of this course is to give the students a thorough understanding of state-of-the-art tools and techniques for measuring and managing Risk.				
Course Content						

Module 1	Financial risk	Lecture & Case study		Experiential Learning	12 Hours
	Topic- The concept of Risk- Nature- Need and scope of risk. Source- measurement- identification and evaluation of Risk. Types of risk–Credit, Market, operational risk, Possible Risk events- Risk Indicators. Risk management approaches and methods. Risk reporting process–internal and external.				

	Principles of Risk Management; Quantitative Risk Analysis; Fundamentals of probability & statistics in Risk Assessment; Monte Carlo Methods; Modelling Risk Factors; Linear & Non -Linear Risk Models. Concept of Hedging; Asset Liability Management; Reporting of Risk					
Module 2	Interest rate risk	Lecture & Case Study		Experiential Learning	12 Hours
	Topic-Fixed Income Instruments; Risk Premium; Risk & Inflation; Term Structure; Duration; VaR of Fixed Income; Interest Rate Derivatives; Interest Rate Swaps; Forward Rate Agreements; Cap, Floor & Collar; Structured Bonds.					
Module 3	Exchange Rate risk	Lecture, Case study & workouts		Experiential Learning	9 Hours
	Topic- Basic Concepts, Exchange Rate Markets, Types of Exposures, Exchange Rate Hedging; Exchange Rate Derivatives;Forward & Option Contract; Future as a Hedging Tool; Operation of Arbitrage; Forex Rate Swaps					
Module 4	Other risks including Investment risk	Lecture, Case study & workouts		Experiential Learning	12 Hours
	Topic-Portfolio Risk Management: Performance Evaluation, Return based and Position based risk measurers. Risk adjusted Performance Measures. Sell Side & Buy Side of Equity Derivatives; Future & Forward Equity Contracts; Equity Swaps and Dividend Swaps Liquidity Risk: Probabilistic measurement of liquidity – Concepts & Methods; Dynamic modelling of liquidity;Liquidity portfolios; Term structure of liquidity. Credit Risk: Portfolio Selection Theory; framework of Credit Risk management models; Credit Risk Pricing Model;Market Risk Pricing Model; Exposure Model; Capital & Regulation.					
	2. Books Risk Management & Financial Institutions, John C Hull, Wiley					
	References 1. Financial Risk Management: Identification, Measurement & Management, Francisco Javier 2. Quantitative Financial Risk Management, Michael Bernard, Miller, Wiley 3. Financial Risk Manager Handbook (Part I/II), 6/e, Philippe Jorion, Wiley 4. Elements of Financial Risk Management (2/e), Peter F Christoffersen, Academic Press 5. Professional Handbook of Financial Risk Management – Lore M Borodovsky					
	Research Articles: 1. Study On the Relationship Between Corporate Financial Risk Management and Financial Robustness ,Chengyuan Chi * Faculty of Business and Economics, University of Melbourne, Melbourne, Australia. Highlights in Business, Economics and Management Volume 37 (2024) 2. CONSIDERATIONS ON THE FINANCIAL RISK MANAGEMENT, Dumitru Cinciulescu, PhD Student Doctoral School of Economics Sciences "Eugeniu Carada", University of Craiova, Romania The Young Economists Journal), 41, November 2023. 3. https://www.emerald.com/insight/0969-9988.htm					

	Content in this section should be mentioned as per the program grid Topics relevant to development of **"MANAGERIAL SKILLS":** Students shall be able to understand the basics of Financial risks & Theories and tools to manage them. (Management By Objectives)	
Catalogue prepared by		Dr. Bishnu Prasad Mishra Prof.Of Practice (finance)
Recommended by the Board of Studies on		
Date of Approval by the Academic Council		

Course Code: MBA3100	Course Title: International Finance Type of Course: Discipline Elective	L-T- P- C	3	0	0	3
Version No.	3.1					
Course Pre-requisites	Students should have successfully completed Financial Management and Financial Accounting course.					
Anti-requisites	NIL					
Course Description	Globalization has thrown open the doors of international expansion to businesses, thereby providing opportunity to reap rich rewards. At the same time it also exposes business to additional risks in the international arena. This course provides understanding of exchange of goods and services involving payments and receipts between countries and exchange of one currency for another. The course aims to equip future finance managers with a sound understanding of functioning of foreign exchange markets, exchange rate and swap contracts to minimize the loss due to interest rate and currency rate fluctuations. The course is designed to provide practical use of financial concepts and reasoning in solving international financial problems. This course enables students to understand the nature of international financial markets, economic and financial challenges faced by multinational companies and various methods of coping with them, so as to achieve corporate goals.					
Course Objective	The course is designed to enhance the EMPLOYABILITY SKILL of the students by PARTICIPATIVE LEARNING TECHNIQUES.					
Course Outcomes	On successful completion of the course the students shall be able to: 1. Have an understanding of the International Financial Environment [Comprehension]. 2. Learn about the foreign exchange market, participants and transactions [Application]. 3. Use derivatives in foreign exchange risk management [Application]. 4. Evaluate the Firm's Exposure to risk in International environment and various theories associated with it [Application].					
Course Content						

Module 1	International Financial Environment	Experiential Learning	Ability to explain the BOP and EMU	12 Hours
Importance, rewards & risk of international finance - Goals of MNC - International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). (Only Theory).				
Module 2	Foreign Exchange Market and Risk Management	Experiential Learning	Ability to analyze risk in Foreign Exchange	12 Hours

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior - Cross Rates - Bid – Ask – Spread. (Theory & Problems).

Foreign Exchange Risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. (Theory & Problems).

Module 3	International Financial Markets and Instruments and Forecasting Foreign Exchange rate	Participative Learning	Ability to analyze International Financial Markets and Instruments and Forecasting Foreign Exchange rate	12 Hours

International Financial Markets and Instruments: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services – Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).

Forecasting Foreign Exchange rate: International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular, Covered and Uncovered Interest Arbitrage. (Theory & Problems).

Module 4	Foreign Exchange exposure	Experiential Learning	Ability to analyze Foreign Exchange exposure	9 Hours

Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project. (Theory & Problems).

Targeted Application & Tools that can be used:
This course enables the students to take various international financial decisions with the help of financial system, financial institutions, financial services etc.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

- Visit the foreign exchange department of a bank, study the operations and submit a report.
- Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.
- Study the different types of swaps used in Foreign Exchange Market.

Text Book
T 1 Jeff Madura, International Corporate Finance, Cengage Learning,
T 2 Eun & Resnick, International Finance Management, Tata McGraw Hill,

Reference Books

R 1 International Financial Management Apte P. G Tata McGraw Hill
R 2 International Financial Management Madhu Vij Excel Books

Web Links and Case Study Links

https://dea.gov.in/sites/default/files/chapter03.pdf

https://swayam.gov.in/nd1_noc19_me38/preview

Catalogue prepared by

Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3101	Course Title: Project Finance and Appraisal Type of Course: Discipline Elective	L-T-P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Knowledge of Balance Sheet Analysis and Cashflow. Basic mathematics.					
Anti-requisites	Nil					
Course Description	Corporate Executives are expected to take financial decisions for selecting, analysing alternatives, zeroing on viable projects as a strategy for expansion and diversification of business opportunities. Hence knowledge of project appraisal, financing and continuing with successful business strategy is the kernel for corporate growth. Project Finance & Appraisal aims to clarify the facets of capital expenditure decisions (individual and multiple projects) and due diligence of business opportunities/ formulation of projects. It also speaks about appraisal practices and the methodology applied by financial institutions, both for general and infrastructure projects.					
Course Outcomes	The student will be able to – 1. Know the facets of capital expenditure decisions (Individual Projects & Multiple Projects) and due diligence of business opportunities. (Understand) 2. Identify and assess project appraisal tools and techniques in decision making for project viability. (Apply) 3. Have practical exposure to project structuring, risk assessment and management of projects. (Analyze) 4. Grasp the analytical aspect of financing and valuation of PPP projects in various infrastructure sector. (Analyze)					
Course Objective	• To develop the skill of the students for identification, screening, appraisal and financing of individual projects both green-field or brown- field /standalone or expansion projects. • Project Finance differs quantitatively and qualitatively in many ways as compared to the traditional corporate finance. This course will provide an exposure to this innovative financing method - Project Finance, its applicability and utility across industries. • The objective is to provide an understanding and appreciation of a financing technique that is widely used to finance projects today.					
Course Content						
Module 1	Projects-Definition, Types and issues. Corporate Investment Decisions making- From initiation of Project ideas to actual execution with cost estimation and viability as part of business planning.	Case study & L	Project Concepts & Initiation/finalization			12 Hours
Module 2	Non-Corporate private projects planning, appraisal, funding and investment decisions, where the viability examination is done either on cashflow or balance sheet strength.	Case Study & L	Prepare viable cash flow budgets			12 Hours
Module 3	Corporate projects-Greenfield and Brownfield (Standalone or Collaborative)- appraisal, viability, funding options. Risk assessment through credit rating. DTA and Real Option techniques of appraisal.	Case study & L	Corporate Projects of new /expansion/ Collaborative Projects implementation			9 Hours

Module 4	Public Projects for infrastructure. financing methods- Public vs PPP. Public Private Partnership (PPP)- structure, bankability & financing, Risk analysis and Risk management, Auctioning and model Concession Agreements, Social Cost benefit analysis. Evaluation of current status of Project finance structure in India.	Case study	Projects of infrastructure development through PPP financing for sustainable economic growth	12 Hours

Books
1. Project Planning -Analysis Selection Implementation & Review – By Prasanna Chandra, McGraw Hills 10th ed
2. Project Finance in theory and Practice- By Stefano Gatti -Academic Press

References
1. International Project Analysis & Financing - Gerald Pollio
2. Project Report & Appraisal - H P S Pahwa
3. Practical Techniques for Effective Project Investment- Tiffin Ralph

Catalogue prepared by	Dr. Bishnu Prasad Mishra
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3102	Course Title: Taxation Type of Course: Discipline elective	L-T- P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Students required to have1) Basic computational skills and 2) Basic understanding of accounting and finance					
Anti-requisites	NIL					
Course Description	This course is the window to see the tax law. The Course will cover the direct and indirect taxes both. Under direct tax domain it will include personal income taxes and corporate taxes. Under indirect taxes domain it will include Goods and Services tax and Customs duty. It will equip students to gain a basic understanding of the tax system and procedures. The character and content of taxation knowledge will be explained to the students in a systematic manner.					

Course Outcomes	On completion of this course, the student will be able to:
	    1. Compute Personal taxable income and tax payable thereon [Application]
	    2. Explain different types of return and assessments [Comprehension]
	    3. Explain types of corporate taxes and tax rates [Application]
	    4. Explain basic provisions of GST and Customs duty [Comprehension]					

Course Objective:	The objective of this course is to ENHANCE THE EMPLOYABLITY SKILL of the students in understanding tax laws and procedures through classroom lectures and PARTICIPATIVE LEARNING.					
Module 1	Module 1 - Personal income taxes	Quiz	MCQ based			9 Hours

Topics: Meaning and types of taxes, Residential status of individuals and incidence of taxes, Agricultural income, Person, Assessee, Assessment year, Previous year, computation of taxable income under five heads of income and total income, Deductions, rebate and relief allowed, tax planning and management regarding personal income taxes.				
Module 2	Module 2 – Return of income and Assessments	Research paper review	Classroom Discussion	12 Hours
Return of income and its types- original return, revised return and belated return, benefits of filing income tax returns, different forms of income tax returns and documents needed to file income tax returns. Assessments under income tax and its types- Self assessment, Summary assessment, Regular assessment, Scrutiny assessment, Best judgment assessment and income escaping assessment.				
Module 3	Module 3 – Corporate taxes	Project	Data Collection and Analysis	12 Hours
Meaning of domestics and foreign company, its residential status, Taxable income and applicable tax rates, Minimum Alternative Tax (MAT) and Book profit, Dividend distribution tax (DDT), Carry-forward and set-off of Depreciation and losses for companies, Tax Planning for Amalgamation				
Module 4	Module 4 – Goods and Services tax and Customs duty	Project	Data Collection and Analysis	12 Hours
Introduction to GST and constitutional amendments, Acts passed under GST, tax rates, Taxable event under GST, concept of supply, supply of goods vs. supply of services, Concept of Composite and Mixed supply, time of supply under GST, Input tax credit, TDS, TCS and Reverse charge, Registration and types of returns, Anti-profiteering measures under GST, Introduction of custom duty-features objects and types				
Targeted Application & Tools that can be used: Exposure to the MACRO Excel, Professionally Used Software: NSE/BSE, CMIE Prowess IQ, CAPITALINE				
Project work/Assignment:				
Project/ Assignment: ASSIGNMENT-1] MCQ based quiz will be conducted for 45min through Outlook forms covering Module I and II. ASSIGNMENT-2] Research paper Review- Here the students will be given a research paper, they are required to review it ASSIGNMENT: 3] Student has to collect taxation data from RBI for the last 5-10 years for direct taxes and last 4-5 years for indirect taxes from CBIC web site. The students shall analyze the trends of collection of both direct and indirect taxes and find the ground realities and problems. All the members of the group have to contribute and submit the PPT and do presentation.) (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)				
Text Book T1. Gupta, R. & Ahuja G. (2023). Practical Approach to Direct & Indirect Taxes. Commercial law publishers (India) Pvt. Ltd.; 44th edition				
References https://presiuniv.knimbus.com/user#/home - Olsen, J., Kang, M., & Kirchler, E. (2018). Tax Psychology. In A. Lewis (Ed.), The Cambridge Handbook of Psychology and Economic Behaviour (Cambridge Handbooks in Psychology, pp. 405-429). Cambridge: Cambridge University Press. doi:10.1017/9781316676349.014 J. Mathews, P. Mehta, S. Kuchibhotla, D. Bisht, S. B. Chintapalli and S. V. K. Visweswara Rao, "Regression Analysis towards Estimating Tax Evasion in Goods and Services Tax," 2018 IEEE/WIC/ACM International Conference on Web Intelligence (WI), 2018, pp. 758-761, doi: 10.1109/WI.2018.00011 - Otusanya, O.J., Liu, J. and Lauwo, S.G. (2022), "Influence of tax dodging on tax justice in developing countries: some theory and evidence from Sub-Saharan Africa", Journal of Financial Crime, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JFC-01-2022-0012 Magazine				

The Journal of International Accounting, Auditing and Taxation (JIAAT)

https://www-sciencedirect-com-presiuniv.knimbus.com/journal/journal-of-international-accounting-auditing-and-taxation

Website

https://incometaxindia.gov.in/Pages/default.aspx

https://cbic-gst.gov.in/

Catalogue prepared by	Dr. Pramod Kumar Pandey
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3119	Course Title: Blockchain and Cryptocurrency Type of Course: Discipline Elective (Theory with Embedded Lab)	L	T	P	C
		2	0	0	2

Version No.	1.0
Course Pre-requisites	NIL
Anti-requisites	Nil
Course Description	This course introduces students to the fundamentals of blockchain technology and cryptocurrencies, exploring how distributed ledger systems are transforming business and finance. Beginning with the evolution of money and the origins of Bitcoin, the course covers blockchain architecture, consensus mechanisms, Ethereum, smart contracts, tokenomics, decentralized finance (DeFi), and emerging applications such as NFTs, DAOs, and Web3. Students will analyze real-world case studies across sectors including banking, supply chain, healthcare, and sustainability, while also examining the risks, limitations, and regulatory challenges of blockchain adoption. Hands-on exposure to blockchain tools—such as wallets, block explorers, and smart contract platforms—will enable students to connect theory with practice. By the end of the course, students will be able to critically evaluate blockchain's potential, understand cryptocurrency markets, and assess the implications of regulatory frameworks in shaping the future of digital assets.
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Explain the fundamental concepts of blockchain technology, cryptocurrencies, and distributed ledger systems. CO2) Illustrate how blockchain transactions, consensus mechanisms, and smart contracts operate. CO3) Analyze real-world applications of blockchain across sectors such as finance, supply chain, healthcare, and sustainability. CO4) Evaluate the risks, limitations, and regulatory challenges associated with blockchain and cryptocurrency adoption.
Course Content:	

Module 1	Blockchain & Cryptocurrency	Lab, Theory & Assignment. Demo and hands-on training on Python	Students are provided with an understanding of Artificial	5 Hours

| | | | basics. | Intelligence and Machine Learning core concepts. | |

Foundations of Blockchain & Cryptocurrency

Evolution of money & digital assets-Blockchain basics: distributed ledgers, decentralization, hashing-Consensus mechanisms (PoW, PoS, hybrid)-Anatomy of a block & transactions- Bitcoin: origins, mining, wallets, block explorer demo - Case study discussion: Bitcoin's role post-2008 crisis

Module 2	PLATFORMS AND SMAR CONTRACTS	Lectures and demonstrations	Explore the products and services using Blockchain as an underlying technology	5 Hours

Platforms & Smart Co

Ethereum: architecture & differences from Bitcoin - Smart contracts – concept & execution - Tokenomics: utility, security, governance, stablecoins, CBDCs - ICOs, STOs, IEOs – opportunities & risks - Case: DeFi & decentralized exchanges

Module 3	BLOCK CHAIN IN BUSINESS AND INDUSTRY USE CASES	Lectures and demonstrations	Students are assigned a specific company to study and propose detailed AI & ML based solutions and disruptive ideas. This will be in the format of Shark Tank.	10 Hours

Supply chain applications (Walmart, Maersk) - Financial services: cross-border payments, remittances, banking - Healthcare, insurance & identity management - ESG, sustainability & blockchain-based traceability - Group activity: Map blockchain use cases for selected industries

Module 4	RISK, CHALLENGES AND REGULATORY ASPECTS	Research & project presentations	Students will study how various global industry leaders have used Blockchain technology.	10 Hours

Topic : Security threats: 51% attacks, scams, vulnerabilities - Scalability, interoperability, and energy issues - Regulatory environment: India, US, EU (MiCA), Singapore- AML, KYC, taxation, and compliance issues - India's evolving crypto regulations

Web3: principles & applications - Metaverse & NFTs - DAOs and decentralized governance models - AI + Blockchain integration: future opportunities

Targeted Application & Tools that can be used: Students do NOT have to gain coding expertise. All demo codes & datasets will be shared for students to understand the logic. Python programming.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Text Book:
1. Blockchain From Concept to Execution: BitCoin, Ethereum, Quorum, Ripple, R3 Corda, Hyperledger Fabric/SawTooth/Indy, MultiChain, IOTA, CoCo: From Concept to Execution-New 1st Edition, by Debajani Mohanty, BPB Publications, 2018.
2. Blockchain Basics: A Non-Technical Introduction in 25 Steps by Daniel Drescher, 2017

Reference Books:
1. bitcoin.pdf
2. The Basics of Bitcoins and Blockchains by Antony Lewis, Mango Media Inc, 2017
3. Blockchain Basics: A Beginner's Guide to Building Trust in the Digital Era, by Saurabh Jain, Notion Press

References	
• Using classification tools for loan approvals • Presentation on how top BFSI Companies are using AI & ML. WEB RESOURCES: • https://docs.r3.com/en/platform/corda.html	
• Hyperledger Fabric – Hyperledger Foundation • www.analyticvidhya.com • https://in.investing.com/crypto/bitcoin/historical-data historical bitcoin data. .	
Catalogue prepared by	Professor Krishna Durbha
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3124	Course Title: AI and ML in Finance Type of Course: Discipline Elective (Theory with Embedded Lab)	L	T	P	C
		2	0	0	2
Version No.	1.0				
Course Pre-requisites	• Should have basic mathematics and statistics knowledge • Should have completed Fundamentals of Business Analytics (FBA) Sem2 • Basic familiarity of R Programming – as done in FBA Sem2				
Anti-requisites	Nil				
Course Description	The objective of this course is to prepare the students with basic concepts and how sectors like Banking, Financial Services, Insurance, Investment are seeing significant application of Artificial Intelligence and Machine Learning tools. This course aims to provide underlying principles and with demonstration of how it is applied in BFSI industry and is combined with hands on exercises. Students should understand how these technologies are impacting business and the huge opportunities and challenges with such technologies. There will be an exposure to Python programming language to demonstrate concepts of AI & ML on financial industry datasets.				
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Discuss BFSI industry value chain and technology trends [Comprehension] CO2) Apply ML Algorithms and Python resources for financial use cases [Application] CO3) Analyse how BFSI industry has used AI & ML to for business benefit [Analysis]				
Course Content:					
Module 1	Introduction to Artificial Intelligence and Machine Learning and Python programming	Lab, Theory & Assignment. Demo and hands-on training on Python basics.	Students are provided with an understanding of Artificial Intelligence and Machine Learning core concepts.		12 Hours

Topics:
Introduction to Artificial Intelligence and Machine Learning: Introduction, history, AI, ML & DL, How do Machines Learn? Machine Learning pipeline. Top Introduction to Python programming language and top online resources.

Module 2	Types of AI & ML Algorithms and BFSI applications.	Lab, Theory & Assignment. Datasets and coding will be provided.	Explore various use cases of AI & ML in Banking, Financial Services, Insurance and Investment Management.	12 Hours

Topics:
Use cases: How is AI & ML applied in Fraud Management, Customer segmentation, Claims processing, Credit Risk modelling, Forecasting, Investment Portfolio Management, Equity and Cryptocurrency trading.

Module 3	Top use cases of AI and ML in BFSI industry	Project	Students are assigned a specific company to study and propose detailed AI & ML based solutions and disruptive ideas. This will be in the format of Shark Tank.	6 Hours

Topics:
Application of AI & ML in industry. Presentation by students.

Targeted Application & Tools that can be used: Students do NOT have to gain coding expertise. All demo codes & datasets will be shared for students to understand the logic. Python programming.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Text Book:
1. Machine Learning using Python, by Manaranjan Pradhan and U Dinesh Kumar, ISBN-978-81-265-7990-7, Wiley Publication, 2019
2. AI and the Future of Banking, by Tony Boobier, 2020

Reference Books:
3. Artificial Intelligence in Financial Services and Banking Industry, by Dr. V.V.L.N. Sastry, 2020
4. Real-World Machine Learning, 1st e, Henrik Brink, Joseph Richards, M Fetherolf, Manning 2016

References
- Using classification tools for loan approvals
- Presentation on how top BFSI Companies are using AI & ML.

WEB RESOURCES:
- https://cloud.google.com/discover/finance-ai
- https://ai-cases.com/banking/
- https://ai-cases.com/ai-for-insurance/
- www.kaggle.com for datasets and Python based solutions to industry use cases.
- www.github.com
- https://www.munichre.com/content/dam/munichre/contentlounge/website-pieces/documents/solutions/Vahana-AI-Navigating-the-Digital-Revolution.pdf/_jcr_content/renditions/original./Vahana-AI-Navigating-the-Digital-Revolution.pdf
- https://diceus.com/artificial-intelligence-in-insurance-claims-management/#:~:text=Artificial%20intelligence%20in%20insurance%20sector,costs%2C%20and%20increased%20customer%20engagement.

Catalogue prepared by	Professor Krishna Durbha
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4005	Course Title: Insurance and Risk Management Type of Course: Discipline elective Theory Only		L- T- P-C	2	0	0	2
Version No.	1.1						
Course Pre-requisites	Completion of core subject in Financial & Wealth Management and basics of Finance and Investment						
Anti-requisites	NIL						
Course Description	Risk management is a continuous process that involves a series of steps of identification, evaluation, control, financing and monitoring. Risks can be managed with control techniques or can be financed. The course deals with the basic principles of risk management. It covers important legal principles as they relate to insurance along with exploring government regulations and examine individual insurance contracts pertaining to life and health, personal and commercial policies. The course will familiarize a number of practical concepts relating to insurance policies found in markets today. Further, the program teaches students how to identify, analyze, and manage financial and operational risks that are inherent in both personal and business settings.						
Course Outcomes	On successful completion of the course the students shall be able to: **CO1: Identify** and discuss the main elements of risk and the various strategies that are adopted to deal with risk-**Comprehension** **CO2: Apply** the fundamental legal principles of insurance contract and the major types of insurance -**Application** **CO3: Demonstrate** the critical skills to address relevant issues relating to Insurance Company Operations- **Application**						
Course Objective:	The course is designed to enhance **SKILL DEVELOPMENT** with respect to functioning of the Insurance sector and inter –relationship between Insurance and Risk Management as well as leads to the student's employability skills as a Insurance and Risk analyst professional in the industry through **PARTICIPATIVE LEARNING.**						

Module 1	Risk Management & Assessment	Assignment	Case Study	10 Hours

Risk – Definition, Types and elements of risk – Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting Risk Assessment, Analysis, Evaluation, Risk Control and Treatment - Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk

Module 2	Principles of Insurance	Assignment	Case Study	10 Hours

Topics: Definition of insurance, characteristics – pooling of losses, payment of fortuitous losses, risk transfer, indemnification, Fundamental & legal principles of insurance - Indemnity, Insurable interest, Subrogation, Utmost good faith, Insurable risk - Characteristics, Risk of fire vs risk of unemployment

Module 3	Types of Insurance	Live Experiential Learning Event	Case Study	10 Hours

Topics: Types of insurance– Life and health insurance, property and liability insurance, Types of life Insurance-Term-Ordinary Life-Endowment-Variable Life-Universal Life-Variable universal life

Health Insurance-An overview of health insurance policies in India-Medical Expenses-Types of health Insurance-Types of

Coverage-Long Term Care insurance
Insurance Company Operations – Rating and Rate making, Underwriting, Production, Claims Settlement, and Reinsurance

Targeted Application & Tools that can be used:
Research Paper, Research Articles, Case Study, Data Analysis

Project work/Assignment:

Project/ Assignment:

Assignment: 1]   Refer to the research paper assigned from the PU library and analyse the critical factors responsible for the issues mentioned in the paper. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Assignment: 2] Review PU online Case Study, bringing out and analysing the core principles around which the case study revolves. Respond to the questions cited at the end of case study.

Experiential Learning Activity: Demonstrate learning by holding a live event focused on giving experiences to people. Submit the summary report of the discussion (Experiential Learning)

Text Book
T1 Rejda and McNamara, Principles of Risk Management and Insurance, Twelfth Edition, Pearson

References

https://presiuniv.knimbus.com/user#/home

Research Articles in Journals

Insurer interest margin management, default risk, and life insurance policyholder protection

https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JM2-12-2017-0140/full/html

Key issues and challenges of risk management and insurance in China's construction industry: An empirical study

https://www.researchgate.net/publication/220672074

Role and Significance of Data Protection in Risk Management Practices in the Insurance Market

https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/02635570710734280/full/html

Simulation for risk management: risk management of a P/C insurance company scenario generation, simulation and optimization

https://dl.acm.org/doi/10.5555/1030818.1030869

Cyber Risk Management with Risk Aware Cyber-Insurance in Block chain Networks

https://ieeexplore.ieee.org/document/8648141

The Future Role of Insurance in Risk Management, Joint Seminar with the Institute of Risk Management, 23 May 1996

https://presiuniv.knimbus.com/user#/searchresult?searchId=insurance%20and%20risk%20management&_t=1657791418735

Case Studies:

Case study1: e- Library PU-Proquest

https://www.proquest.com/abiglobal/docview/2352149859/abstract/481A6D55F8E64FDDPQ/10?accountid=177896

Case study 2: e- Library PU-Proquest

https://www.proquest.com/abiglobal/docview/2352149859/abstract/3602D4FADF4A4798PQ/14?accountid=177896

Case study 3: e- Library PU-Proquest

https://www.proquest.com/abiglobal/docview/2019486962/abstract/3602D4FADF4A4798PQ/16?accountid=177896

Videos

https://www.youtube.com/watch?v=mktNDebfF3o

https://www.youtube.com/watch?v=XFTLb9F414k

https://www.youtube.com/watch?v=1va8ryAuEdc

https://www.youtube.com/watch?v=Zf8o7Itp7TQ

https://www.youtube.com/watch?v=WWPbPldLfZI

Podcast:

https://www.wtwco.com/en-IN/Insights/2021/01/rethinking-insurance-podcast

https://www.wtwco.com/en-GB/Insights/2021/01/rethinking-insurance-podcast

https://www.tradefinanceglobal.com/posts/podcast-s1-e18-moving-forward-with-credit-insurance/

https://www.jdsupra.com/legalnews/a-legal-podcast-risk-management-and-the-42827/

Catalogue prepared by	Dr. Yogesh Kumar Jain
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA4009	Course Title: Green Finance Type of Core: Discipline Elective		L- T- P- C	2	0	0	2
Version No.	1.0						
Course Pre-requisites	Basic Communication General Knowledge in Business Management Knowledge of Managerial Activities Fundamental Financial Management Basics of Sustainable, climate, green finance Concepts						
Anti-requisites	NIL						
Course Description	Simply, green financing is **a loan or investment that supports environmentally-friendly activity**, such friendly goods and services or building environmentally-friendly infrastructure. Green financing is to i flows (from banking, micro-credit, insurance and investment) from the public, private and not-for-pro development priorities, as per the United Nations Environment Program. A key part of this is to better social risks, take up opportunities that bring both a decent rate of return and environmental benefit a As a responsible manager, all the decisions in investing, funding and resource allocation has to be mo Hence student should know and acclimatize themselves for financial decision making in green perspec						
Course Objective	**Topics relevant to "SKILL DEVELOPMENT":** Students will be able to develop "MANAGERIAL SKILLS like Skill Development through Participative Learning techniques.						
Course Out Comes	On successful completion of the course the students shall be able to: CO1 Explains fundamentals of green finance in India and in the world. **(Knowledge)** CO2 Explains the core concepts of Green ICT for Sustainability and Green Finance and Carbon Market CO3 Describes Green Manufacturing, Logistics and SCM and Regional Development. (Analysis)						
Course Content:							

Module 1	**Green Finan**	Case study	Case study and class discussio Management Objectives	10 Hours
What is Green Finance? - What are the Benefits of Green Finance?- examples of Green Finance - Challenges Related to Green Financing - Climate Finance Vs Green Finance - The Framework of Green Financing - Green Bonds – Status of Climatic Financing - Role of the UN on Green Financing – UN environment focus on green finance - Green Finance in India - Funds for Green Financing - Sustainable finance vs Green Finance vs Climate Finance – Green Financing Initiatives in India.				
Module 2	**Green ICT for Sus and Carbon Mark**	Case study	Case study and class discussio Review the Article	10 Hours
Topics: Greener Data Centres, Information Technology Resources Virtualization for Sustainable Development – MSP430 Microcontroller: A Green Technology - A Pragmatic Profile Approach to Evaluating Environmental Sustainability Investment Decisions				
Module 3	**Green Manufactu Regional Develop**	Case Study	Case study and class discussio Review the Article	10 Hours

Topics: An Environmentally Integrated Manufacturing Analysis Combined with Waste Management in a Car Battery Manufacturi Supply Chain Management - Government Policies and Private Investments Make for a Bright Clean tech Future in India, Blooms L

Targeted Application & Tools that can be used

The course consists of lectures, exercises, interactive case discussions and pre-readings

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course:

Assignment 1: Written assignment should be submitted where the students will have to identify the different management thoug Study Learning)

Assignment 2: The students will be divided into groups and group discussions will be done on the existing problems in the decisi (Participative Learning)

Reference

Text book

1. file:///C:/Users/JGI/Desktop/PRESIDENCY%20UNIVERSITY%2028.11.22/GREEN%20FINANCE%20COURSE%20MODULE/green-fin f54ed386%20upsc

2. Green Finance and Sustainability: Environmentally-Aware Business Models and Technologies,(2011) Zongwei Luo University of United States of America by Business Science Reference (an imprint of IGI Global). Suggestion: Download it from pdfdrive.com file:///C:/Users/JGI/Downloads/Green%20Finance%20and%20Sustainability_%20Environmentally-Aware%20Business%20Models

3. Green and Sustainable Finance: Principles and Practice: 6 (Chartered Banker Series, 6) Paperback – Import, 3 March 2021 by Sim Published by Kogan Page, publishing company London.

Reference

R1. Handbook of Green Finance: Energy Security and Sustainable Development by Jeffrey D. Sachs, Wing Thye Woo, et al.2019, p

   R2. Developing sustainable finance definitions and taxonomies (Green finance and

   investment) Paperback – Import, 6 October 2020 by Organisation for Economic Co-operation and Development (Author). Pub Economic Co-operation and Development.FRANCE.

Research Papers Reference

1. Amtenbrik, C. W., (2005) "Supply chain security orientation": conceptual development and a proposed framework. Internationa Management, 19(1), (pp. 42-64). Barry, J. 2004.

2. Bowersox, D. J., Closs, D. J., & Stank, T. P. (1999). 21st century logistics: Making supply chain integration a reality. Oak Brook, IL: Management.

3. Brouthers, K. D., Brouthers, L. E., & Wilkinson, T. J. (1995). Strategic alliances: Choose your partners. Long Range Planning, 28(3)

4. Cachon, G., & Fisher, M. (2000). Supply chain inventory management and the value of shared information. Management Scienc

5. Cohen, M. A., & Agrawal, N. (1999). An analytical comparison of long and short term contracts. IIE Transactions, 31, 783–796.

6. Gunasekaran, A., Patel, C., & Tirtiroglu, E. (2001). Performance measures and metrics in a supply chain environment. Internatio Production Management, 21(1/2), 71–87.

7. Jiang, X., Li, Y., & Gao, S. (2008). The stability of strategic alliances: Characteristics, factors and stages. Journal of International M

8. Chad W Autry. & L. Michelle Bobbitt, (2008),"Supply chain security orientation: conceptual development and a proposed frame of Logistics Management, Vol. 19 Iss 1 pp. 42 – 64)

9. Lambert D. M., & Cooper M. C.,(2000) "Issues in Supply Chain Management" Industrial Marketing Management; Vol. 29, Iss:, 1,

10. Storey J., & Emberson C.; Godsell J,. & Alan Harrison, (2006),"Supply chain management: theory, practice and future challenge Operations & Production Management, Vol. 26 Iss: 7 (pp.754–774) (Online) Available

Content in this section should be mentioned as per the program grid.

Topics relevant to development of **"MANAGERIAL SKILLS":** Students shall be able to understand the basics of Management Theo Finance. (Management By Objectives)

Catalogue prepared by	Dr. Bishnu Prasad Mishra
	Prof of Practice
Recommended by the Board of Studies on	

Date of Approval by the Academic Council	

Course Code: MBA4074	Course Title: BEHAVIORAL FINANCE Type of Core: Major Core	L- T- P- C	2	0	0	2
Version No.	1.0					
Course Pre-requisites	• General mathematics • Knowledge in Management & economics					
Anti-requisites	NIL					
Course Description	This course describes how individuals and firms make financial decisions, and how those decisions might deviate from those predicted by traditional financial or economic theory. It provides an overview of an exciting new and fast-growing area in finance, which takes as its premise that investment decision-making and investor behavior are not necessarily driven by 'rational' considerations but by aspects of personal and market psychology. It examines how the insights of behavioral finance complements the traditional finance paradigm. Further, it explains on cognitive biases, and discusses the impact of such biases on the financial decision-making, and explores the behavior of individual investors, fund managers and corporate managers. The objective of the course is to make the students explore the existence of psychological biases in financial decision-making, and examine the impacts of these biases in financial markets and other financial settings. It equips the students to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debiasing' techniques. Also, students understand the insights of behavioral finance theories and shed light on the behavior of investors in investment decision-making.					
Course Objective	To acquaint students for exposure to modern interpretation of management through behavioural analytical techniques of management issues					
Course Out Comes	On successful completion of this course the students shall be able to: CO01: Describe the concepts of behavioural Finance[Knowledge] CO02: Interpret Modern portfolio theories[Application] CO03: Discuss the behavioural aspects of investing [Comprehension]					
Course Content:						

Module 1	Management Introduction	Case study	Case study and class discussion on Managerial Skills/ Management Objectives	10 Hours

Topics: Introduction to Behavioral Finance; Intellectual Underpinnings; The Rise of the Rational Markets Hypothesis; Impact On Wall Street and The Corporate; The Challenges of Behaviouralists; Synthesis and Future Horizons.

Module 2	Planning	Case study	Case study and class discussion Decision Making Process Review the Article	10 Hours

Topics: Foundations of rational finance; Expected utility theory-Assumptions by Neumann and Morgenstern; Modern portfolio theory-Assumptions; Central Concepts of Markowitz's Modern Portfolio Theory; ` Importance of MPT for Risk

Management; Criticism of Modern Portfolio Theory- Capital asset pricing model (CAPM); Efficient markets hypothesis-Agency theory-The influence of psychology.

Module 3	Organizing	Case Study	Case study and class discussion Case Study on Organizing Review the Article	10 Hours

Topics: Portrait of an Individual Investor, Implications of Overconfidence for Decision Making, Influence of Emotions, Implications of Mental Accounting, Behavioral Portfolio Theory, Knowing Yourself: Psychographic Models, Basic Ingredients of a Sound Investment Philosophy, Guidelines for Overcoming Psychological Biases

Targeted Application & Tools that can be used: PPT, Videos and board & Chalk Method

Experiential Learning: Case study and Discussions Participative Learning: Group project Technology Enabled Learning: Assignments (Students have to access online resources in PU library and complete it), Podcast and Videos

Reference
Text book
T1 Prasanna Chandra, Behavioral Finance TMH Publications Reference Books: R1 Ackert, Lucy, Richard Deaves (2010),
T2. Behavioural Finance; Psychology,Decision Making and Markets, Cengage Learning. R2 Thaler, R. (2005). Advances in Behavioural Finance. Vol. II. New York; Princeton University Press. R3 Forbes, W. (2009),
T3. Behavioural Finance, 1st edition, John Wiley, ISBN: 9780470028049. Baker, K. and Nofsinger, J. (2010),
T4. Behavioral Finance: Investors, Corporations, and Markets, John Wiley. R4 Montier, J. (2010), T5. Behavioural Finance, John Wiley.
(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)
 E-RESOURCES
 1. https://www.nseindia.com/
2. http://www.behaviouralfinance.net
 3. https://www.tandfonline.com/toc/hbhf20/current
 4. https://blogs.cfainstitute.org/investor/category/behavioral-finance
 5. https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/behavioral-finance/

DIGITAL ARTICLES

 https://www.proquest.com/abiglobal/docview/2548971273/AEAD0F992D9143C1PQ/1?accountid=177896
https://www.proquest.com/abiglobal/docview/2626028637/84C5E7EBF2D542DEPQ/4?accountid=177896
https://www.proquest.com/abiglobal/docview/2617612717/72E9A1757A1C4DFDPQ/2?accountid=177896
https://www.proquest.com/abiglobal/docview/2668997239/72E9A1757A1C4DFDPQ/3?accountid=177896
https://www.proquest.com/abiglobal/docview/2616134657/A3395BB8E4DC4DF8PQ/1?accountid=177896

Case Study: The Impact of Buyback Announcement on Indian IT Stock Prices: An Event Study

Approach-link https://www.proquest.com/abiglobal/docview/2616134657/A3395BB8E4DC4DF8PQ/1?accountid=177896

Content in this section should be mentioned as per the program grid.
Topics relevant to development of **"MANAGERIAL SKILLS":** Students shall be able to understand the basics of Behavioural Finance Theories and concepts of (Management By Objectives)

Catalogue prepared by	Dr.Bishnu Prasad Mishra Professor Of Practice (Finance)
Recommended by the Board of Studies on	

Date of Approval by the Academic Council				

Human Resources Management – Discipline Electives

Course Code: MBA3008	Course Title: Industrial Relations and Labor Laws Type of Course: Discipline Elective	L-T- P- C	3	0	0	3
Version No.	2.0					
Course Pre-requisites	NIL					
Anti-requisites	NIL					
Course Description	This course is an introduction to the field of industrial relations. That is, this course is primarily about employer-worker interactions. The course is an introduction to the relations that exists in the industry between the employer and his workmen. Industrial relations cover all aspects of the employment relationship, including human resource management, employee relations, and union management (or labor) relations. Industrial Relations as a field of study is concerned with investigating the nature of stakeholder and employment relationship, wages and salaries, working conditions, occupational health and safety regulations. The course covers topics and issues of importance in the employment and industrial law field. The course also focuses on industrial relations conflict resolution under arbitration and bargaining. This course provides students with knowledge of labour laws, especially the nature and scope of labour law, the rationale of labour laws in organizations, the occupational hazards and risk, and managing employee relations at work. This course examines the economic, social, legal and political relationships among labor, management and the state with emphasis on organized labor as well as gig workers and unionized workplaces in India. The focus will be on Indian examples and legislation.					
Course Outcomes	On successful completion of the course the students shall be able to: CO1. Describe present state of Industrial relations in India. (Knowledge) CO2. Explain the concepts, principles and issues connected with trade unions and Worker's participation in management. (Comprehension) CO3. Analyze areas of labor management problems related to statutory compliance in the organizations. (Analysis) CO4. Illustrate legislative framework and business actions. (Application)					
Course Objective	This course is designed to improve/ enable the learner develop an integrated perspective on employee relationship management in diverse context skill development employability by using Participative Learning through projects and practical assignments for employability skills.					
Course Content:						
Module 1 (Knowledge)	Philosophy of Labour Laws Introduction to IR and Global Trends in IR	Assignment	Case study (participative learning)	09 Hours		

Introduction, concept and approaches to Social Justice, Labour laws and Labour Relations. Constitutional Directives and Limitations to Labour Law. Aspects of IR – Conflict and Cooperation.

Changes in labour policy and labour law in many countries around the world are increasingly focusing on flexibility and competitiveness

Module (Comprehension)	2	Laws on working Conditions: Factories Act, 1948 Trade Union Act, 1926 ID Act, 1947 Standing Orders Act, 1946	Case Study	Problem Solving Learning	12 Hours

Trade Union Act, 1926- Objectives & Scope, Definitions & Registration of Trade Unions, Rights and duties of Trade Union.

Industrial Disputes Act 1947- Objective, scope, Definitions & Provisions related to Lay-off, strike & Lock out, Retrenchment & Closures, Settlement and Disputes.

Factories Act 1948- Objectives & Scope, Definitions of Factory and workers and manufacturing process, provisions related to health, welfare and safety.

Industrial Employment Act/ Standing Orders Act, 1946 - Objectives & Scope, Requires employers to formally define conditions of employment under them and submit draft standing orders to certifying Authority for its Certification.

Module (Comprehension)	3	Wages and Labour Laws	Case Study	Assignment / Participative Learning)	12 Hours

The Employees Provident Fund & Miscellaneous Provisions Act 1952: Schemes under the act – Employees' provident fund scheme, Employees' pension scheme- 1995, Employees' deposit linked insurance scheme

Employees State Insurance Act 1948: Definitions, ESI corporation, standing committee and medical benefit council; contributions; benefits.

Payment of wages act 1936- objectives & scope, rules relating to payment of wages responsibility, wage- period, time, mode, deductions.

Minimum Wages Act, 1948- Objectives & scope, fixation & revision of minimum wage, advisory & central advisory board.

Payment of Bonus Act, 1965- Objectives & scope, provisions related to minimum and maximum bonus, mode and time set on and set off.

Payment of Gratuity Act, 1965- Objectives and Scope and Calculation of gratuity payment.

Module (Application)	4	IR Code 2020 : An overview	Case study	Assignment (Experiential Learning)	12 Hours

Code on Wages 2019, Social Security Code 2020, Occupational Safety , Health and Working Conditions Code 2020.

Project work/Assignment:

Participative Learning:
- Article Review- Students can choose any one article from the five research articles given and submit a review (Review of digital/e-resource from Presidency University – Link is mentioned in references section. Mandatory to submit screenshot of accessing digital resource. Otherwise, it will not be evaluated)
- Identify a company and write a report on safety, health and welfare measures followed in that company. or/and
- Analyze any industrial conflict happened in Indian organization/s and present a report on that.

Text Book
T 1: Mamoria C.B.,Mamoria Sathish, Gankar, Dynamics of IR, Himalaya Publishing House, New Delhi, 2022.

Reference Books:
1. R 1: Sinha, P. R.N., Sinha, I. B., & Shekhar, S. P.. Industrial Relations, Trade Unions and Labor Legislation. Pearson Publications.
2. R 2: Singh,A.,Kaur,H. Introduction to Labour & Industrial Laws, 4th Edition, Lexis Nexis
3. R 3: Singh,B.D. Industrialand Labour Laws, Excel Books

Case Studies:
1. The Power of Healthy Relationships at Work (hbr.org) (https://hbr.org/2022/06/the-power-of-healthy-relationships-at-work)
2. What parties are involved in Industrial Relations? Reference R1 pp 234
3. What are the approaches in Industrial relations? Reference R1 pp 235
4. What types of Unions exist in the city? R1-pp 45
5. What causes split in a central federation of trade union? R1-pp 108
6. Is ex-gratia payment for the period of suspension of work covered under the definition of wages under ESI Act 1948? R1-pp 620
7. Can appropriate government fix minimum rates of wages in an employment which is not listed in the schedule? R1-pp 448

Articles for reference
1. International Framework Agreements Taking Sting Out of Transnational Collective Bargaining (https://www-jstor-org-presiuniv.knimbus.com/stable/26536551#metadata_info_tab_contents)
2. Trade Unions' Services & Member Satisfaction in Public Sector: A South African Scenario (https://www-jstor-org-presiuniv.knimbus.com/stable/26536459#metadata_info_tab_contents)
3. Depiction of Industrial Relations in Movies: An Exploratory Study (https://www-jstor-org-presiuniv.knimbus.com/stable/26536460#metadata_info_tab_contents)
4. Trade Unionism in India - Perceptions & Future (https://www-jstor-org-presiuniv.knimbus.com/stable/23509797#metadata_info_tab_contents)
5. Employee Relations Climate in Leather Industry in Kolkata (https://www-jstor-org-presiuniv.knimbus.com/stable/23509795#metadata_info_tab_contents)

E-journals for reference
1. Indian Journal of Industrial Relations
2. South Asian Journal of Human Resource Management
3. Global Business Review

Research papers for reference
1. https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb028294/full/html
Hartley, J. (1993), "Attitudes to Work and Trade Unions Among Financial Services Employees", Management Research News, Vol. 16 No. 5/6, pp. 28-28. https://doi.org/10.1108/eb028294

News paper article link for reference
https://www.cambridge.org/core/books/abs/community-safety/community-safety-and-victims-who-is-the-victim-of-community-safety/87F92AA42292C8A8BB32F98DF3E0889F
Harvard Business Review case study
https://hbr.org/sponsored/2022/06/beyond-employee-well-being-creating-a-sense-of-belonging-in-the-workplace
The Power of Healthy Relationships at Work (hbr.org)
Research shows that leaders who prioritize relationships with their employees and lead from a place of positivity and kindness simply do better, and company culture has a bigger influence on employee well-being than salary and benefits.

Catalogue prepared by	Dr. Nandini Sinha

Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: **MBA3009**	**Course Title: Talent Management** **Type of Course: Specialization** **Theory Only**	**L- T-P- C**	**3**	**0**	**0**	**3**
Version No.	1.1					
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management					
Anti-requisites	NIL					
Course Description	Talent management course will help students to understand, recruit and develop a workforce that is productive and likely to stay with their organizations long term. When implemented strategically, this process helps in improving overall performance of the business and ensure that it remains competitive. Students would be able to comprehend how to attract and retain talent which is a big challenge ahead of HR professionals. This course would lead to explore the competition and quality of the workforce which enforce the companies to revisit their talent acquisition practices. Organizations face challenges in expanding their global footprint and it requires that as partners , HR professionals should help organizations to tackle this challenge. Through accessing the local talent and nurturing them to meet the global standards, these challenges can be addressed. Through this process, organizations realize that to gain competitive advantage, building and managing talent pools are of paramount importance. This course deals with the set of procedures, systems and processes that translate the organizational talent creed and strategy into a diagnostic and implementation program for investing in employees who exemplify the culture that will achieve organizational excellence.					
Course Outcomes	On completion of this course, the student will be able to: 4. Describe the conceptual apparatus and theoretical debates informing global talent management. [Knowledge] 5. Discuss succession planning and leadership development with a view to building sustainable organizational performance. [Comprehension] 6. Demonstrate the importance of talent management strategies, policies and practices for multinational firms. [Application] 7. Interpret the components of performance and compensation management to maximize people's potential and performance. [Application]					
Course Objective:	The course is designed to enhance the students' skill development with respect to hiring, retaining and developing human resources in organizations; to strengthen the students' employability skills as HR Professionals in the industry through experiential learning.					

Module 1	Introduction to TM	Assignment (Participative Learning)	Data Collection and Analysis	9 Hours
Topics: Meaning and concept of Talent Management, Need of Talent Management, Scope of Talent Management, Key Processes of Talent Management, Source of Talent Management, Consequences of Failure in Managing Talent, and Tools for Managing Talent, Building Blocks of Effective Talent Management System.				
Module 2	Talent Management Process	Assignment (Partcipative Learning)	Data Collection and Analysis	12 Hours
Topics: Talent Planning and Steps in Strategic Talent Planning; Succession Planning Program; Talent Acquisition: Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions, Concept of Talent				

Engagement, Retention: Retaining and Engaging Workers, Improving Employee Retention.

Module 3	Role of Information Technology in effective Talent Management Systems	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: Talent Management Information System, Five Steps to a Talent Management Information Strategy, HR Analytics for Talent Management Processes, Big Data and Predictive Analytics in Talent Management, Design Development through Rapid Prototyping and Scaling, Implementation and Maintenance, Audit and Update. Effective Talent Management, importance and uses of assessments centre in selecting employees, difference between assessment and development centre.

Module 4	Talent Management Strategies, Performance Management	Assignment (Participative Learning)	Data Analysis	12 Hours

Topics: Talent development strategy. Competency mapping and assessment techniques, Mapping Business Strategies and Talent Management Strategies. Strategic Compensation plan for Talent Engagement, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India, Current Application of Talent Management in various Sectors. Future directions in talent management practice and research.

Targeted Application & Tools that can be used:
Exposure to the surveys and survey techniques in talent acquisition and management of various organizations.
Professionally Used Software: Taleo, TalentSoft, Zoho Recruit, and iCIMS Talent Acquisition, BambooHR, UltiPro, Ceridian Dayforce

Project work/Assignment:

Project/ Assignment:

Assignment: 1] Refer to recent articles and do the desk research on employee engagement surveys and analyse the critical factors responsible for talent management with graphical representation. (Experiential Learning). (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Assignment: 2] Identify a global organization and bring out the various strategies of hiring and retaining the talent as per that organization's policies and compare with any other organization of similar business with inputs from HR. (This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.) (Experiential Learning)

Assignment: 3] Schedule an interview with a HR/Recruiter of an organization and infer the information and data about the talent management activities, competency mapping and performance management of that organization. Submit the summary report of the discussion. (Experiential Learning).

Text Book
T1. Joshi, Gowri & Vohra, Veena (2018). Talent Management, First Edition, Cengage Publications

References
R1 G.P, Naik (2010). Competency mapping, Assessment and Growth, IIHRM
R2. Berger, Lancer (2010). The Talent Management Handbook, Second Edition, Tata McGraw-Hill Education.
R3. Sparrow, P., H. Scullion and I. Tarique (2014), Strategic Talent Management: Contemporary Issues in International Context, Cambridge: Cambridge University Press.
(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

- Anand, P. (2011), "Talent development and strategy at telecom major Bharti Airtel", Strategic HR Review, Vol. 10 No. 6, pp. 25-30. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/14754391111172797/full/html

- Minna, Zhang(2020). Research on DHR talent training strategy of human resource management specialty under the background of big data [J]. Modern marketing (Business Edition), (11): 10-11

- Gateau, T. and Simon, L.(2016). Clown scouting and casting at the Cirque du Soleil: designing boundary practices for talent development and knowledge creation. International Journal of Innovation Management, 20, 04

- Parsons, J. (2017). Improved Productivity Requires New Mind-Set. ENR: Engineering News-Record, 278(5), 22–23. Link: https://web.p.ebscohost.com/ehost/detail/detail?vid=18&sid=954f0526-3312-4742-b34a-1ee127cdcc2f%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=121205107&db=iih

- Liu D, Darbandi M.(2022). Assessing the impact of cloud-based services on the talent management of employees. Kybernetes.51(6):2127-2155 Link: https://web.p.ebscohost.com/ehost/detail/detail?vid=23&sid=954f0526-3312-4742-b34a-1ee127cdcc2f%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=156948690&db=iih

HBR Digital Articles:

- Intagliata, James.,Sturman, Jennifer. & Kincaid, Stephen (2022). How to Spot — and Develop — High-Potential Talent in Your Organization, Harvard Business Review.
  - -Link: https://hbr.org/2022/05/how-to-spot-and-develop-high-potential-talent-in-your-organization
- Chambers, Brad (2022). Is Your Hiring Process Costing You Talent? Harvard Business Review.
  - Link: https://hbr.org/2022/06/is-your-hiring-process-costing-you-talent
- Jessica Kim Schmid, Roshni Raveendhran (2022). Where AI Can - and Can't - Help Talent Management
  - Link: https://hbsp.harvard.edu/product/H079DV-PDF- ENG?Ntt=talent%20management
- Jonathan Frick, KC George, Julie Coffman (2021). How to Attract Top Tech Talent
  Link: https://hbsp.harvard.edu/product/H079DV-PDF- ENG?Ntt=talent%20management

Case Studies:

- C Dutta, Debolina & Majumdar, Bishakha (2019). iimjobs.com: Integrated Analytics for Talent Management?, W19269-PDF-ENG.Harvard Business Publishing.
- Wocke, Albert & Pearson,Hayley (2020). Air Traffic and Navigation Services SOC Limited: Talent Management, W20787-PDF-ENG.Harvard Business Publishing.
- Mohanbir Sawhney, Varun Poddar, Charlotte Snyder (2022) Tapping into a Digital Brain: AI-Powered Talent Management at Infosys
  https://hbsp.harvard.edu/product/KE1222-PDF-ENG?Ntt=talent%20management
- Varun Elembilassery, Mitali Mathur, Padma SudalaiMAGIS Infotech: Talent Management Concerns
  https://hbsp.harvard.edu/product/W25635-PDF-ENG?Ntt=talent%20management

Videos

- Talent 5.0 - Taking Recruitment Practices to a New Level –
  Link: https://www.youtube.com/watch?v=DiaZsat2rwM
- Accenture's Top Strategy for Managing and Retaining Talent - Link: https://www.youtube.com/watch?v=mj7q7H7ioME
- Enhancing An Effective Talent Management Strategy - Link: https://www.youtube.com/watch?v=d806M_U-XSA
- Setting out the process of development talent management and succession - Link:

https://www.youtube.com/watch?v=heWMVSbsyYc
- Leveraging the power of technology for effective performance management system - Link: https://www.youtube.com/watch?v=onW_BTsY_ww

Podcast:
- Spotify's talent play: distributed, flexible, and diverse - Link: https://www.hbs.edu/managing-the-future-of-work/podcast/Pages/podcast-details.aspx?episode=18444434
- How the Pandemic Changed Talent Management - Link: https://hbr.org/podcast/2021/08/how-the-pandemic-changed-talent-management

Catalogue prepared by	Dr. Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3064	Course Title: HR Analytics Type of Course: Discipline Elective	L- T- P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Human Resource Management					
Anti-requisites	NIL					
Course Description	The disruptive, dynamic and continuously evolving environment has changed the way Human Resources have to be managed. New age HR practices need to keep pace and evolve by providing value-adding practices that assist in building the right set of competencies in the organization. Organization requires efficient human resource (HR) data analytics to make more informed HR decisions. The program is unique as it lays equal emphasis on explaining the business rationalities in which the role of HRM practitioner is embedded. The HR analytics course is a practical oriented course which provides an insight towards having an analytical perspective towards HR data. With this course, the students will gain insights on the using HR analytics. This course aims to build competencies and skills of representing, analyzing and managing HR data through hands on exercises. The course enables the students to address both tactical and strategic level HR issues by offering insights into the use of analytical tools.					
Course Out Comes	1. Describe the concepts and theories of HR Analytics. [Blooms Level: Knowledge] 2. Explain the difference between various matrices with examples to improve HR processes. [Blooms Level: Comprehension] 3. Apply different matrices to improve HR processes. [Blooms Level: Application] 4. Analyze the data to develop and streamline HR policies of organization. [Blooms Level: Analysis]					
Course Objective:	This course aims to enhance the skill development of representing, analysing and managing HR data through hands on exercises and experiential learning for employability skills.					
Module 1	Introduction to HR Analytics	Practical Hours/ Experiential Learning	Assignment			12 Hours
Introduction, Importance and significance of HR Analytics, Benefits of HR Analytics, HR Analytics and changing role of HR managers, Reinforcement of HR strategy factors with HR Analytics, Steps to implement HR Analytics with business goals and						

strategies	[Blooms: Knowledge]			
Module 2	Laying Foundation for HR Analytics	Practical Hours/ Experiential Learning	Assignment	12 Hours

Sources of Data, Defining HR Metrics-Descriptive, Diagnostic, Predictive, Prescriptive Data Collection and Analysis, HR Analytics framework and models, Understanding Variable and Construct, Measurement, Hypothesis Construction and Testing in HR Analytics   [Blooms: Comprehension]

Module 3	Understanding the Usage of HR Analytics	Practical Hours/ Experiential Learning	Assignment	12 Hours

Application of HR Analytics in Recruitment and Selection, Training and Development, Performance Appraisal (PA), Compensation Management. HR Bench Marking- Introduction, scope; Performance goal setting-KPA's and KPI's, Providing performance feedback.   [7 Hours] [Blooms: Application]

Module 4	HR Data Visualization with MS-Excel	Practical Hours/ Experiential Learning	Assignment	9 Hours

Key excel functions, creation of HR Dashboards through Tableau, HR data descriptive analysis, correlation, Regression, T-test and ANOVA, Factor Analysis and Introduction to ORANGE software.   [Blooms: Analysis]

Targeted Application & Tools that can be used: MS Excel

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

    11. Assignments– Practice Exercises

    12. Case study – Interpretation of data

Self- Learning Topics: Browse Analytics and Exercises content selected by the Human Resource Today.

Experiential Learning: Identify few companies' data to study the level of HR analytics adoption in organizations.

Participative Learning: Using primary and secondary data, study the benefits of HR analytics.

Technology Enabled Learning: Assignments and Videos

REFERENCE MATERIALS:

Text Books and Reference Books:

- T1: Banerjee P., Pandey J., Gupta M. (2019). Practical Application of HR analytics, SAGE

Essential Reading/ Recommended Reading:

- Bhattacharyya D. (2017). HR Analytics: Understanding Theories and Applications, Sage
- Yadav R., Maheshwari S. (2021). HR Analytics: Connecting Data and Theory, Wiley
- Camm J., Cochran J., Fry M., Ohlmann J., Anderson D., Sweeney D., Williams T., (2015) Cengage Learning

Weblinks Of Research Articles For Further Study

1. DiClaudio, M. (2019), "People analytics and the rise of HR: how data, analytics and emerging technology can transform human resources (HR) into a profit center", Strategic HR Review, Vol. 18 No. 2, pp. 42-46. https://doi.org/10.1108/SHR-11-2018-0096
    https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/SHR-11-2018-0096/full/html

2. (2017), "HR analytics: A study into the current state of HR analytics and predictions for its future", Human Resource Management International Digest, Vol. 25 No. 7, pp. 9-11. https://doi.org/10.1108/HRMID-08-2017-0137
    https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/HRMID-08-2017-0137/full/html

3. Mayo, A. (2018), "Applying HR analytics to talent management", Strategic HR Review, Vol. 17 No. 5, pp. 247-254. https://doi.org/10.1108/SHR-08-2018-0072
    https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/SHR-08-2018-0072/full/html

4. Shrivastava, S., Nagdev, K. and Rajesh, A. (2018), "Redefining HR using people analytics: the case of Google", Human Resource Management International Digest, Vol. 26 No. 2, pp. 3-6. https://doi.org/10.1108/HRMID-06-2017-0112
    https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/HRMID-06-2017-0112/full/html

5. Durai D., S., Rudhramoorthy, K. and Sarkar, S. (2019), "HR metrics and workforce analytics: it is a journey, not a

destination", Human Resource Management International Digest, Vol. 27 No. 1, pp. 4-6. https://doi.org/10.1108/HRMID-08-2018-0167

   https://www.emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/HRMID-08-2018-0167/full/html

Harvard Business Case Study

Google's Project Oxygen: Do Managers Matter? By David A. Garvin, Alison Berkley Wagonfeld, Liz Kind

https://hbsp.harvard.edu/product/313110-PDF-ENG

E-journals for reference

4. Indian journal of Industrial Relations
5. South Asian Journal of Human Resource Management
6. Global Business Review

Catalogue prepared by	Dr. Farhat Ali Syed
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3066	Course Title: Compensation Management Type of Course: Discipline Elective	L- T-P- C	3	0	0	3
Version No.	1.2					
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management					
Anti-requisites	NIL					
Course Description	Compensation practices influence an organization's ability to recruit and retain a qualified workforce and to motivate productive employees. Equitable compensation is the bedrock of union-avoidance programs. Compensation and benefits, however, represent one of the highest costs for most organizations; therefore, competitive compensation programs must be developed within the context of the overall business plan. The course provides each student with an opportunity to develop the managerial skills necessary to design and understand the performance based compensation and benefit programs for an organization. Further, the course will enable the students to understand the relationship between compensation strategy and other business strategies. The institutional and legal constraints on compensation comprehend the processes used to determine internal and external pay equity, get familiar with the variables that enter into compensation decisions, know benefits as a component of compensation and appreciate the importance of individual as well as group equity in pay, incentive and benefits.					
Course Outcomes	On completion of this course, the student will be able to: • Describe compensation management theories. (Knowledge) • Identify the internal and external environmental factors that have an impact on the pay structure of an organization. (Comprehension) • Demonstrate an understanding of the process of designing a pay structure taking account of the company environment. (Application) • Interpret the alignment of the compensation system with strategies of organisations (Application)					

Course Objective:	The course is designed to enhance the skill development and employability skills through experiential learning, participative learning and technology enabled learning.			
Module 1	Introduction to Compensation Management	Assignment (Participative Learning and Technology Enabled Learning)	Data Collection and Analysis	09 Hours
Topics: Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches. [Blooms 'level selected: Knowledge Level - 1]				
Module 2	Compensation Planning and Managing Employee Benefits	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours
Topics: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, Managing Employee Benefits. [Blooms 'level selected: Application Level – 3]				
Module 3	Executive Compensation & International Compensation	Assignment (Experiential Learning)	Data Collection and Analysis	12 Hours
Topics: Introduction, Principle-Agent theory and executive compensation, components of executive compensation. International Compensation: Forms of compensation and factors that influence compensation policy, Objectives and key components of international compensation, Approaches to compensation management in international context, Compensation practices of different countries including India. [Blooms 'level selected: Comprehension Level - 2]				
Module 4	Strategic Compensation Management	Assignment (Experiential Learning)	Data Collection and Analysis	12 Hours
Strategy- Prescriptive Schools-Descriptive Schools-Compensation Design and Strategy-Strategy Across Levels-Tactics and Strategy-Strategic Compensation Design-Strategic Compensation Policies[Blooms 'level selected: Comprehension Level - 2]				
Targeted Application & Tools that can be used: Exposure to the different compensation strategies and different pay structures in organisations. Professionally Used Software: CaptivateIQ, Compright, incentX, PromptPayPlanner				
Project work/Assignment:				
Project/ Assignment: Assignment: 1] Complete any one online course (Open online course) related to Compensation Management topic and submit the certificate. (Technology Enabled Learning) Assignment: 2] Outline and differentiate the compensation strategies of any two different organization. Submit a report as a group. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate in the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.) (Participative Learning) Assignment: 3] Identify any HR who is associated with an organization dealing with compensation and benefits administration and discuss the changes in the labour laws and its impact on the organization. Submit a report. (Experiential Learning)				

Text Book

T1: Bhattacharyya, Dipak Kumar (2014), Compensation Management, Oxford University Press, 12th Edition, New Delhi.

References Books:

R1: Milkovich, George T., Newman, Jerry M & Ratnam, C S Venkata (2009). Compensation, Ninth Edition, Tata Mc Graw Hill Publications.

R2: Richard. I. Henderson (2008). Compensation Management in a Knowledge Based World. Prentice Hall Publications.

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

- Chen, C. and Hassan, A. (2022), "Management gender diversity, executives compensation and firm performance", International Journal of Accounting & Information Management, Vol. 30 No. 1, pp. 115-142. https://doi.org/10.1108/IJAIM-05-2021-0109
  Link:https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJAIM-05-2021-0109/full/html

- Daharwal, S. and Mishra, P. (2021), "Workforce Compensation and Productivity Growth in the Indian Manufacturing Sector: Lessons for Human Resource Management", Pal, M.K. (Ed.) Productivity Growth in the Manufacturing Sector, Emerald Publishing Limited, Bingley, pp. 121-135. https://doi.org/10.1108/978-1-80071-094-820211010
  Link: https://www.emerald.com/insight/content/doi/10.1108/978-1-80071-094-820211010/full/html

HBR Digital Articles:

- Groysberg , Boris., Abbott, Sarah., Marino, Michael R., Aksoy, Metin (2021). Compensation packages that actually drive performance, Harward Business Review
  Link: https://hbr.org/2021/01/compensation-packages-that-actually-drive-performance

Case Studies:

- Mulla, Zubin R., Patil, Sushil., Dubey, Mansi., Kaur, Jasleen (2017). Bharat Petroleum: Long-Term Wage Settlement, W17585-PDF-ENG. Ivey Publishing.

- Bisht, Nidhi S.(2021). British Broadcasting Corporation: Under Fire for Gender Pay Inequality, W20676-PDF-ENG.Ivey Publishing.

Videos

- Compensation Management Lifecycle
  Link: https://www.youtube.com/watch?v=dYP17zVRyjQ

- Compensation Trends & Strategies
  Link:https://www.youtube.com/watch?v=axhB1ZNH1Bs

- International Compensation Management
  Link:https://www.youtube.com/watch?v=V1E_sr4kIq0

Podcast:

- Can we automate our way to better decision making?
  Link:https://www.hbs.edu/managing-the-future-of-work/podcast/Pages/default.aspx

Catalogue prepared by	Dr. Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3067	Course Title: Performance Management Type of Course: Discipline elective course	L-T-P- C	3	0	0	3
Version No.	1.2					
Course Pre-requisites	Human Resource Management					
Course Description	This course is all about understanding, identifying, measuring, developing and managing the performance of the individuals in organisations. This course aims at providing the knowledge and skills required for effective management of individuals and enable students to create and implement a robust process of performance management that aims to transform organisational objectives into performance outcomes. Students will be able to appreciate the importance of motivation in workplace that can produce expected results for the organisation and further rewarding good performance, both financially and non-financially.					
Course Out Comes	On successful completion of the course the students shall be able to: • Express the basic concepts of performance management and performance appraisal tools [Blooms Level: Comprehension] • Explain the Performance appraisal tools and techniques. [Blooms Level: Comprehension] • Illustrate the importance of managing individuals as well as organizational performance in the overall performance management system. [Blooms Level: Application] • Determine how performance management system is analysed, diagnosed and designed. [Blooms Level: Application]					
Course Objective:	This course aims at the skill development pertaining to effective management of individual and team performance through participative and experiential learning.					

Module 1	Introduction to Performance management	Case study	Participative Learning	09 Hours
The concept of Performance management; Evolution from performance appraisal to performance management; Meaning of performance; factors affecting performance; Objective of Performance management; performance management process. [Blooms Level: Comprehension] 07 Hours				
Module 2	Performance Management of individuals and organisation	Assignment	Experiential learning Activity	12 Hours
Things that needs to be managed; Performance management form design; dealing with underperformers; guidelines on providing feedback; formal performance review meetings; Coaching; Dimensions of managing organisational performance; measures of organisational performance(KPI, Balance score card, dash boards)				
Module 3	Performance management framework and assessment methods	Activities on developing assessment tools	Experiential learning Activity	12 Hours
Performance Management Models; Performance assessment methods- Rating scales (forced distribution, Behaviourally anchored rating scales (BARS), Behavioural observation scales) - Critical incident technique - 360 degree method – MBO - Performance matrix.				
Module 4:	Analysis and diagnosis Organizational performance Management	Assignment	Experiential learning Activity	12 Hours
Performance management activities over the year (Table A4 of text book), Analysis of performance review practices (Questionnaire 4), Gap analysis of performance management practices (Questionnaire 3), General survey of performance management (Questionnaire 5), Questionnaire for line managers' view (Questionnaire 6), Pilot test questionnaire for managers (Questionnaire 12), Pilot test questionnaire for employees (Questionnaire 13), Employees' Engagement survey (Questionnaire 16), Analysis and design of Performance Management Models. [Blooms Level: Application				
Targeted Application & Tools that can be used:				

MS Excel, SPSS – Performance Analytics Used by any type of business Organisations.
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course
Experiential /Participative Learning Assignments: Assignment 1: Consult any member of your family or friends working in an organisation and prepare a report on the performance appraisal system used in their organisation (minimum 10 pages that includes methods of assessing individuals, teams and departments; Procedures followed post appraisal- conducting review meeting, giving feedback, dealing with underperformers, coaching, learning opportunities etc.) Assignment 2: Discuss the Criteria and design form for Performance Evaluation for the position of Unskilled, semi-skilled and skilled workers or Accounts/Admin Clerk or Marketing Executives/managers of a Medicine Manufacturing large scale Company. Assignment 3: Design a relevant measure to appraise the performance of any particular job of any department of Presidency University/Design Performance Management Model. Assignment 4: Group Assignment Select one scale given below/ in the 'Appendix -A Performance Management Toolkit' of text book, collect data and analyse.
Text Book: T1: Armstrong Michael, Armsrong's (2009), Handbook of Performance Management, 4th edition,

References Books:
 	
     R1: Harvard Business Essentials: Performance Management (2006), Harvard Business School Press
 	
     R2: Rao, T.V. Performance Management towards Organizational Excellence. Sage Publication
 	
WEBLINKS OF RESEARCH ARTICLES FOR FURTHER STUDY
 	
- A review of performance measurement: Towards performance management
  https://puniversity.informaticsglobal.com:2282/ehost/detail/detail?vid=7&sid=41ff6170-e9b6-4fdc-bd4a-bb122d67f0f7%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=18259872&db=iih
- Key performance indicators development for government agency.
  https://puniversity.informaticsglobal.com:2282/ehost/detail/detail?vid=21&sid=41ff6170-e9b6-4fdc-bd4a-bb122d67f0f7%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=112080323&db=iih
- Performance Appraisal Management System of University Administrators Based on Hybrid Cloud.
  https://puniversity.informaticsglobal.com:2284/ehost/detail/detail?vid=5&sid=79885c14-6354-4c75-b688-d41b0b230771%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=154557751&db=iih
- The BSCBAS: a Balanced Scorecard-based appraisal system for improving the performance of software organizations.
  https://puniversity.informaticsglobal.com:2284/ehost/detail/detail?vid=9&sid=79885c14-6354-4c75-b688-d41b0b230771%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=90362050&db=iih
 	
Case Studies
 	
The impact of intellectual capital in Organizational innovation- Case Study
https://www.proquest.com/abiglobal/docview/2617727247/fulltextPDF/B0503907A2DF44F8PQ/12?accountid=177896
Knowledge sharing and performance appraisal of employees- a pilot case study
https://www.proquest.com/abiglobal/docview/1702940429/6CE8CC6BB9B241C2PQ/14?accountid=177896
The relationship between emotional intelligence and human resources employee performance: a case study for romanian companies.
https://www.proquest.com/abiglobal/docview/2447004887/fulltextPDF/6CE8CC6BB9B241C2PQ/4?accountid=177896

Catalogue prepared by	Dr.Jagdeep Singh, Professor, SoM
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3103	Course Title: INTERNATIONAL HR MANAGEMENT Type of Course: Open Elective and Theory Only course	L-T- P-C	3	0 0	3
Version No.	1.0				
Course Pre-requisites	Basic understanding of organization and organizational functions.				
Anti-requisites	NIL				
Course Description	International Human Resource Management is the management of human resources in an international context. This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenge that are often far beyond the scope of the traditional "personnel" function. This course aims to explore the differences between Comparative and International HRM and examines the role of national context as a source of differentiation for the management of individuals with the firm, the nature of recruitment, selection, motivations, rewards, careers, training and development. By focusing on policies, programs and practices, characteristics of organizational efforts to manage human assets worldwide and will explore the critical impact that these have on the firm success.				
Course Out Comes	On successful completion of the course the students shall be able to: CO1: Describe the key concepts in International Human Resource Management (Knowledge) CO2: Discuss the international dimensions of Human Resource Management (Comprehension) CO3: Explain the factors associated with expatriate recruitment, selection, training and performance. (Comprehension) CO4: Analyze International Alliances, International compensation and Int Business Ethics and HRM [Analysis]				
Course Objectives	Objective of this course is to enhance Employability Skills using Participative Learning Methods.				
Course Content:					
Module 1	Overview of International HRM	Assignment	Participative Learning (12 Hours)		
Topics: Defining IHRM, Difference between Domestic and International HRM, Strategic view of IHRM; The organizational context of – Standardization and Localization of HRM practices, Factors; The cultural context of IHRM. The challenges of IHRM (Bloom's Level- Knowledge)					
Module 2	Sourcing International Human Resources	Assignment	Class activity (12 Hours)		
Topics: Approaches to staffing, Role of an Expatriate, Non expatriate and Inpatriates, Recruitment methods using head hunters, cross national advertising, e-recruitment; Selection and criteria and techniques, use of selection tests, interviews for international selection, international staffing issues (Bloom's Level- Comprehension)					
Module 3	International Training, Development and Performance Management	Assignment	Case study (12 Hours)		
Topics: Components of Effective Training Programs, Effectiveness of Pre-Departure Training, Developing staff through International Assignments, Trends in International Training and Development, The Repatriation Process, Career Development, knowledge transfer in multinational companies.					

Performance Management: Introduction, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees, Issues and challenges in international performance management, country specific performance management practices.
(Bloom's Level- Comprehension)

Module 4	IHRM in Mergers and Acquisitions, Compensation and Int Trends	Assignment	Participative Learning (9 Hours)

Topics: - International Alliances, Cross border alliances and SMEs, International compensation, Key Components, Approaches. IHRM Trends and Future Challenges, External factors: Int Business Ethics and HRM, Challenges in an Uncertain world - Safety and Security. Organizational Factors: Structure, Strategy and IHRM, The evolving role of the HRM function in MNEs(Bloom's Level- Analysis)

Targeted Application & Tools that can be used:

This course helps the students to learn the skills to be a good team player as well as team leader and empower them to work with and manage a highly diversified and geographically dispersed teams.

Tools: Resources that employers use to improve team development and collaboration. Employee Engagement Platforms, Brainstorming & Collaboration Team Building, Goal Setting, Virtual Meeting Platforms, Joint Calendars, Paperless Post, Activities, Intentional Encouragement & Google Forms.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course: Participative Learning

Assignment 1- [QUIZ-1) offline   HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China

Assignment-2(Review of digital E-resource from presidency university link given in reference section *Mandatary to submit screen shot accessing digital resource, otherwise it will not be evaluated

Assignment 3: Case Analysis

Text Book

> T1: Dowling,P., Festing, M., &Engle, A.D.MInternational Human Resource Management: Managing People in Multinational context. Cengage Learning.

References

R 1: Compton, R.,&Morrissey, B. Effective Recruitment and Selection Practices. CCH Australia Limited

R2: International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM) 5th Edition by Ibraiz Tarique(Author), Dennis R. Briscoe, Randall S. Schuler

Catalogue prepared by	Dr. Anni Arnav
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3104	Course Title: Learning and Development Type of Course: Discipline Elective	L-T- P- C	3	0	0	3
Version No.	1.2					
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management					
Anti-requisites	NIL					

Course Description	Learning and Development (L&D) plays a vital role in building the human capital of any organization. Each organization draws upon its own unique requirements of their manpower and devises ways in which they wish to enhance the growth of their employees, be it in functional domain or in personal growth areas. Organizations need to train employees to work with persons from different culture. Many organizations now recognize that learning through training, development, and knowledge management helps employees to enhance and nurture their skills directly impacting their job performance, satisfaction, and career advancement. Training has moved from an emphasis of a onetime event to the creation of conditions for learning that can occur through collaboration, online learning, traditional classroom training, or a combination of these methods. The course deals with the basic concepts, functions and processes of training and development. The course helps the students to have an understanding of the methods of training used by organizations.
Course Outcomes	On completion of this course, the student will be able to: 1. Explain learning process using different learning theories. [Bloom's Level: Comprehension] 2. Illustrate the complete training cycle, from identifying the training needs to follow up and support. [Bloom's Level: Application] 3. Discuss essential ingredients of employee development. [Bloom's Level: Comprehension] 4. Interpret the future trends that are likely to influence training departments and trainers. [Bloom's Level: Application]
Course Objective:	This course will enhance the organizational people management skills of the students through experiential learning that will be helpful for managing organizations by working on training need analysis, training strategies and employee development programs for developing the human resources in the organization.

Module 1	Introduction to Learning	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: Fundamentals of Learning, Phases in Learning, Learning theories -Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory, Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes. [Bloom's Level: Knowledge-Level 1]

Module 2	Training Need Analysis and E-Learning	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: Training Needs Assessment, Models of Training Department. Designing the training program, Principles of Training Design, E-Learning – Meaning , Types, Significance, Process, Advantages and Limitations, Classrooms Learning Vs E-Learning, Blended Learning, On the Job Training (OJT), Meaning, Allen's Four Step Model, Kane's seven Steps Models, Advantages and Limitations of OJT, suitability of OJT, Types of OJT, Effectiveness of OJT, Evaluation of Training. [Bloom's Level: Application – Level 3]

Module 3	Employee Development	Assignment (Participative Learning)	Data Collection and Analysis	9 Hours

Topics: Employee development, Essential ingredients of Management Development, Approaches to Employee Development , Strategy and Development, Electronic MDPs. [Bloom's Level: Comprehension – Level 2]

Module 4	The Future of Training and Development	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Training for Sustainability, Increased Use of New Technologies for Training Delivery and Instruction, Breakthroughs in Neuroscience About Learning, Increased Emphasis on Speed in Design, Focus on Content and Use of Multiple Delivery

Methods. [8 Hours] [Bloom's Level: Application]

Targeted Application & Tools that can be used:
Exposure to the different training tools and softwares of various organizations.
Professionally Used Software: Articulate Storyline, TalentLMS, SAP Litmos

Project work/Assignment:

Assignment 1: Group Assignment - Identify any one global organization and interact with few employees and do the training need analysis in an informal way. Develop a training module after interacting with a few employees and working on TNA. Submit a report as a group with details of the organization, Training Need Analysis Sheet and Training Modules. Student groups should do a presentation on the same. Each group should have a different set of employees. (Participative Learning)
Assignment 2: Individual Assignment -Refer to few research articles on informal learning behaviors and submit a report with the summary of reviewed articles. (Review of digital/e-resource from Presidency University – Link is mentioned in references section. Mandatory to submit screenshot of accessing digital resource. Otherwise, it will not be evaluated). (Participative Learning)

Text Book
T1: Noe, A. R., & Kodwani, D. A.(2017). Employee Training and Development. 7th Edition, Tata McGraw-Hill.

References Books:
R 1: Blanchard, P. N., Thacker, J. V., & Ram, V. A. (2015). Effective Training. Pearson Education. R 2: Bhattacharyya, Dipak Kumar (2015).Training And Development: Theories and Applications: Theory And Applications, Sage publications. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.) Research Articles in Journals https://presiuniv.knimbus.com/user#/home

Dixit, R. and Sinha, V. (2022), "Investigating tools and techniques to promote workplace training transfer", Journal of Workplace Learning, Vol. 34 No. 6, pp. 513-531. https://doi.org/10.1108/JWL-04-2021-0052
Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JWL-04-2021-0052/full/html
Lucena Barbosa, F. and Borges-Andrade, J.E. (2022), "Informal learning behaviors, interaction and workplace autonomy and readiness to learn", Journal of Workplace Learning, Vol. 34 No. 4, pp. 388-402. https://doi.org/10.1108/JWL-04-2021-0047
Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JWL-04-2021-0047/full/html

HBR Digital Articles:
Grant, Heidi and Goldhamer, Tal (2022). Designing Learning Programs for a Hybrid Workplace, Harvard Business Review.
Link: https://hbr.org/2022/07/designing-learning-programs-for-a-hybrid-workplace

Case Studies:
Vishwanathan, Asha,, Raju, Kaushik Prasanna., Kumar S , Khanij.,G, Krishna, Lakshmi., Kamat, Naveen., UnniKrishnan (2021).Leveraging Artificial Intelligence in a Skilling Ecosystem, IMB875-PDF-ENG. Harvard Business Publishing.
Kerr, William R., Fuller, Joseph B., Kreitzberg (2020). AT&T, Retraining, and the Workforce of Tomorrow, 820017-PDF-ENG. Harvard Business Publishing.

Videos |

- Social Learning Theory: Bandura's Bobo Beatdown Experiments
  Link: https://www.youtube.com/watch?v=XHIhkM1cAv4
- Skinner's Reinforcement Theory
  Link:https://www.youtube.com/watch?v=-JUPlbIBPXk
- Learning and Memory: The Information Processing Theory
  Link: https://www.youtube.com/watch?v=J1TYC-I2vN0
- Training Program Design
  Link: https://www.youtube.com/watch?v=u3SXxd4XzQ4
- Planning an Effective Employee Training Program
  Link: https://www.youtube.com/watch?v=AZjnBPDYh2Y
- Training Evaluation models
  Link: https://www.youtube.com/watch?v=PFHixVeUVl0
- L&D Trends: Build a Culture of Collaborative Learning with Video
  Link: https://www.youtube.com/watch?v=2eH9uaiQf6A

Podcast:
- Open Digital Platforms to Spur Innovation
  Link: https://hbr.org/podcast/2022/06/open-digital-platforms-to-spur-innovation

Catalogue prepared by	Dr. Anni Arnav
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3105	Course Title: Negotiations and Conflicts Management Type of Course: Discipline Elective	L- T-P- C	3	0	0	3
Version No.	1.2					
Course Pre-requisites	The students should have knowledge of Human Resource Management (HRM) and Organizational Behavior.					
Anti-requisites	NIL					
Course Description	Life is filled with human interaction and human interaction is essentially a negotiating arena. Other people influence our emotions and behavior, and we influence the emotions and behavior of others. In Organizations, employees participate in a continuum of perceiving others and forming attitudes toward people, things, and concepts while others are perceiving and forming attitudes about them. This course provides practical solutions to resolving these situations, including learning about the importance of soft skills, creating collaborative practices, and designing conflict systems to reduce the likelihood of mismanaged conflicts.					
Course Outcomes	**On completion of this course, the student will be able to:**					

	1. **Express** the concepts, evolution and importance of Conflict and Negotiations in Organizations. **[Comprehension]**
	2. **Recognize** the concepts of Conflict in Organizations. **[Comprehension]**
	3. **Illustrate** how power impacts Negotiations. **[Application]**
	4. **Apply** the present models, rules and develop processes related to Negotiations. [**Application**]

Course Objective:	After completion of this course, the people management skills of the students will be enhanced through participative and experiential learning.

Module 1	**Negotiations**	Assignment, Class Discussions	Participative Learning	15 Hours

Defining Negotiation and Its Components – Negotiation Styles- Communications in Negotiations -Cultural differences negotiation and potential gender differences in negotiation - interests and goals relevant in negotiation **[Comprehension]**

Module 2	**Conflict**	Assignment Class Discussions	Experiential Learning	15 Hours

Sources of Conflict-Conflict Styles-Leadership, Culture, and Conflict- Counting the Costs of Dysfunctional Conflict-Reaping the Benefits of Productive Conflict- Practicing Healthy Conflict- Cooling the Conversation Through Generative Dialogue**; [Comprehension]**

Module 3	**Power and Negotiations**	Assignment and presentation	Experiential and participative learning	15 Hours

Types of power involved in negotiation – Real and Perceived Power- aggression and its impact on negotiation – Rules of Negotiation – Rules in Negotiation - Negotiation Process and Preparation **[Analysis]**

Targeted Application & Tools that can be used: Fundamental exposure to the qualitative and quantitative surveys techniques in organisational behaviour. Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

Text Book
- Colwill, D. A. (2021). Conflict, Power, and Organizational Change. Routledge

Reference Books:
- R1 – Rahim, M. A. (2023). *Managing conflict in organizations*. Routledge.
- R2 - Wilkin, L., & Pathak, Y. (Eds.). (2022). De Gruyter Handbook of Organizational Conflict Management. De Gruyter.

Catalogue prepared by	
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3106	Course Title: Organisational Development and Change Type of Course: Specialization	L-T- P- C	3	0	0	3

	Theory Only					

Version No.	1.1
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management
Anti-requisites	NIL
Course Description	This course introduces students to the change interventions used to improve organizational effectiveness. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. The course introduces the methods used to identify development needs, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results. In this course, students will examine theories and applications associated with organizational development and change with specific focus on improving organizational effectiveness. The concepts include managing the challenges of planned and unplanned, changing organizational cultures with an understanding of ethical and value considerations, role of the organizational development practitioner, processes associated with organizational change, employee empowerment, developing high performance teams and systems, learning organizations, organizational transformation and an exploration of the trends and future of organizations
Course Outcomes	On completion of this course, the student will be able to: 1. Describe approaches facilitating Organization Development. (Comprehension) 2. Discuss the impact of principles of OD on individual's personal work and career life (Comprehension) 3. Interpret Organization Design and OD interventions. (Application) 4. Examine the effective change management practices in Organizations. (Analysis)
Course Objective:	The course is designed to enhance the students' skill development with respect to change management and organizational development practices in organizations ; to strengthen the students' employability skills as HR Professionals in the industry through experiential learning.

Module 1	Organizational Development: Processes & Diagnosis	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: OD – Definition – Growth and Relevance – History of OD – Evolution of OD – Nature of Planned Change – Theories – Models – Types – Critique of Planned Change – OD Practitioner. Process of OD – Diagnosis – Organizational, Group and Individual Level, the congruence model, the SAR, STAR model.

Module 2	Organizational Development & Interventions	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: What is an intervention, designing interventions– Evaluating and Institutionalizing OD Interventions. Human Process: Interpersonal and Group Process Approaches – Diagnostic Issues – Process Consultation – Third Party Interventions – Development Interventions – Coaching, Mentoring, Skilling, Re-Skilling, ADCs – Assessment & development Centers, Cultural and Climatic Assessments, Organizational Interventions – Organizational Surveys, Focus

Groups, Benchmarking, Organizational Network Analysis (ONA).				
Module 3	Organizational Change	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: Introduction to Organizational change, need for change, factors causing change, resistance to change, Process of organizational change, models of organizational change, understanding power and politics, communicating change, Strategies for managing change, measuring organizational culture, climate, leadership and evaluating change initiatives, appreciative enquiry, the role of emotions in a change process.

Module 4	Communicating & Leading the compelling change	Assignment (Participative Learning)	Data Analysis	09 Hours

Topics: Interpersonal Communication & Relations - Giving and Receiving Feedback effectively, Managing Employees as change / reputation agents, Persuading and Influencing through Communication, Crisis Communication, Handling Resistance, Models and Frameworks of Change, Leading cultural change for organizational turnaround, Handling Financial Aspects during the change, Metrics for tracking change, reviewing Change Initiatives, Corporate Communication through Social-Media.

Targeted Application & Tools that can be used:
Exposure to change interventions and methods in organizational development & change.

Project work/Assignment:

Project/ Assignment:
- Assignment-1 (Self Learning) Secondary Data Review (PU Online library e-resource review) Collection of 6-8 literature reviews and identifying the gap- Research question framing (I & II Module)
- Assignment-2 (Self Learning) Students requested to do at least one Certification course in "Change Management" as prescribed by the faculty

Overall Structure of the review

S.No	Larger Structure & Moves	Explanation
1.	Title	Please provide title for your paper that hints at the topic and issue you are exploring in your review
2.	Abstract and Key words	75 to 100 words highlighting focus and goal of review and over all findings (big take away) 3 to 4 Keywords
3	Introduction	Provide relevant background information and frames the focus of the identifies your area you are attempting to address with your review articles goals questions, issues to be explored and what's come in the review
4	Methods	Methods that make sense given your aim/goals for the review. (identify the sources used to collect the review from the library)
5	Results	Summarize and assess the studies under review
6	Discussion	Discuss and assess studies under review from an overall perspective. Point out gap overall and sometimes offers counter claims (based on review o all the studies). As you do this work keep in mind your question and aims for the review.
7	Conclusion	Identifies a limit or two of your own review and discuss future research area (based on the limits of your own review gaps identified in the studies overall as a result of your review question raised about the studies overall and counte claims articulated in the discussion section
8	References	List in alphabetical order, all sources you used in your review.

Text Book

T1: Cummings, T.G., & Worley, C. G. Organization Development & Change. Cengage Learning.

References

R 1: Priyadarshini, R.G. Organizational Change and Development. Cengage Learning.

R2: Brown, D. R. An Experiential Approach to Organizational Development. Pearson.

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

1. "Redesigning Nissan (B): Leading Change" by Jean-Francois Manzoni, Jean-Louis Barsoux, Kathryn Hughes, Harvard Business Review- https://store.hbr.org/product/redesigning-nissan-b-leading-change/INS729?choose_a_language:English

2. Eastern Condiments: The Changing Curry Company by Kavil Ramachandran and Sonia Mehrotra- https://store.hbr.org/product/eastern-condiments-the-changing-curry company/ISB086?choose_a_language:English

3. https://presiuniv.knimbus.com/user#/home
   Dynamics in a Plant Level Bargaining Process and Wage Determination

4. https://www-jstor-org-presiuniv.knimbus.com/stable/26536552?seq=1
   Labour and Employment Law

5. https://www-jstor-org-presiuniv.knimbus.com/journal/abajlabemplaw
   The "Organizational Development of International Organizations

6. https://www.cambridge.org/core/journals/international-organization/article/abs/organizational-development-of-international-organizations/FE65A86E1FFDE1B11E9DC7B842A8CAD5#

7. Development and the Learning Organization: Essays from Development in Practice
   https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/00242530410531938/full/html
   Worker Responses to Quality Organization: Discourse and Materiality in Organizational Change

8. https://www.cambridge.org/core/journals/work-employment-and-society/article/abs/worker-responses-to-quality-organisation-discourse-and-materiality-in-organisational-change/4DDD1B9C90A25C1BBBE98083D714BA7E

Video reference links:

Module-1

https://www.youtube.com/watch?v=dzc8wPx33S8

https://www.youtube.com/watch?v=NCIa0eQw3mc

Module-2

https://www.youtube.com/watch?v=VDduIzjAjWE

Module-3

http://www.mcs.gov.kh/wp-content/uploads/2017/07/Organization-Development-and- Change.pdf

Module-4

https://www.youtube.com/watch?v=4EvkGX_lr1A

Research Papers for reference

- Hanelt, A., Bohnsack, R., Marz, D. and Antunes Marante, C. (2021), A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change. J. Manage. Stud., 58: 1159-1197. https://doi.org/10.1111/joms.12639
- Wiatr, A. (2022). Leaders' support in organizational change. Zeszyty Naukowe. Organizacja i Zarządzanie/Politechnika Śląska. http://dx.doi.org/10.29119/1641-3466.2022.155.35

- Johannessen, J.-A. (2021), "How can we reduce resistance to changes within organisations?", Continuous Change and Communication in Knowledge Management, Emerald Publishing Limited, Bingley, pp. 57-73. https://doi.org/10.1108/978-1-80117-033-820211003
- Panda, A. and Kumar Sahoo, C. (2017), "Impact of human resource interventions on work-life balance: a study on Indian IT sector", Industrial and Commercial Training, Vol. 49 No. 7/8, pp. 329-336. https://doi.org/10.1108/ICT-02-2017-0009

Harvard Business Review case study https://hbsp.harvard.edu/search?N=&Nrpp=25&Ntt=organisation%20development&searchLocation=header

DHAN Foundation's Climate Change Initiative (Part A): Choosing Among Multiple Good Options

Catalogue prepared by	Dr. Vijay Vardhan Manchala
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3107	Course Title: Strategic Human Resource Management Type of Course: Discipline Theory Only	L-T- P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management					
Anti-requisites	NIL					
Course Description	SHRM examines the context of strategic HR and develops a framework and conceptual model for the practice of strategic HR. The course conceptualizes employees as "investments;" explore trends that affect human resource management practice; describe what strategic HR is, particularly in contrast to more traditional approaches to HR; and look at how both the design of work systems that influence the practice of managing people in organizations. The course also, examines the actual practice and implementation of strategic HR through a discussion of strategic issues that need to be addressed while developing specific programs and policies related to the traditional functional areas of HR. This course deals with the integrative framework that requires linkage between and consistency among functional HR activities and the strategic perspective					
Course Outcomes	On completion of this course, the student will be able to: 1. Describe the conceptual apparatus of Strategic HR and Traditional HR. [Knowledge] 2. Discuss workforce planning strategies to design work systems [Comprehension] 3. Demonstrate the importance of strategic performance management and compensation in organisations. [Application] 4. Interpret the reduction by force and turn over to maximize people's potential and performance. [Application]					
Course Objective:	The course is designed to enhance the students' skill development with respect to explore the link between functional domain of HRM and strategic perspective of organizations; to strengthen the students' employability skills as HR Professionals in the industry through experiential learning.					
Module 1	An Investment	Assignment (Participative	Data Collection and Analysis			9 Hours

	Perspective Of Human Resource Management and Strategic process	Learning)		

Topics: Valuation of Assets, Understanding and Measuring Human Capital, HR Metrics, Factors Influencing How "Investment Oriented" an Organization is, Social Responsibility And Human Resource Management - Workforce Demographic Changes and Diversity, Models of Strategy, The Process of Strategic Management, Corporate Strategies, Business Unit Strategies, Innovation and Creativity as Components of Strategy, Strategic HR Versus Traditional HR

Module 2	Strategic Workforce Planning & Design of Work Systems	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: Objectives of Strategic Workforce Planning, Types of Planning, Aggregate Planning, Succession Planning, CEO Succession. Design of Work Systems - What Workers Do, What Workers Need, How Jobs Interface with Other Jobs, Strategic Redesign of Work Systems, Mergers and Acquisitions, Impact of Technology, HR Issues and Challenges Related to Technology

Module 3	Strategic Performance Management & Compensation	Assignment (Participative Learning)	Data Collection and Analysis	12 Hours

Topics: Use of the System, Who Evaluates, What to Evaluate, How to Evaluate, Measures of Evaluation, Addressing the Shortcomings of Performance Management Systems Compensation – Equity, Internal Equity , External Equity, Individual Equity, Legal Issues in Compensation, Executive Compensation

Module 4	Employee Separation and Retention Management	Assignment (Participative Learning)	Data Analysis	12 Hours

Topics - Reductions in Force -Strategies for Managing Employee Surpluses and Avoiding Layoffs, Conceptual Framework of Cost-reduction Stages. Turn over - The Performance-Replaceability Strategy Matrix, Strategic Management of Turnover and Retention, Retirement, Alumni Relations

Targeted Application & Tools that can be used:
Exposure to the strategic components of HR domain of various organizations.

Project work/Assignment:

Project/ Assignment:

Assignment: 1] Select one article in the list and give a detailed comment. (Experiential Learning). (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Assignment: 2] Select an organization choice and examine the extent to which it has established any processes or procedures to ensure knowledge retention of departing employees. Students should make a presentation(Experiential Learning)

Assignment: 3] In an organization of your choosing, briefly interview three managers who work in different divisions/ departments/units and are at different levels of managerial responsibility. Write a report How does each feel about performance management in the organization? (Experiential Learning).

Text Book

T1. Jeffrey A Mello (2015). Strategic Human Resource Management , Fourth Edition, Cengage Publications.

References

R1 Ingham, J. (2006). Strategic Human Capital Management (1st ed.). Routledge.

R2 Storey, J., Ulrich, D., & Wright, P. M. (2019). Strategic human resource management: A research overview. Routledge..

R3. Greer, C. R. (2021). Strategic human resource management. Pearson Custom Publishing..

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

- Ren, S., Cooke, F. L., Stahl, G. K., Fan, D., & Timming, A. R. (2023). Advancing the sustainability agenda through strategic human resource management: Insights and suggestions for future research. Human Resource Management, 62(3), 251-265.
- Zhai, X., Zhu, C. J., & Zhang, M. M. (2023). Mapping promoting factors and mechanisms of resilience for performance improvement: The role of strategic human resource management systems and psychological empowerment. Applied Psychology, 72(3), 915-936.
- Baumann, H. M., & Marcum, T. M. (2023). Human capital and legal perspectives on remote work: recommendations for organizations. Management Research Review, 46(12), 1711-1726.

- Oehlhorn, C. E., Maier, C., Laumer, S., & Weitzel, T. (2020). Human resource management and its impact on strategic business-IT alignment: A literature review and avenues for future research. The Journal of Strategic Information Systems, 29(4), 101641.
- Kim, S., Wang, Y., & Boon, C. (2021). Sixty years of research on technology and human resource management: Looking back and looking forward. Human Resource Management, 60(1), 229-247.

HBR Digital Articles:
- Bishakha Majumdar, Rudranil Chakrabortty (2017). Powertech India: Redesigning Workforce Composition, Harvard Business Review.
- Derek Man, Neale O'Connor, Anupriya Goswami (2019).   PremiumSoft: Need for Strategic Human Resource Management , Harvard Business Review

Case Studies:
- Arpita Agnihotri, Saurabh Bhattacharya (2023). Elon Musk: In Need of Responsible Human Resource Management Practices At Twitter, Harvard Business Review.
- Arpita Agnihotri, Saurabh Bhattacharya (2022). Elon Musk: Microsoft: Talent Attraction and Retention for the Metaverse Harvard Business Review.
- Boris Groysberg, Andrew N. McLean, Cate Reavis (2005) Delivering Strategic Human Resource Management, Harvard Business Review.
- Hema Bajaj, Manjari Srivastava, Ronald Sequeira (2019)   GlaxoSmithKline Pharmaceuticals Ltd.: Reinventing Incentives and Performance, Harvard Business Review

Catalogue prepared by	Dr. Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3108	Course Title: Workplace Wellbeing and Happiness Type of Course: Discipline Elective		L- T-P- C	3	0	0	3
Version No.	1.2						
Course Pre-requisites	The Students should have knowledge of Human Resource Management (HRM) and Organizational Behavior.						
Anti-requisites	NIL						
Course Description	Aristotle advocates that true happiness is found in what is worth doing. In the present race of life the meaning of work, life and happiness is lost. Through dealing with challenges is an essential part of our life and work-life but certain change in mindset, attitudes and behavior can make a big difference. It is proved that people are significantly more productive when they are content. Therefore the dynamics of employees' happiness and well-being at work are pivotal for understanding the different components that affect their health, happiness, work behavior and performance. The key then appears to lie in nurturing a workplace environment in which individuals can feel happy, fulfilled and can perform better. This course will help the students to have conceptual knowledge about Happiness, workplace happiness and wellbeing and have exposure to draft policies and practices for the same.						
Course Outcomes	On completion of this course, the student will be able to: 5. Express the concepts, evolution and importance of Happiness, Wellbeing in human life. [Comprehension] 6. Recognize the concepts of Positive Psychology and related areas of Wellbeing. [Comprehension] 7. Illustrate how Workplace Happiness and Wellbeing impact human life and organizational performance. [Application] 8. Apply the present models, and develop policies, practices related to workplace happiness and wellbeing. [Application]						
Course Objective:	After completion of this course, the people management skills of the students will be enhanced through participative and experiential learning.						
Module 1	Evolution and Concepts of Happiness	Assignment, Class Discussions	Participative Learning			08 Hours	

The need of Happiness; Benefits of Happiness; Contribution of Buddha, Aristotle; Abbraham Maslow, Mihaly Csikszentmihalyi, Martin Seligman; PERMA Model by Martin Seligman; Barriers to Wellbeing/Happiness. [Comprehension]

Module 2	The Concepts related to Positive Psychology	Assignment Class Discussions	Experiential Learning			12 Hours	

Perspectives of psychology; Positive Psychology and Happiness; Prospective Psychology and Happiness; the concept of Positive Health; Resilience and happiness; Flow and Happiness; Cultural Differences and happiness; [Comprehension]

Module 3	Workplace Happiness and Wellbeing	Assignment and presentation	Experiential and participative learning			12 Hours	

Definition, concept and factors impacting Workplace Happiness; Workplace Happiness and employees' engagement; The concept of Feel Good Management; Physical and Psychological Wellbeing of employees; Statutory and non-statutory provision for employees' wellbeing in India; Strategies for building resilience to workplace stress. [Comprehension]

Module 4	Policies and Practices for Workplace	Assignment and				13 Hours	

Happiness and Wellbeing	Analysis		

Analysis of the prevalent policies and practices for workplace Happiness and Wellbeing; Measuring workplace Wellbeing and Happiness; The role of Happiness Labs in the organizations; design strategies and modules for employees Wellbeing and Happiness. [Application]

Targeted Application & Tools that can be used:

Fundamental exposure to the qualitative and quantitative surveys techniques in organisational behaviour.

Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

Project work/Assignment:

Project/ Assignment:

Assignment 1 : (Group Presentation) Happy Relations: Issues and Solutions

Related to Partners/friends/family-members/colleagues/bosses/supervisors/our community (society)

(Group of 4 to Six students can give presentation/discussion/documentary etc everyday in the last 10-15 minutes followed by discussion. In pear grading, one student will take A, one or two will get B and other will be given C grading)

Assignment 2: Keeping in mind Seligman's PERMA model, discuss HR policies and practices that are practised by organisations to boost Workplace Happiness.

To support your assignment provide names of the organisations, policies and practices opted, their impact, conclusion/discussion and references.

Assignment: 3 (Participative Learning): Measure your Subjective Wellbeing of group members.

(Students can use Diener and Colleagues' Satisfaction with life scale or any other scale.)

Assignment: 4 (Experiential Learning). To Study organizational strategies to improve Workplace Happiness and Wellbeing and suggest best strategies and practices.

[Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.]

Text Book
- T1- R. Anand (2018), Happiness at Work: Mindfulness, Analysis and Well-being, ISBN: 9789352808052, SAGE Publications Pvt. Ltd.

Reference Books:
- R1 – Rajiv Prasad (2011), Happiness at the Workplace: Does it Enhance Performance?, ISBN-10 : 3844331298, LAP LAMBERT Academic Publishing
- R2 –Bridget Grenville-Cleave (2016), Psychology Positive-A Practical Guide, ISBN: 978-184831-277-7, Icon Books Ltd. London, www.Iconbooks.com.
- R3- Pamela A Hays (2014), Creating Wellbeing-Four Steps to a Happy and healthier Life, American Psychological Association, www.apa.org,
- R4- Ian Hesketh (2019),Wellbeing at Work: How to Design, Implement and Evaluate an Effective Strategy , Kogan Page; 1st edition, ISBN : 0749480688.

References
- R1 – Rajiv Prasad (2011), Happiness at the Workplace: Does it Enhance Performance?, ISBN-10 : 3844331298, LAP LAMBERT Academic Publishing
- R2 –Bridget Grenville-Cleave (2016), Psychology Positive-A Practical Guide, ISBN: 978-184831-277-7, Icon Books Ltd. London, www.Iconbooks.com.
- R3- Pamela A Hays (2014), Creating Wellbeing-Four Steps to a Happy and healthier Life, American Psychological Association, www.apa.org,
- R4- Ian Hesketh (2019),Wellbeing at Work: How to Design, Implement and Evaluate an Effective Strategy , Kogan Page; 1st edition, ISBN : 0749480688.

Research Articles from Journals/Magazines:

Videos and Postcards by Leading Scholars:
1. Seligman Interview on Positive Psychology

https://www.youtube.com/watch?v=g6RU_6tBv9Y

2. On BBC: Positive Psychology and PERMA, 2011
   https://www.youtube.com/watch?v=Q-Vhjmdp4nI
3. Martin Seligman 'Flourishing - a new understanding of wellbeing' at Happiness
   https://www.youtube.com/watch?v=e0LbwEVnfJA

Research Articles:

1. Happiness and the pursuit of happiness: A sociocybernetic approach
   https://www-emerald-com
   presiuniv.knimbus.com/insight/content/doi/10.1108/03684920610653656/full/html
2. Introduction: subjective wellbeing and the labour market
   https://www-emerald-com-
   presiuniv.knimbus.com/insight/content/doi/10.1108/ijm.2008.01629gaa.001/full/html
3. Keeping everyone happy: creating a job happiness design scale that incorporates well-being
   https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/HRMID-05-2020-
   0107/full/html
4. Happiness is job satisfaction
   https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb016362/full/html
5. Unlocking the power of employee happiness: what top employees seek from the workplace today
   https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/SHR-05-2016-0038/full/html
6. Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-
   collar workers at a manufacturing company
   https://presiuniv.knimbus.com/user#/searchresult?searchId=Happiness%20and%20employee%20engagement
   &_t=1657775199950
7. Feel Good Management as valuable tool to shape workplace culture and drive employee happiness
   https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/SHR-11-2015-0091/full/html
8. Gross National Happiness in Bhutan: A Living Example of an Alternativ Alternative Approach to Progress
   https://repository.upenn.edu/cgi/viewcontent.cgi?article=1003&context=sire
9. Authentic Happiness
   https://www.authentichappiness.sas.upenn.edu/learn/prospectivepsych
10. What is positive health?
    https://positivehealthresearch.org/about

Magazine Articles

1. Survey: What Employees Want Most from Their Workspaces
   https://hbr.org/2019/08/survey-what-employees-want-most-from-their-workspaces
2. Does Work Make You Happy? Evidence from the World Happiness Report
   https://hbr.org/2017/03/does-work-make-you-happy-evidence-from-the-world-happiness-report
3. 7 Strategies to Improve Your Employees' Health and Well-Being
   https://hbr.org/2021/10/7-strategies-to-improve-your-employees-health-and-well-being

Case Studies:

1. The Business Case for Workplace Well-Being
   https://www.psychologytoday.com/us/blog/functioning-flourishing/202206/the-business-case-workplace-well-
   being
2. Emmanuel Abokyi et. Al (2021), Buffer Stock Operations and Well-Being: The Case of Smallholder Farmers in
   Ghana, Journal of Happiness Studies (2022) 23:125–148
   https://doi.org/10.1007/s10902-021-00391-4
3. Surprising Lessons from 'The Happiness Lab'

https://crazygoodturns.org/episodes/laurie-santos-interview/

4. The Macroeconomics of Happiness: A Case Study of Bhutan

https://econreview.berkeley.edu/the-macroeconomics-of-happiness-a-case-study-of-bhutan/

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Catalogue prepared by	Dr. Jagdeep Singh
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3127 **Course Title: Contemporary Issues in HR** **Type of Course: Discipline Elective**		**L-T -P- C**	**2**	**0**	**0**	**2**

Version No.	1.2
Course Pre-requisites	The Students should have knowledge of Human Resource Management (HRM) and Organizational Behavior.
Anti-requisites	NIL
Course Description	This course introduces contemporary themes associated with HRM, with the objective of creating an in-depth and critical exploration of some of the challenges that we face in the workplace today. Such issues include topics such as, managing diversity, changing patterns of work and careers, working ethically, how Corporate Social Responsibility (CSR) fits into HR; well-being at work, and work-life balance in the context of HRM. This will involve learning about the multiple and often competing perspectives that pertain to HRM in today's workplace.
Course Outcomes	**On completion of this course, the student will be able to:** 9. **Express** the concepts, evolution and importance of ethics in workplace. **[Comprehension]** 10. **Recognize** the diversity and inclusion in the workplace. **[Comprehension]** 11. **Illustrate** how Corporate Social Responsibility impacts HRM and organizational performance. **[Application]** 12. **Examine** the future of work and gig economy. [**Application**]
Course Objective:	After completion of this course, the people management skills of the students will be enhanced through participative and experiential learning.
Module 1	**The future of work & HRM: The Gig economy**	Assignment Class Discussions	Experiential Learning	10 Hours

Key trends, themes and concepts in the Future Work- The Applications of AI in the Workplace - The Digital Workplace - Perspectives on the Future Work- Leadership in the Context of the Future of Work and Gig Economy - Leadership in Virtual Work- Leadership in the Platform-Mediated Economy- **An Agent-Centered Ethical Perspective Based on Goods, Norms, and Virtues** Exploring Ethical Approaches and their Capability to Impact of Digital technologies on the future of Work

Module 2	**Diversity at the Workplace**	Assignment and presentation	Experiential and participative learning	10 Hou rs

Human Diversity and Inclusion a Multi-level lens: Individual-group and Institutional levels - Defining Core Concepts - DEI: A Historical Perspective- Diversity and - Assessing the Organizational and Individual Need for DEI Inclusion in a Global Setting- Diversity Across Cultures- Diversity and Workplace Spirituality- D&I Framework: Diagnostics, Gap Analysis and Action Plan**[Comprehension]**

Module 3	**Individual and Organizational Well-Being**	Assignment and Analysis		10 Hours

Assessing the Impact of New Ways of Working on Individual and Organisational Well-Being - Work-Family Balance and Working Time - Elevating Well-being - **[Application]**

Targeted Application & Tools that can be used:

Fundamental exposure to the qualitative and quantitative surveys techniques in organisational behaviour.

Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

References:
- Handbook of Construction Safety, Health and Well-being in the Industry 4.0 -Edited by Patrick Manu, Shang Gao, Paulo Jorge Da Silva Bartolo, Valerie Francis and Anil Sawhney
- Diversity and Inclusion in the Global Workplace Aligning Initiatives with Strategic Business Goals - Carlos Tasso Eira de Aquino Robert W. Robertson
- Gender diversity and non-binary inclusion in the workplace - Sarah Gibson and J. Fernandez
- Diversity and Identity in the Workplace Connections and Perspectives- Florence Villesèche • Sara Louise Muhr Lotte Holck

Catalogue prepared by	Dr. Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3128	Course Title: Cross Cultural Management Type of Course: Discipline Specialization Theory Only		L-T- P- C	2	0	0	2
Version No.	1.1						
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management						
Anti-requisites	NIL						
Course Description	Given the globalisation of business and increasing diversity within the workforce of so many industries and organisations, a cross-cultural component in management education and training can no longer be considered as a useful 'add-on' merely for those who might consider venturing abroad to pursue their career. Nowadays, more and more managers and professionals are required to work effectively across cultural borders. Even if they are confined to their offices, they are more and more likely to interact with people from other cultures. Training in cross-cultural management has therefore become a 'must', whatever the type of business education concerned, whether it be for aspiring graduates at the start of their career or for those senior managers who wish to increase their effectiveness in their present positions or their employability in the international market. This course offers a broad view of theories, models and ideas on culture in terms of management, organisation and communication						
Course Outcomes	On completion of this course, the student will be able to: 1. Describe the concept of culture , its dimensions and multi culturalism. [Knowledge] 2. Discuss the importance of culture on leadership and strategy. [Comprehension] 3. Demonstrate the importance of culture on communication in organisations. [Application] 4. Interpret the components of culture to negotiate in international context. [Application] 5. Demonstrate the skills required in intercultural communication [Application]						
Course Objective:	The course is designed to enhance the students' skill development with respect to understand cultural implications to manage human resources in organizations ; to strengthen the students' employability skills as HR Professionals in the industry through experiential learning.						
Module 1	Culture & Management	Assignment (Participative Learning)	Data Collection and Analysis		10 Hours		
Topics: Determinants of culture Management, Dimensions of culture: Hofstede and GLOBE, Business cultures in the Western world, Business cultures in Asia, Africa and the Middle East, Value orientations and dimensions, Culture and styles of management, Management tasks and cultural values.							
Module 2	Culture and Organisations and Working with international teams	Assignment (Participative Learning)	Data Collection and Analysis		10 Hours		
Topics: Culture and corporate structures, Culture and leadership, Culture and corporate strategy, Strategic alliances and business cultures, Cultural change in organisations, Organisational change as a cultural process, Organisational change in a global environment. Groups processes during international encounters, Conflicts and cultural differences, Understanding and dealing with conflicts, Developing intercultural communicative competence, Becoming a competent intercultural communicator.							
Module 3	Business Communication across Cultures and Negotiation	Assignment (Participative Learning)	Data Collection and Analysis		10 Hours		

	in International Context			

Topics: Communication theories, Proxemics and cultures, Culture and choice of communication mode, Language during business encounters, Facial expressions during interaction, Interaction through interpreters.   Facets of negotiation, Behavioural predispositions, Underlying concept of negotiation, Negotiating process, Outcome orientations.

Targeted Application & Tools that can be used:

Exposure to the surveys and survey techniques in cross cultural management.

Project work/Assignment:

Participative Learning:

- Article Review- Students can choose any one article from the five research articles given and submit a review (Review of digital/e-resource from Presidency University – Link is mentioned in references section. Mandatory to submit screenshot of accessing digital resource. Otherwise, it will not be evaluated)
- Identify three organisations across three different countries and assess their cultural dimensions (Hofstede and GLOBE)

Text Book

Marie-Joelle Browaeys (2019) Understanding Cross-Cultural Management, 4th edition Pearson © 2019

References

R1 Ingham, J. (2006). Strategic Human Capital Management (1st ed.). Routledge.

R2 Storey, J., Ulrich, D., & Wright, P. M. (2019). Strategic human resource management: A research overview. Routledge..

R3. Greer, C. R. (2021). Strategic human resource management. Pearson Custom Publishing..

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

Stephan, U. (2022). Cross-cultural innovation and entrepreneurship. Annual Review of Organizational Psychology and Organizational Behavior, 9, 277-308.

Ljubica, J., Littrell, R. F., Warner-Søderholm, G., & Minelgaite, I. (2022). Empower me or not? Influence of societal culture. Cross Cultural & Strategic Management, 29(1), 114-146.

Kwon, B., & Farndale, E. (2020). Employee voice viewed through a cross-cultural lens. Human Resource Management Review, 30(1), 100653.

Chevrier, S. (2003). Cross-cultural management in multinational project groups. Journal of world business, 38(2), 141-149.

Brannen, M. Y. (2020). Cross-cultural management and cultural identity: past perspectives and present prerequisites. The Sage Handbook of Contemporary Cross-Cultural Management, 283-297.

HBR Digital Articles:

David C. Thomas, Kerr Inkson (2009) Communicating, Negotiating, and Resolving Conflicts across Cultures, Harvard Business Review

Pankaj Ghemawat, Sebastian Reiche (2022) National Cultural Differences and Global Business, Harvard Business Review

Tsedal Neeley (2015) Global Teams That Work, Harvard Business Review

Ginka Toegel, Jean-Louis Barsoux (2016) 3 Situations Where Cross-Cultural Communication Breaks Down, Harvard Business Review

Case Studies:

Xiaohui Li, Jing Qian, Yifan Xu, Yi Qu, Zeng Wang (2022) Bosai Minerals: A Journey of "Going Global" Guided by Neo-Confucianism, Harvard Business Review

Wiboon Kittilaksanawong, Kendall Marin Wyckoff (2017) Beam Suntory: Striving for Optimal Post-Acquisition Integration,

Catalogue prepared by	Dr. Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3130	Course Title: LEADERSHIP DYNAMICS					
	Type of Course: Discipline Elective	**L-T- P- C**	**2**	**0**	**0**	**2**
Version No.	1.0					
Course Pre-requisites	Knowledge of HRM and Organizational Behavior, Basic Communication Skills, Interpersonal skills, working in Teams / Groups, Leadership, Motivation.					
Anti-requisites	NIL					
Course Description	The goal of Leadership in Organizations is to help students learn how to leverage organizational behavior to enhance their ability to lead. Further, the course helps students to recognize the key factors that contribute to organizational success, and the role they can play in helping their organizations to be successful. Specifically, this course seeks to provide students with both the analytical frameworks and the practical experience necessary to better lead individuals and groups in organizations. The analytical frameworks will help students to understand leadership; the practical experience will help students put that understanding into action. The aim is to help students lead, even if they do not currently find themselves in a formal leadership role. The practices that are discussed will promote effectiveness at any level.					
Course Outcomes	On completion of this course, the student will be able to: 1. Describe the importance of Leadership for organization success. (Knowledge) 2. Discuss the personal traits that influence the leadership style. (Comprehension) 3. Demonstrate an ability to motivate individuals and groups to achieve organizational goals.(Application) 4. Apply leadership theories and frameworks to novel situations. (Application)					
Course Objective:	This course is designed to improve the learners' ENTREPRENUERSHIP SKILLS by using PARTICIPATIVE LEARNING techniques.					
Module 1	Introduction to Leadership	Case study	Class Discussions and Case study	06 Hours		
New leadership paradigm, Comparing Management and Leadership, Research perspectives of Leadership- Trait, Behaviors and Relationship- Contingency Approaches, Case for Analysis: An impossible Dream? Bloom's Taxonomy- Comprehension						
Module 2	The Personal Side of Leadership	Assignment	Class Discussions, Assignment	8 Hours		
Leader as an Individual- Values and Attitudes- Cognitive Differences- Personality and Leadership Styles- Transactional versus Transformational Leadership- Leadership Mind and Heart- Emotional Intelligence, Case for Analysis: The New Boss Bloom's Taxonomy- Comprehension.						
Module 3	Leader as a Relationship Builder	Assignment	Class Discussions, Assignment	8 Hours		

Motivation and Empowerment- Need Based Motivation- Carrot and Stick Controversy- Organization wide Motivational Programs, Leadership Communication, Leading Teams, e-leadership and Virtual teams, Opportunities and Challenges for e-leader, Case Analysis of "superintendent's Directive" Bloom's Taxonomy- Application.

Module 4	Leader as a Social Architect & Leaders' power and influence	Case Study	Class Discussions, Case study	8 Hours

Creating Vision and Strategic Direction- Shaping Culture and Values- Designing and Leading Learning Organization-Competitive v/s Collaborative Strategy- Leading Change, Case Analysis: Culture Clash

Four Kinds of Influential Leadership- Transformational Leadership, Charismatic Leadership, Coalitional Leadership, Machiavellian-Style Leadership, Using Hard versus Soft Power, Follower Responses to the Use of Power.

   Bloom's Taxonomy- Application

Targeted Application & Tools that can be used:

Exposure to the different compensation management tools and software of various organizations.

Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

Project work/Assignment:

Assignment: 1]   Case for Analysis: An impossible Dream (Experiential Learning)

Assignment: 2] Students are asked to discuss Leadership styles of prominent corporate and other leaders. (Participative and Experiential Learning)

Assignment: 3] Case Analysis: Culture Clash (Participative Learning)

REFERENCE MATERIALS:

Text Book:

T1: Daft, L, Richard. Leadership, Cengage Learning.

References Books:

R1: Gary A. Yukl, State University of New York, Albany, William L. Gardner, III, Leadership in Organizations, Pearson

 (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Research Articles in Journals

- The influence of Coaching on the development of Managers Leadership skills
  https://puniversity.informaticsglobal.com:2284/ehost/pdfviewer/pdfviewer?vid=22&sid=3c7e3412-e816-47d9-8b7c-8294b08967c7%40redis
- Virtual teams: opportunities and challenges for e-leaders
  https://www.sciencedirect.com/science/article/pii/S104898430000062X
- E-Leadership for the New Millennium
  https://puniversity.informaticsglobal.com:2282/ehost/pdfviewer/pdfviewer?vid=5&sid=cc68a4e4-bcad-40c0-8dc8-4e08ba991ea6%40redis

Articles:

- CEOs, Here's How to Lead in an Era of Constant Change
  https://hbr.org/2022/06/ceos-heres-how-to-lead-in-an-era-of-constant-change
- What Leadership Development Should Look Like in the Hybrid Era
  https://hbr.org/2022/06/what-leadership-development-should-look-like-in-the-hybrid-era
- What Is Leadership?
  https://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/?sh=2cffef605b90

Video Link:

- 100 Best Quotes On Leadership
  https://www.forbes.com/sites/kevinkruse/2012/10/16/quotes-on-leadership/?sh=d230272feb85

- How Do I Move from a Specialist to a General Leadership Role?
  https://hbr.org/podcast/2022/06/how-do-i-move-from-a-specialist-to-a-general-leadership-role

Catalogue prepared by	Dr Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3131	Course Title: Psychometrics and Research Methods in HR Management Type of Course: Specialization Theory Only		L-T- P- C	2	0	0	2
Version No.	1.1						
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management						
Anti-requisites	NIL						
Course Description	Measurement of individual talents like intelligence, aptitude, knowledge, attitude, personality traits, and values is key to people management. Effectively managing people/talent boils down to the effectiveness of personal decision in areas of hiring, training, deployment, and compensation. 'Psychometrics' aims to develop foundational competence for in understanding, usage, and development of psychometrics tools that can supply the required data for making these decisions rightly. " Research Methods in HRM equip students with competent knowledge base in scientific thinking and scientific method as a model for research and provides theoretical foundation on quantitative and qualitative research methods. The modules cover both the traditions of research methodologies in human resource management. The course has a combination of lectures, case study discussions and research article reviews that associates theory with practice						
Course Outcomes	On completion of this course, the student will be able to: 8. **Describe** theory, principles, and techniques underlying the development of psychological testing **[Knowledge]** 9. **Discuss** the various aspects of validity & reliability of constructs. [**Comprehension**] 10. **Demonstrate** the importance of different approaches of HR. [**Application**] 11. **Interpret** the outcomes of the research domains in HRM. [**Application**]						
Course Objective:	The course is designed to enhance the students' skill development with respect to research methods in the area of HR functions in organizations and to strengthen the students' employability skills as HR Professionals in the industry through experiential learning.						
Module 1	Psychological Testing & Required statistics	Assignment (Participative Learning)	Data Collection and Analysis		5 Hours		
Topics: History Of Psychological Testing, The Rise of Modern Psychological Testing, Developments In Psychological Testing, Levels of Measurement, Standard Error, Shape of Distributions and Psychological Testing, Corelation & Regression, Essentials Of Test Score Interpretation- Item Response Theory.							
Module 2	Reliability,	Assignment (Participative	Data Collection and Analysis		8 Classes		

	Validity & Test Items	Learning)		

Topics: Types of Reliability Coefficients, Source of Errors, Concept of Validity, Current Perspectives On Validity, Evidence based on Test Content and Evidence based on Test Process, Confirmatory Factor Analysis, Exploratory Factor Analysis, Evidence Based on Relations to Other Variables , Convergence and Differentiation

Module 3	The Principles Of HR Research	Assignment (Participative Learning)	Data Collection and Analysis	8 Hours

Topics: Different Approaches to HR Research, Concept-mapping for HR Research, Model Building in HR Research, Significance of HR Research, HR Research–Selection of Areas of Interest, Application of Multivariate Statistics in HR Research, Qualitative Research Considerations, Evaluation Designs

Module 4	Human Resource Planning & Compensation Research	Assignment (Participative Learning)	Data Collection and Analysis	5 Hours

Topics: Manpower Demand Forecasting, HRP at Macro-level ,HRP at Micro-level, Manpower Planning Models ,Predictive Statistics in Micro-level HRP, Quantitative Application in Compensation
Management Research

Module 5	Research On Employee Motivation, Training & Development	Assignment (Participative Learning)	Data Analysis	4 Hours

Topics : Motivational Research in Organizations ,Employee Motivation Research Techniques, Developing Questionnaires for Employee Motivation, Employee Motivation Survey Design, Training and Development Research, Training Evaluation Models, Training Needs Analysis, Research on Training Methods Selection

Targeted Application & Tools that can be used:
Exposure to the psychological testing and research in HRM.

Professionally Used Software: SPSS, EXCEL,

Project work/Assignment:

Project/ Assignment:

Assignment: 1] Select one article from the list and critically comment on the article. (Experiential Learning). (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)
Assignment: 2] Identify two global organizations and compare their compensation plans by collecting the samples representing al levels and present the report (Experiential Learning).

Text Book
T1. Dipak Kumar Bhattacharyya(2019). Human Resource Methods, Oxford University Press.

References
1. Research Methods in Human Resource Management Investigating a Business Issue - Valerie Anderson Rita Fontinha Fiona Robson
2. Saunders, M. N., & Tosey, P. (Eds.). (2015). Handbook of research methods on human resource development. Edward Elgar Publishing.
3. Sanders, K., Cogin, J. A., & Bainbridge, H. T. (Eds.). (2013). Research methods for human resource management. Routledge
4. Gravetter, F.J.,& Forzana,L.A.B(2009). Research methods for behavioral sciences. United States: Wordsworth Cengage learning
 (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

Ramsay, S., Branch, S., & Ewart, J. (2016). The use of news media as a data source in HRM research: Exploring society's perceptions. In *Handbook of Qualitative Research Methods on Human Resource Management* (pp. 74-91). Edward Elgar Publishing.

Loudoun, R., & Townsend, K. (2016). Anchoring qualitative methods for longitudinal studies. In Handbook of Qualitative Research Methods on Human Resource Management (pp. 30-41). Edward Elgar Publishing.

Jaga, A., & Guetterman, T. C. (2023). The value of mixed methods work-family research for human resource management: a review and agenda. *The International Journal of Human Resource Management*, *34*(2), 286-312**.**

Kuchinke, K. P. (2023). Phenomenology and human resource development: Philosophical foundations and implication for research. *Human Resource Development Review*, *22*(1), 36-58.

Rocco, T. S., Plakhotnik, M. S., McGill, C. M., Huyler, D., & Collins, J. C. (2023). Conducting and writing a structured literature review in human resource development. Human Resource Development Review, 22(1), 104-125.

HBR Digital Articles:
- Robert G. Eccles, Boris Groysberg, Ann Cullen (2008). A Note on Compensation Research Harvard Business Review.
- Nicholas Bloom, Scott Ohlmacher, Cristina Tello Trillo, Melanie Wallskog (2019). Research: Better-Managed Companies Pay Employees More Equally Harvard Business Review.
- Cassandra A. Frangos (2002). Aligning Human Capital with Business Strategy: Perspectives from Thought Leaders, Harvard Business Review.
- Jay Conger, Robert M. Fulmer (2003). Developing Your Leadership Pipeline, Harvard Business Review.

Case Studies

Amitabh Deo Kodwani, Mukesh Kumar, Sanjeev Prashar (2018). Somany Ceramics: Recruitment Challenges, Harvard Business Review

Laurie George Busuttil, Susan J. Van Weelden (2019). Banff Aspen Lodge: Staffing for Success, Harvard Business Review

Cedric Lepine, Michel Cossette (2013). Measuring the Results of the HR Function: The Case of the Société de transport de Montréal's Staffing and Workforce Planning Division, Harvard Business Review.

Catalogue prepared by	Dr. Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3132	Course Title: Story Telling for Business Managers Type of Course: Discipline Elective	L- T-P- C	2	0	0	2
Version No.	1.1					
Course Pre-requisites	The Students should have knowledge of Human Resource Management (HRM) and Organizational Behavior.					
Anti-requisites	NIL					

Course Description	Stories hold a unique place in our psyche, and the right story at the right time can be a game-changer in business; whether tragedy, triumph, tension or transition, a good story can captivate the listener and help you achieve your goals. To be successful as a manager, students should learn how to create their own stories — authentically theirs, crafted to attain their goals— and develop an instinct for sharing when the time is right.
Course Outcomes	On completion of this course, the student will be able to: 1. Understand why storytelling is such a powerful communication tool for business and management; [Comprehension] 2. Illustrate how to use stories to effectively transmit corporate values (Application) 3. Apply stories to build trust in you and to connect positively with your staff and clients; [Application] 4. Apply effective strategies for preparing, telling and sharing stories; [Application]
Course Objective:	After completion of this course, the people management skills of the students will be enhanced through participative and experiential learning.

Module 1	Module 1: The Power of Storytelling	Assignment, Class Discussions	Participative Learning	10 Hours

Storytelling and its importance- Learning principles of storytelling from Neuroscience, Evolution and the world of movies - Introduction to a 1 page toolkit of an ideal story that is applicable to every situation

Module 2	Crafting and Delivering Effective Stories	Assignment Class Discussions	Experiential Learning	10 Hours

Storytelling in Action: Conflict and Change Management-Storytelling and Written Communication-Storytelling in Action: Introduction to Data Storytelling

Module 3	Storytelling for Organizational Values and Messages	Assignment and presentation	Experiential and participative learning	10 Hours

The Use of Storytelling to Transmit Organizational Values and Messages-How to Choose, Prepare, and Effectively Tell a Story-An Introduction to the Six Elements of Vocal Expression

Targeted Application & Tools that can be used:

Fundamental exposure to the qualitative and quantitative surveys techniques in organisational behaviour.

Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

Text Book

Prusak, L., Groh, K., Denning, S., & Brown, J. S. (2012). *Storytelling in organizations*. Routledge.

References

Dolan, G. (2017). Stories for work: The essential guide to business storytelling. John Wiley & Sons.

Mead, G. (2014). Telling the story: The heart and soul of successful leadership. John Wiley & Sons.

Course Code: MBA3133	Course Title: Sustainable Human Resource Management Type of Course: Discipline Elective	L- T-P- C	2	0	0	2

Version No.	1.1
Course Pre-requisites	The Students should have knowledge of Human Resource Management (HRM) and Organizational Behavior.
Anti-requisites	NIL
Course Description	This course would explore the potential of sustainability as a new paradigm and sustainable HRM as a concept for managing people within an organization. It would dwell on the debates about the role of HRM in developing sustainable work and HRM systems and the role of HRM in supporting sustainable business organizations. The objective of the course would be to bring together conceptual and empirical research as well as practitioners' view on the meaning and motifs of sustainability for HRM, on how to design and evaluate sustainable HRM systems, and on enhancing our understanding for the complex relationships between economic, ecological, social and human sustainability.
Course Outcomes	On completion of this course, the student will be able to: 1. Understand the concepts, evolution and importance of sustainable HRM. [Comprehension] 2. Recognize the concepts of Human Capital and sustainable HRM. [Comprehension] 3. Understand the role of HRM in developing sustainable organizations [Application]
Course Objective:	After completion of this course, the people management skills of the students will be enhanced through participative and experiential learning.

Module 1	Introduction to sustainability and HRM	Assignment, Class Discussions	Participative Learning	10 Hours

Limitations of the traditional market model; Importance of sustainability for HRM; Historical roots of sustainability and its dimensions; Defining sustainability for the business context; Sustainability and HRM-Importance for a human factors perspective for sustainable HRM; Background on social sustainability, human resource management and human factors; Recent changes and future challenges for social sustainability; Quality of working life; Social sustainability at work; Sustainable work systems (Comprehension)

Module 2	Corporate human capital and social sustainability of human resources	Assignment Class Discussions	Experiential Learning	10 Hours

Importance of the concept of human capital for sustainable HRM; Towards measuring human capital in sustainable HRM with the help of methods from different disciplines. Challenges faced by SMEs and the concept of sustainable enterprise; Corporate social responsibility to enhance social sustainability of the sustainable enterprise; Environmental management to enhance ecological sustainability of the sustainable enterprise; Human and social capital as sources of enterprise sustainability; HRM and decent work; Effects on enterprise performance (Comprehension)

Module 3	Relevance of sustainability to HRM practices:	Assignment and presentation	Experiential and participative learning	10 Hours

Role of HRM in developing sustainable organizations; Developing sustainable HRM practices- Concluding themes and ideas on sustainability and HRM; Sustainable HRM in different cultural contexts-- Sustainable HRM in the US; Sustainable HRM in East and Southeast Asia; Sustainable HRM in Europe (Application)

Targeted Application & Tools that can be used:

Fundamental exposure to the qualitative and quantitative surveys techniques in organisational behaviour.

Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques.

Text Book	
Ina Ehnert, Wes Harry, Klaus J. Zink (Editors) (2014). Sustainability and Human Resource Management: Developing Sustainable Business Organizations. Springer	
Catalogue prepared by	
Recommen ded by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA3134	Course Title: Team Dynamics Type of Course: Open Elective and Theory Only course		L-T - P- C	2	0	0	2
Version No.	1.0						
Course Pre-requisites	Basic understanding of organization and organizational functions.						
Anti-requisites	NIL						
Course Description	Teams, teamwork and collaboration are essential to any modern organization. This course is being packed with information from psychology, sociology and business management helps the students to master the art of being a team member as well as a team leader. The purpose of the course is to impart all the necessary skills in team building, leading and motivating teams, bringing out the best team performance. This course, more specifically explains how to form, lead, motivate and assess teams. We live and work in an interconnected and integrated economies and business thus, it is very much necessary to have an understanding on the characteristics of multicultural and virtual teams. This course offers the same to enable students to work with and manage a highly diversified and geographically dispersed teams.						
Course Out Comes	**On successful completion of the course the students shall be able to:** CO1: Describe the basic concepts of teams and team work. (Knowledge) CO2: Explain the process of team building and development. (Comprehension) CO3: Recognize the challenges of team leadership and team empowerment. (Comprehension) CO4: Demonstrate the skills required to assess team performance and manage work behaviors in the diversified teams. (Application)						
Course Objectives	Objective of this course is to enhance **Employability Skills** using **Participative Learning** Methods.						
Course Content:							
Module 1	**Introduction to**	Assignment	Participative Learning			8 Hours	

	teams			
Topics: Understanding Teams – Definition, Types of teams, teams vs groups, Components of a team, benefits and problems from teams, What makes teams unique; Understanding team work – Team work, Decision making process, The role and importance of shared identity, trust, collaboration, Ethics and values in teams; Team life cycle. **(Bloom's Level- Knowledge)**				
Module 2	**Team building**	Assignment	Class activity	8 Hours
Topics: Team composition; Team cohesion; Team development theories – The Tuckman team model, Punctuated equilibrium model, Taxonomy of team process; Team building interventions; Multiteam systems and temporal dynamics; Creating shared values, identity, trust and collaboration; individual and collective team behaviour; Creating high-performance, synergy, collaboration, knowledge sharing. **(Bloom's Level- Comprehension)**				
Module 3	**Team Leadership**	Data Analysis	Case study	8 Hours
Topics: Leadership qualities; Changing landscape of leading teams; Transition and Action phase leadership function; Challenges of team leadership; 3D team leadership – Individual, Team, Subteam; Leading and motivating team members; Individual and team empowerment; Team leadership across culture; Leadership in virtual teams. **(Bloom's Level- Comprehension)**				
Module 4	**Analysing Team performance**	Assignment	Participative Learning	6 Hours
Topics: - Assessing team performance; Developing & applying effective communication methods & practices; Teams and Organization politics; Role of culture in team development; Benefits of cultural diversity to teams; Nine Belbin team roles; Social Loafing and other counterproductive work behaviors, Reasons for a team failure. **(Bloom's Level- Application)**				
Targeted Application & Tools that can be used: This course help the students to learn the skills to be a good team player as well as team leader and empower them to work with and manage a highly diversified and geographically dispersed teams. Tools: Resources that employers use to improve team development and collaboration. Employee Engagement Platforms, Brainstorming & Collaboration Team Building, Goal Setting, Virtual Meeting Platforms, Joint Calendars, Paperless Post, Activities, Intentional Encouragement & Google Forms.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course: Participative Learning				
Assignment 1(Individual): Identify any two organizations and compare the team structures with detailed analysis between those organizations and submit a report. Assignment 2: (Group) Prepare a poster presentation on effective team building theme with your group by working on creative ideas and submit. Presentation is mandatory from entire group. Assignment 3: Refer to any one research article from the list in the reference and write a review report on the referred article and submit. (Review of e-resource from Presidency University – Link is mentioned in references section. Mandatory to submit screenshot of accessing digital resource. Otherwise, it will not be evaluated).				
Text Book T1: Levi, Daniel (2020). Group Dynamics for Teams, Fifth edition, SAGE Publications India Pvt Ltd, New Delhi				

References
 	
   R1: Eduardo Salas (2017). Team Dynamics over time, e-Book, Bingley: Emerald Publishing Limited.
 	
   R2: Bradley L. Kirkman (2017). 3D Team Leadership, e Book, Stanford, California: Stanford Business Books.				

Catalogue prepared by	Dr. Anni Arnav			
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS			
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:			

Course Code: MBA4017	Course Title: Stress Management and Counselling Type of Course: Discipline Elective	L-T P-C	2	0	0	2

Version No.	1.0
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management
Anti-requisites	NIL
Course Description	More than 80% of all diseases and illnesses have a stress component. The World Health Organization calls stress "the health epidemic of the 21st Century". Organizational stress is directly related to organizational performance and is inevitable part. The application of effective strategies for stress reduction is a very important component of employees' and organizational health. Therefore the organizations have to design strategies that can manage stress and check burnout segment. While helping to identify the causes of stress, counseling can also help to manage stress. This course is designed to foster creative thinking about how social, psychological and organizational systems interact to produce stress and affect health of employees; and to investigate critically and experientially different interventions aimed at managing stress. The learning activities of the course are both theoretical and experiential.
Course Outcomes	**On completion of this course, the student will be able to:** • **CO1:** Review the related theories, concepts, and models of Occupational Stress. **(Comprehension)** • **CO2:** Identify the impact of stress and counseling on employees. **(Comprehension)** • **CO3:** Interpret Stress Management and Counseling practices for organizational effectiveness **[Application]** • **CO4:** Apply Counseling functional skills leading to an efficient work culture. [**Application**]
Course Objective:	The objective of the course is to acquaint the students about the Management of Stress in the organization through experiential, participative learning to enhance for organizational effectiveness.

Module-I	**Stress in the organizations**	Class discussions and Case studies.	Participative Learning	08 Hours

The concept of Employee Stress; Extreme Products of Stress: Burn-out, Trauma, Workplace Trauma, Workplace Violence, Post-Traumatic Stress Disorder; Occupational Stress Models; Job Related Causes of stress, Stress & Job Performance, Individual differences in Stress Response; Contemporary Organizational Stressors. **[Comprehension]**

Module-II	**Managing Stress in Organisations**	Industrial visits, Corporate experts, Class discussions, assignments, and case studies	Participative Learning	08 Hours

The concept of Stress Management; Approaches to Stress Management; Reduction of Workplace Stressors: Alternative work schedules, Family-Friendly Initiatives, Health and Fitness Programs; Cross-Cultural Stress and solutions; Effective Stress Management Habits. **[Comprehension]**

Module-III	**Counselling for Stress**	Psychometric Tools, management games, simulation, Class discussions, and assignments.	Practical, and Experiential Learning	08 Hours

Definition, nature, the purpose of counseling, special areas of counseling, formats of counseling personal group, virtual relationship building, assessment and diagnosis, formulation of counseling, Intervention and problem-solving, benefits of counseling, Guidance, Advising, Stages of the Counseling Process; Reinforcement methods. Contemporary trends, Functions of a counselor. *Psychometric Test   Practice.*
1. Perceived stress scale (PSS) feelings & thoughts.,
2. NSI Lester D Personality & Individual differences.,
3. Achievement motivation scale reduce version - Lang JWB & Fries,
4. Unified motives scale of stress management Schönbrodt, F.D. and F.X.R Gerstenberg

	[Application]				
Module -IV	**Practical Counseling Functions in Organizations**	Psychometric Tools, management games, simulation, Class discussions, and assignments.	Practical, and Experiential Learning	06 Hours

Body language, confidentiality, multicultural competencies, Process of Counseling secession, Interpretation, Counsellor and client relationship building, client expectations, cooperative alliance, disclosure and structuring, obtaining mental health, increasing personal performance, conflict resolutions, Counseling to support change, Problem identification & solution, cognitive errors & Avoid bottleneck points, remedy, implementation & Termination. Counsellor dairy formats.
[Application]

Targeted Applications & Tools that can be used:
Fundamental exposure to the qualitative and quantitative surveys techniques.

Psychometric tools of Psychology & stress management.

Project work/Assignment:

Assignment: 1] Students to identify contemporary organizational stressors.
Assignment: 2] (Experiential and Participative Learning) Students to measure stress of other group members and present the report as group activity. (Ref. T-1, page 37).
Assignment: 3] (Experiential Learning) How do proper organization skills reduce stress? (Ref. T-1, Chapter-7).
Assignment: 4] (Participative Learning) 'The effects of teaching stress management skills on the quality of life in ICU nurses
https://jamp.sums.ac.ir/article_40855.html

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Text Book
    T1: Allen Elkin (2013), Stress Management for Dummies, Johan Wiley &Sons, IBSN:978-81-265-4302-1

References

Books:

R1: Steve M. Jex (2002) Organizational Psychology, Johan Wiley &Sons (replica Press Pvt. Ltd. Indai), IBSN:9812-53-230-7
R2: Dr. Y. Narasimha Raja, counseling skills, Notion press, series 1, ISBN 9789360766184
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(Kindly note: Students should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of login and log out in person at the end of the assignment file.)

Research Articles in Journals
- **Work demand, stress and work-related musculoskeletal disorders among emergency workers**
  https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJWHM-08-2018-0111/full/html
- **The relationship between work-family conflict, stress, and work attitudes**
  https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJM-01-2014-0014/full/html
- **Guidance on work-related stress**
  https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/ss.2005.11023aae.010/full/html
- **Workaholism, work stress, work-life imbalance: exploring gender's role**
  https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/17542410810912681/full/html
- **Cross-cultural non-work transition stresses: domestic transferees in Indonesia**
  https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/13527600610662302/full/html

HBR Digital Articles:
Making Work Less Stressful and More Engaging for Your Employees
    https://hbr.org/2019/11/making-work-less-stressful-and-more-engaging-for-your-employees
- How to Recover from Work Stress, According to Science
  https://hbr.org/2022/07/how-to-recover-from-work-stress-according-to-science
- How to Help an Employee Who Struggles with Time Management

https://hbr.org/2022/05/how-to-help-an-employee-who-struggles-with-time-management

- How to Manage Your Anger at Work
  https://hbr.org/2022/04/how-to-manage-your-anger-at-work

Case Studies:

- 'The effects of teaching stress management skills on the quality of life in ICU nurses'
  https://jamp.sums.ac.ir/article_40855.html
- Lifestyle and Stress Management in Women During COVID-19 Pandemic: Impact on Cardiovascular Risk Burden
  https://journals.sagepub.com/doi/full/10.1177/1559827620981014

Videos:

- **Jeffrey Pfeffer: Is Your Workplace Killing You?**
  https://www.youtube.com/watch?v=LL-pkKEHMkE
- **The way we think about work is broken | Barry Schwartz (Ted Talk)**
  https://www.youtube.com/watch?v=3B_1itqCKHo
- **Work-related stress | How can counselling help?**
  https://www.youtube.com/watch?v=WWwwKByQZ7A&t=4s

Catalogue prepared by	Lt. Dr. Y.Narasimha Raja
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA4078	Course Title: Team Creativity and Decision Making Type of Course: Discipline Elective Theory Only	L- T- P- C	2	0	0	2
Version No.	1.1					
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management					
Anti-requisites	NIL					
Course Description	Teams, teamwork and collaboration are essential to any modern organization. This course mainly focuses on building effective teams, help them to be more creative in their professional endeavors and also an understanding of various decision making techniques and its suitable applicability. Managing Teams for Innovation and Success takes a strategic, global approach to every aspect of teams that include creating, managing, and leading them. Great teams can stimulate creativity and innovation, make an organization more adaptive to market forces, and drive breakthrough results. The course enables students to develop strategies for building high-performance teams and eliminate obstacles of effective teamwork. It helps students in managing teams for Innovation and Success, provides strategies, skills that can transform teams					
Course Outcomes	On completion of this course, the student will be able to: 1. Describe the crucial factors in building an effective team. [Blooms Level: Knowledge] 2. Recognize the importance of creativity to visualize and come up with something new, that drives the organizational performance. [Blooms Level: Comprehension]					

		3. Demonstrate different decision-making techniques for managers in business. [Blooms Level: Application] 4. Interpret the components of the barriers and enablers of Team-Based Ideation [Application]			
Course Objective:		The course is designed to enhance the students' skill development with respect to hiring, retaining and developing human resources in organizations ; to strengthen the students' employability skills as HR Professionals in the industry through experiential learning.			
Module 1	Effective Teams	Assignment (Participative Learning)	Data Collection and Analysis	8 Hours
Topics: Individual characteristics that promote effective team work; Design of Team Charter; Role of Team leader and team members; Accountability for Team leader and team members; Ethics in team leadership; Conflict Management in teams				
Module 2	Managing Creativity	Assignment (Participative Learning)	Data Collection and Analysis	08 Hours
Topics: Introduction to Creativity; Myths about Creativity; Three Components of Individual Creativity; Characteristics of Creative Groups; Divergent and Convergent Thinking; Time pressure and Creativity; Organisational Characteristics that support creativity; Enriching physical workplace to enhance creativity; Leaders role in bringing Creativity in workplace; Role of Creativity in Decision Making.				
Module 3	Team Decision Making	Assignment (Participative Learning)	Data Collection and Analysis	8 Hours
Topics: Problems and Decision Making; Decision Making Process for teams; Decision Making Models for teams; Strengths and Weaknesses of Group Decision Making; Group think and group shift; Group decision making techniques.				
Module 4	The Hidden Barriers and Enablers of Team-Based Ideation	Assignment (Participative Learning)	Data Analysis	06 Hours
Topics: The Debated Value of Team Ideation- Team Ideation Frameworks- Understanding the Team Process Loss Factors Impacting Creativity – Groupthink- Production Blocking- Communication Speed Cognitive Interference or Cognitive Inertia -Evaluation Apprehension - Social Loafing - Achieving Synergy- Process: Structuring the Team-Level Process -Leadership: Be a Guide, Not a Leader- Team Composition - Team Dynamics				
Targeted Application & Tools that can be used: Exposure to the surveys and survey techniques in team creativity and their decision making.				
Text Book T1 Effective Teamwork- Ten steps for technical professions by David L Goetsch, Shalini Kalia, Pearson				
References R1 . The Hidden Barriers and Enablers of Team-Based Ideation - Linda Suzanne Folk University of Warwick Coventry, UK - Palgrave R3. Organization Behaviour Stephen P Robbins, Pearson R3 Managing Creativity and Innovation, Harvard Business Review Press (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.) Research Articles in Journals https://presiuniv.knimbus.com/user#/home A Model of Conflict, Leadership, and Performance in Virtual **Teams**. https://puniversity.informaticsglobal.com:2284/ehost/detail/detail?vid=5&sid=34cb2359-7c6c-4e07-906b-eb3fab08761f%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=36002097&db=iih				

Group maturity, **team** efficiency, and **team effectiveness** in software development: A case study in a CMMI-DEV Level 5 organization.
https://puniversity.informaticsglobal.com:2284/ehost/detail/detail?vid=7&sid=34cb2359-7c6c-4e07-906b-eb3fab08761f%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=142538617&db=iih

Information Sharing and Creativity in a Virtual **Team**: Roles of Authentic Leadership, Sharing **Team** Climate and Psychological Empowerment.
https://puniversity.informaticsglobal.com:2284/ehost/detail/detail?vid=11&sid=34cb2359-7c6c-4e07-906b-eb3fab08761f%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=125197332&db=iih

Trust, Performance, and the Communication Process in Ad Hoc **Decision**-**Making** Virtual **Teams**.
https://puniversity.informaticsglobal.com:2284/ehost/detail/detail?vid=13&sid=34cb2359-7c6c-4e07-906b-eb3fab08761f%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=61144274&db=iih
Link: https://www.youtube.com/watch?v=DiaZsat2rwM

Catalogue prepared by	Dr. Krishnan Hariharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: **MBA4085**	Course Title: **Psychology at Work** **Type of Course: Discipline elective course**	**L-T-P- C**	**2**	**0**	**0**	**2**
Version No.	1.2					
Course Pre-requisites	Human Resource Management					
Course Description	Psychology at Work course is characterized by the scientific study of human behavior in organizations and the work place. The specialty focuses on deriving principles of individual, group and organizational behavior and applying this knowledge to the solution of problems at work. The course will examine methods used to improve employee well-being and organizational productivity in areas such as recruitment and selection, Personality and preferences at work, Workplace Emotions and Assessment, Motivation at Work, Team Roles and Dynamics, Conflict resolution, leadership and organisational culture and change. The course will enable students to understand the subject of Psychology and its branches applying in personnel, professional and social life of employees. The course also enables the students with knowledge, skills and techniques to understand Psychological assessment employees that can lead to organizational effectiveness.					
Course Out Comes	**CO1:** Relate theories and concepts of Industrial and Organizational Psychology. **(Knowledge)** **CO2:** Identify the factors that have an impact on the psychology of employees. **(Comprehension)** **CO3:** Demonstrate and understanding of the process of designing a policies and practices related to organizational psychology and performance. **(Application)** **CO4 –** Analyse the work design and relationships between the variables.**(Analysis)**					

Course Objective:	This course aims at the skill development pertaining to effective management of individual and team performance through participative and experiential learning.			
Module 1	**Introduction to Psychology at Work**	Case study	Participative Learning	08 Hours
Concept, Nature, Scope, and Challenges of Industrial & Organizational Psychology; Brief history of industrial and organizational psychology. Individual differences, their evaluation, Role of heredity and environment on Personality; Industrial Morale: Meaning, Characteristics, Factors that influence morale, Measures of improving morale				
Module 2	**Constructs of Psychology at Work**	Assignment	Experiential learning Activity	08 Hours
Topics: Attitudes: Meaning, components, Methods of measuring Job attitudes; Perceptions and Factor affecting Perception; Emotions and Moods, Emotional Intelligence; Motivation: Meaning, Types, Applications; Work Stress, Burnout, Employees Wellbeing and Engagement; Job Crafting **[Comprehension]**				
Module 3	**Strategies for Psychology at Work**	Activities on developing assessment tools	Experiential learning Activity	06 Hours
Analyzing and designing of strategies related Employees' Learning, Employees Engagement; Employees Commitment; Employees' Involvement; Job Crafting and Stress Management.				
Module 4:	**Work Design and Interventions &Psychology of Work Relationships**	Assignment	Experiential learning Activity	08 Hours
Work Design for Performance: Expanding the Criterion Domain - Management Interventions - Employee Participation - Trust at Work -Politics in Organizations-Toxic Emotions at Work-Exchange in the Employee–Organization Relationship				
Targeted Application & Tools that can be used: MS Excel, SPSS – Performance Analytics Used by any type of business Organisations.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				

DELIVERY PROCEDURE (PEDAGOGY):

Self- Learning Topics: Study topics related to individual, group and organizational Psychology.

Experiential Learning: Identify any companies that care for employees, wellbeing, involvement, engagement.

Participative Learning: Case studies rated to Job Crafting; Employees' Engagement; Employees' Learning.

Technology Enabled Learning: Assignments and Videos

Text Book(s):

> **T1:** Industrial / Organizational Psychology - An applied approach Michael G Aamodt, Radford University and DCI Consulting 6th Edition

> **https://library.wbi.ac.id/repository/143.pdf**

Reference Book(s):

> **R1: Blum M.L,** Industrial Psychology : Its Theoretical And Social Foundations, CBS (1 January 2004), ISBN-10 : 9788123908601
>
> **R2:** Miner, J.B. 'Industrial-Organisation Psychology' - Tata McGraw Hill
>
> **R3:** Introduction to Psychology - Publisher: University of Minnesota Libraries Publishing -2018. https://open.lib.umn.edu/intropsyc/
>
> **R4:**The SAGE Handbook of Industrial, Work & Organizational Psychology, Volume 1: Personnel Psychology and Employee Performance (2018)– Edited By Deniz S. Ones, Neil Anderson, Chockalingam Viswesvaran and Handan Kepir Sinangil

Research Articles in Journals

1. Students' cyberslacking behaviour in e-learning environments: the role of the Big Five personality traits and situational factors
   https://www.emerald.com/insight/content/doi/10.1108/JARHE-11-2021-0437/full/html

2.   An empirical study of personality traits, job market appraisal and self-perceived employability in an uncertain environment
https://www.emerald.com/insight/content/doi/10.1108/HESWBL-12-2018-0145/full/html

3.   Relationship of emotional intelligence with cultural intelligence and change readiness of Indian managers in the service sector
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JOCM-05-2017-0193/full/html

4.   Rooting wellbeing and work engagement in basic human needs: People and team investment wisdom for aspiring engaging leaders
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/HRMID-11-2020-0252/full/html

5.   An employee involvement strategy for ISO 9000 registration and maintenance: a case study for Hong Kong and China companies
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/02656719810198980/full/html

HBR Digital Articles:

1.   How Companies Can Improve Employee Engagement Right Now
https://hbr.org/2021/10/how-companies-can-improve-employee-engagement-right-now

2.   Job Crafting Can Help Digital Gig Workers Build Resilience
https://hbr.org/2022/01/job-crafting-can-help-digital-gig-workers-build-resilience

3.   Build Learning into Your Employees' Workflow
https://hbr.org/2022/07/build-learning-into-your-employees-workflow

Case Studies:
- Organizational practices and employee engagement: a case of Malaysia electronics manufacturing firms.
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/17515631311295659/full/html
  - The Learning System at IBM: A Case Study
https://workofthefuture.mit.edu/wp-content/uploads/2020/12/2020-Working-Paper-Qin-Kochan2.pdf
- Subliminal Shock Learning: An Inverted Remapping Exercise
https://journals.sagepub.com/doi/full/10.1177/22779779211006802

Videos:

- Does Management Care
  https://www.youtube.com/watch?v=6PeC1t1sSSM

Catalogue prepared by	Dr.Jagdeep Singh, Professor, SoM
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

MARKETING DISCLIPLINE ELECTIVES

Course Code: MBA2030	Course Title: Consumer Behaviour Type of Course: Discipline Core Theory Only Course	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Fundamentals of Marketing Fundamentals of Sales					
Anti-requisites	NA					
Course Description	Consumer is the centre of all marketing actions. For a brand or a product to be able to appeal to the consumer and gain their loyalty, it is imperative that the it is not only created/designed but also marketed taking into serious consideration the interests, aspirations, and preferences of the consumer. Therefore, a clear understanding of Consumer Behaviour is indispensable to successful marketing action. The course provides students with a deep understanding of the concepts of consumer behaviour and to help them use this understanding to make better marketing decisions. The students will learn the key concepts and theories of consumer behavior, identify applications of these concepts and theories to real world consumer behavior problems and show how behavioral evidence can be used to evaluate alternative marketing strategies based on insights that can be used to drive innovation across industries.					
Course Out Comes	On successful completion of the course the students shall be able to: 1] Explain the importance and the inter-disciplinary nature of Consumer Behavior. (Comprehension) 2] Apply the concepts of Motivation, Personality and Perception in consumer decision making. (Application) 3] Apply the concepts of Learning and Attitude in consumer decision making. (Application) 4] Analyze the effect of Sociological influences on Consumer Behavior. (Analysis)					
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques.					
Module 1	Introduction to the study of Consumer Behavior	Role Play (EXPERIENTIAL LEARNING)	Experiential Learning activity depicting the different types of decision-making process of consumers applying to live products/services			12 Hours
Consumer Behaviour: Definition, Meaning & Importance, Nature & Scope, Theoretical framework of Consumer Behaviour, Traditional vs Digital consumers, Ethnography, Consumer Involvement, Causes, Low and high involvement, Models of Consumer Behaviour, Levels of Consumer Decision Making - Extensive Problem-Solving Model, Limited Problem-Solving Model, Routinized Response Behavior						
Module 2	Psychological Influences on Consumer Behavior	Assignment and Case study	Primary data collection for Assignment			9 Hours
Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Personality & Self Concept: Basics of Personality, understanding consumer diversity, Changing Lifestyles and footprint on Digital era. Family: Family decision making, Family consumption roles, Traditional family life cycle & implications. Opinion Leadership: Dynamics of opinion leadership process, Opinion Leadership & Marketing Strategy.						
Module 3	Consumer Learning, Attitude, Memory and Information processing	Case Study (EXPERIENTIAL LEARNING)	Flip classroom/Experiential Learning through activity and assignment			12 Hours
Elements of Consumer Learning – motives, cues, responses, reinforcement, Reinforcement, Classical conditioning, S-R theory, Observational learning, Information processing – Short term, long term, perception v/s attitude, attitude						

formation, tri component model of attitude, TRA – Theory of reasoned action, ELM Model - The elaboration likelihood model , cognitive dissonance, Absolute Threshold / Just Noticeable Difference, Applications of Perception, Consumer Profiling, Psychographics

Module 4	Sociological Influences on Consumer Behaviour and Consumer behavior models	Term paper/Assignment/Case Study (EXPERIENTIAL LEARNING)	Field research	12 Hours

Social Comparison, Informational Social influence, Conformity & Norms, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model, Consumerism, Consumer protection Act (CPA-2019) in light of e commerce and digitization, Types of Decisions and Decision Making, Consumer Decision Making Influencers, Role of Culture in Decision Making, Experiential Utility

Role of Emotions in Decision Making, Motivation and Emotion, Social Judgement Theory

Targeted Application & Tools that can be used: Students would be encouraged to take up live projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand consumer minds.

Project work/Assignment:

1] Field project (Group): Select a Product/Brand of your choice and complete the following task:

Provide a brief introduction to the product/Retailer/Organisation and explain what would attract the consumers to this brand from the category.

Write in brief about any two external /internal factors which would influence the consumer on his purchase decision (keeping in mind the type of buying process involved for the product).

Collect Primary Data from customers of the selected Product/brand about the factors you have considered important for their purchase and also the level of satisfaction (Post Purchase)

Analyse the collected primary data by listing/interpreting your findings.

Conclude your report with valid suggestions and or recommendations.

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

2] Group Assignment: Imagine you are a consumer who needs to buy any one of the following product:

A Sports utility vehicle

A luxury farmhouse

A high-end mobile phone

A motorbike/scooter

While making the purchase decision you have to keep in mind the following and explain your choice based on:

TRIO of NEEDS

Motivation Process

Brand Personality vs SELF IMAGE

Keeping in mind the above factors explain:

 The buying process (selecting whether it is EPS, LPS, RPS).

Apply the IPO (Input Process and Output)

In completing the above task don't forget to

Your written report should be backed up with relevant academic literature review as it is an open book term paper and a conclusion. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Text Book

T1. Loudon, David L. And Bitta, Albert J. Della (1992), Consumer Behavior: Concepts and Applications. 4th Ed. Mcgraw Hill Education

References Books:

R1 Consumer Behavior 12 e by Schiffman, J Wisenblit, and S.Ramesh Kumar.

PU Online Library

Https://presiuniv.knimbus.com/user#/home

Articles:

Evolution and trends in consumer behavior: Insights from Journal of Consumer Behavior-Web of Science Core Collection (knimbus.com).

Griskevicius & Kenrick (2013) Fundamental motives: How evolutionary needs influence consumer behaviour (article). Fundamental motives: How evolutionary needs influence consumer behavior-Web of Science Core Collection (knimbus.com).

Loureiro, S. M. C., Bilro, R. G., & Japutra, A. (2020). The effect of consumer-generated media stimuli on emotions and consumer brand engagement. Journal of Product & Brand Management, 29(3), 387-408.

Tian, Y., Yoo, J. H., & Zhou, H. (2022). To read or not to read: An extension of the theory of planned behaviour to food label use. International Journal of Consumer Studies, 46(3), 984-993.

To read or not to read: An extension of the theory of planned behaviour to food label use-Web of Science Core Collection (knimbus.com).

Mulyanegara, R. C., Tsarenko, Y., & Anderson, A. (2009). The Big Five and brand personality: Investigating the impact of consumer personality on preferences towards particular brand personality. Journal of brand management, 16, 234-247.

Yan, L., Keh, H. T., & Wang, X. (2021). Powering sustainable consumption: The roles of green consumption values and power distance belief. Journal of Business Ethics, 169, 499-516.

Additional Reading;

Consumer attitudes to utility products: a consumer behaviour perspective

Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/02634500210450837/full/html

Liu D, Darbandi M. (2022). Assessing the impact of cloud-based services on the consumer minds and its impact on consumer behaviour. Kybernetes.51(6):2127-2155 Link: https://web.p.ebscohost.com/ehost/detail/detail?Vid=23&sid=954f0526-3312-4742-b34a-1ee127cdcc2f%40redis&bdata=jnnpdgu9zwhvc3qtbgl2zq%3d%3d#AN=156948690&db=iih

Effect of television adverts on children's purchase behaviour: Evidence from ghanalink: https://www.tandfonline.com/doi/full/10.1080/23311975.2019.1614740

Consumer attitudes to utility products: a consumer behaviour perspective

Link:https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/02634500210450837/full/html

Liu D, Darbandi M (2022). Assessing the impact of cloud-based services on the consumer minds and its impact on consumer behaviour. Kybernetes.51(6):2127-2155 Link: https://web.p.ebscohost.com/ehost/detail/detail?Vid=23&sid=954f0526-3312-4742-b34a-1ee127cdcc2f%40redis&bdata=jnnpdgu9zwhvc3qtbgl2zq%3d%3d#AN=156948690&db=iih

Case Study: Do women customers love to talk about financial brands? An empirical evidence on the mediated service responsiveness and brand sincerity in creating a positive word of mouth

Https://www.tandfonline.com/doi/full/10.1080/23311975.2021.1945426

HBR Articles;

Magids, Scott, Zorfas, Allan, and Leemon, Daniel. (2015). The New Science of Emotions. Harvard Business Review.
Link: The New Science of Customer Emotions (hbr.org)

Weed, Keith (2012). Change Consumer Behavior with These Five Levers. Harvard Business Review.
Link: https://hbr.org/2012/11/change-consumer-behavior-with

Videos:

Consumer Behavior Models, Link: https://youtu.be/1dfn_htwlak

Consumer Behaviour Factors, Link: https://youtu.be/UL6imegssbQ

Catalogue prepared by	Dr. Mohamad Imrozuddin
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3011	Course Title: Digital and Social Media Marketing Type of Course: Discipline Elective Theory Only Course	L- T-P-C	3	0	0	3
Version No.		2.0				
Course Pre-requisites	1.	2. Fundamentals of Marketing 3. Fundamentals of Sales				
Anti-requisites		NIL				
Course Description		The course will enable students to prepare digital marketing strategies related to Product and Services. This course will give an ultra-wide angle view of various digital and social media marketing mediums that businesses can use for achieving better mileage online. It will give deep insights into search engine marketing, social media marketing, online PR, Email marketing, Mobile marketing, Affiliate marketing and Content Marketing. It will enable deep understanding of key social media such as Facebook, LinkedIn and Twitter and other tools etc. and. This course will give insights into how to increase engagement, leads and conversions. Insights into digital marketing will enable marketers to get enhanced performance from their teams and digital agencies while reducing the cost of their digital campaigns. The course gives insights into latest trends in the field of Digital Marketing.				
Course Outcomes		On successful completion of this course the students shall be able to: CO 1) Explain the functioning of a Search Engine and the importance of Search Engine Optimization CO 2) Apply the concept of Search Engine Marketing in creating a digital Ad Campaign CO 3) Illustrate the use of Social Media in effective digital marketing campaign CO 4) Identify the opportunities of email and Mobile Marketing to leverage the power of				

		mobile devices			
Course Objective:		The course aims at SKILL DEVELOPMENT and EMPLOYABILITY with respect to Digital Marketing Strategies and Tools with PARTICIPATIVE and EXPEREINTIAL learning activities.			
Module 1	**Search Engine Optimization (SEO)**	Assignment (EXPEREINTIAL LEARNING)		Hands-on on SEO Tools	**12 Hours**
	Topics: Introduction to Digital Marketing, Digital Marketing Vs. Traditional Advertising, Inbound Vs. Outbound Marketer, Importance of Search Engine, How Search Engine works, Web Crawler / Spider, Search Engine Algorithm (Page Rank Algorithm), Search Engine Results Page Analysis, Search Behaviour, Organic Search Results and SEO, Keywords - Keyword Theory and Research, Choosing the Right Keywords, Keyword Research Tools, Offline and Online Keyword research, SEO Process, On-Page and Off-Page Optimization, Technical aspects of SEO and Link building.				
Module 2	**SEM and DDA**	Assignment (EXPEREINTIAL LEARNING)		Hands-on on SEM Tools	**12 Hours**
	Topics: Introduction to Search Engine Marketing (SEM), Pay per Click (PPC) – Key Concepts, Benefits, Goals, and Google Ad Words ranking formula, Factors contributing quality score, PPC Process, SEO vs. SEM, Google Ad Words Account & Campaign, Keyword match types. Digital Display Advertising (DDA): Platforms, DDA Terminologies, DDA Key Stakeholders and Digital Ad Creation Process, Types of Display Ads, Challenges of DDA, Allocating Budgets, Remarketing, Cookies, Google Display Network (GDN), AdWord Remarketing options.				
Module 3	**Social Media Marketing**	Project (PARTICIPATIVE & EXPEREINTIAL LEARNING)		Social Media Channels	**12 Hours**
	Topics: Social Media Marketing – Introduction, Classification of Social Media Tools, Importance, Media Types and three key players, Social Media Channels (Facebook, Instagram, LinkedIn, Twitter, YouTube), Social Media four stage process, Create a Business Page / Company Page, Organic Reach Vs. Paid Advertisements, Social Media tactics, Plug-ins, Social Media Tools, Blogs, Social Media goals. Approaches to Social Media Marketing – Implementation – Listening, Pages, Publishing, Events, Groups, Jobs, Advertising.				
Module 4	**Email and Mobile Marketing**	Assignment (PARTICIPATIVE LEARNING)		E mail Marketing Tools	**09 Hours**
	Topics: Email Marketing – Definition, four stage process, Avoiding spam filters, Database & Subscriber Management, Data segmentation, E-Mail Service Providers (ESP), E-Mail marketing Metrics, Laws & Guidelines, Design and Delivery of email, Tools. Mobile Marketing: Opportunities, Challenges, Desktop Websites vs. Mobile Website, Characteristics of effective mobile sites, Advantages of Mobile Sites and Mobile Apps, Phone Integration, App market place, Mobile Ad formats, Advantages of Mobile Apps, SMS Marketing, and SMS Campaign Development Process, Challenges of SMS campaign. Introduction to Affiliate Marketing.				
	Targeted Application & Tools that can be used: Application in developing Marketing Strategies for Companies and balancing both Traditional and Digital Strategies Professionally Used Software: Google Trends, Screaming Frog, SEMrush, Ubersuggest, Google Analytics, Mailchimp				
	Project work/Assignment:				

Project Work: Create a dummy company of any product / service of your choice and use the various social media marketing platforms to promote it.

Assignment 1: Find a website which is not doing well in the search rankings, and do a keyword research and SEO analysis on the website.

Assignment 2: Calculate the DDA Metrics for the given DDA data provided for the websites.

Text Book:

1. **The Art of Digital Marketing by Ian Dodson of Digital Marketing Institute**

References

1. Puneet Singh Bhatia; Fundamentals of Digital Marketing, Pearson
2. The Google Story by David A. Vise, Pan
3. **Social Media Marketing by Tracy Tuten and Michael Solomon, Sage, 2015**

Online Resources:
https://presiuniv.knimbus.com/user#/home

Articles:

- Ceria, A. (2009), "Digital marketing: what big brands can learn from start-ups", Strategic Direction, Vol. 25 No. 4. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/sd.2009.05625dad.004/full/html
- Tse, A. (2000), "Strategic Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.1/full/html
- Fortin, D.R. (2000), "Global Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.2/full/html
- Alsukaini, A.K.M., Sumra, K., Khan, R. and Awan, T.M. (2022), "New trends in digital marketing emergence during pandemic times", International Journal of Innovation Science, Vol. ahead-of-print No. ahead-of-print. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJIS-08-2021-0139/full/html
- (2016), "Social media marketing must start at the top: Companies need to make their efforts more of an "inside job"", Strategic Direction, Vol. 32 No. 5, pp. 25-27. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/SD-02-2016-0023/full/html

Multimedia (Videos):

- Social Media Marketing for Small Business
  https://www.youtube.com/embed/wtZWt4YzQPU
- Digital Marketing and You – TED Talk by Ankit Srivastava
  https://www.youtube.com/embed/cBA-itmpR84

Case Studies:

- The Vanca: Reworking Digital Marketing Strategy By: Jones Mathew; Banasree Dey, Indisn School of Business (ISB), Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17158-PDF-ENG%2Fcontent&metadata=e30%3D
- GiveIndia: On the Net for a Cause By: Sanjeev Tripathi, Shashank Bhasker, Indian School of Business (ISB), Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW16048-PDF-ENG%2Fcontent&metadata=e30%3D
- Pepperfry.com: Marketing to Manage Customer Experience By: Gaganpreet Singh; Sandeep Puri; Sanjit Kumar Roy, Ivey Publishing, Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17332-PDF-

Catalogue prepared by		Dr. Chithambar Gupta V
Recommended by the Board of Studies on		BOS NO: 11 th. BOS held on 23/4/21
Date of Approval by the Academic Council		Academic Council Meeting No. 14, Dated 21/5/21

Course Code: MBA3112	Course Title: Customer Relationship Management Type of Course: Discipline Elective and Theory Only course	L-T- P- C	3	0	0	3
Version No.	4.2					
Course Pre-requisites	Basic oral and written communication skills MS Office Soft Skills - Creativity, Adaptability, Collaboration, Leadership Basic Knowledge of Marketing Management Social Media exposure					
Anti-requisites	NIL					
Course Description	This course examines the key principles of relationship marketing including: the shift from a functional to a cross functional orientation; the emphasis on business processes; Concepts related to Customer Retention, Customer Life Time Value, customer experience and its application would be focused in this course. Exposure to Customer Automation also would be given to students enhancing their employability skills. This course also includes enterprise-wide customer-centric approach to maximizing customer value. It is aimed at creating long-lasting and profitable relationships with individual customers - in both B2B and B2C contexts. At the end of the course ,students will be able to review key concepts, examining real-world applications, and analyzing practical examples which will help them to gain valuable insights into relationship management best practices.					
Course Objective	An ability to lead themselves and others to achieve organizational goals contributing effectively to a team environment. An ability to integrate functional knowledge and apply managerial skills in changing business environment. An ability to identify real life problems in different management functions and solve them through					

	strategic planning, critical thinking and innovation.			
Course Out Comes	On successful completion of the course the students shall be able to: CO1: Explain Relationship Marketing and its relationship with other business functions. CO2: Apply Customer Relationship Marketing, Customer Retention, Customer lifetime Value concepts to study their impact on profitability. CO3: Explain the concepts of Artificial Intelligence tools and their use in sales and Marketing CO4: Demonstrate CRM Research, Data mining and Data Warehousing			
Course Content				
Module 1	Introduction to CRM	Experiential Learning	Ability to explain Business marketing	12 Hours
Concept of Customer Relationship Marketing -significane of CRM- Customer Retention, Customer lifetime Value, Delivering Customer Experienced Value, Ethics in CRM- CRM and and its significance in driving business development- Importance of rapport building in business relationships- Active listening and empathy in relationship management.				
Module 2	Strategic CRM	Experiential Learning	Application	12 Hours
CRM Ecosystem – Components and Dynamics - Key principles and strategies for effective relationship management- Impact of Customer Relationship management on Sales & Marketing Strategy, Impact of Customer Retention on Profitability and ROI.- role of sales and commercial agents in building and managing relationships- Techniques for identifying potential clients, stakeholders, and business partners- Proactive networking and relationship-building approaches- Relationship management best practices and success stories.				
Module 3	Technology and CRM (Operational CRM)	Participative Learning	Comprehension	12 Hours
CRM Technology and Data Platforms, Database and Data Management, Introduction to use of Artificial Intelligence in Marketing and Sales- Leveraging digital platforms - social media for relationship cultivation- Crafting customer-centric strategies: Tools and techniques.				
Module 4	Customer Data Management (Analytical CRM)	Participative Learning	Comprehension	9 Hours
The role of data in CRM: From insights to actions- Developing and managing Customer Database, Current trends in Customer Data mining, Data warehousing.				
Targeted Application & Tools that can be used: This course enables the students to take various business marketing strategies and models.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
The examinations are considered as part of learning process rather as an assessment tool. The course consists of Reading Materials including Lecture Notes, Case Analysis, Article Presentations, and Business Plan Presentation & Report with Two Closed Book Exams. The assignments are to assess participating students' understanding about the core concepts and practices of the course. The exact date of examinations will be as per University's guidelines and schedule.				
Text Book Francis Buttle, S. M. (2019). Customer Relationship Management: Concepts and Technologies. Devon, UK: Routledge.				
Reference Books Paul Greenberg (2010). CRM at the Speed of Light, Fourth Edition: Social CRM 2.0 Strategies, Tools, and Techniques for Engaging Your Customers: mcgraw Hill foundation.				

Web Links and Case Study Links
CMIE Prowess IQ
E-Journal Link: https://www.cpj.edu.in/wp-content/uploads/2018/05/journal-2016-17.pdf

Catalogue prepared by	Dr. Akhila R Udupa
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3027	Course Title: Social Media Marketing				
	Type of Course: Discipline Elective & Theory only	L-T- P- C	3	0	0	3
Version No.	1.1				
Course Pre-requisites	Fundamentals of Marketing Strategic Marketing Management Fundamentals of Sales				
Anti-requisites	NIL				
Course Description	Social Media is a powerful tool for marketers. After the boom in smart phone technology, how to add more digital traffic to your digital marketing by using social media are some questions that are answered by this course. This course is for students who wish to learn the application of social media for measured product promotion results. It will give deep understanding of key social media such as Facebook, linkedin, Instagram and Twitter as mediums of marketing communication and ways of implementing it. The course gives insights into latest trends in the field of Social Media Marketing with an emphasis on the most effective techniques for identifying targeted marketing on the social web. Students will be enabled to select a social media that fits their needs and set their promotion goals accordingly. Further, the course aims at tactics to be adopted by business firms to achieve maximum conversion which includes purchase of a product, subscription to a newsletter, registration to an online community, etc.				
Course Objective	This course is designed to improve the learner's EMPLOYABILITY SKILLS by using EXPEREINTIAL LEARNING PROJECTS and Case Studies.				
Course Outcomes	On successful completion of this course the students shall be able to: CO 1) Discuss the concept and landscape of Social Media Marketing CO 2) Interpret the major social media platforms and their way of functioning in Digital Marketing CO 3) Choose the right social media platforms for any business CO 4) Develop Social Media Visuals for any Business Using Canva				
Course Content:					

Module 1	Introduction to Social Media Marketing	Case Study Assignment using E Library (Participative Learning)	Hands – on Social Media Channels	12 Hours

Topics:

Introduction to Social Media Marketing - Facebook, linkedin, Twitter, youtube, Instagram, snapchat, Pinterest, Blogs, how businesses use social media, social media landscape, Social Media goals - ewom, Customer Evangelists, Building content that audience will share, rules of engagement for social media.

Module 2	Social Media Platforms	Class Participation Activity (Participative Learning)	Identifying Social Media Strategies employed by firms	12 Hours

Topics:

Social Media Platforms - Facebook Structure, leveraging Facebook, A Facebook Marketing Plan, Linkedlin Structure, profiles, pages and groups, optimizing Linkedin profile, Twitter of @ signs and # hashtags, leveraging Instagram, Pinterest and concept of the idea board, You Tube Channel basics and marketing plan.

Module 3	Choosing the Social Media Platforms	Project (Experiential Learning)	Data Collection	12 Hours

Topics:

Choosing the right platform – defining SMART goals and KPI's, define target audience and customer journey - Building a marketing campaign – Using Hootsuite-Messaging Services – Whatsapp, Telegram and Signal.

Module 4	Creating A Social Media campaign	Project (Experiential Learning)	Data collection & Creation	09 Hours

Topics: Introduction to Canva - create social media visuals - prepare them for publishing - six social media visuals (Facebook Cover, Facebook Post, youtube Thumbnail, youtube Channel Art, Instagram Post and Twitter Header) for a business.

Targeted Application & Tools that can be used:

Application in developing social media campaigns for Companies of all sizes and has wide application across industries. Professionally Used Software: Canva, Wordpress, Weebly site, Blogger, Hootsuite, Hubspot

Project work/Assignment:

Project Work: Create a social media campaign for a company of your choice using Canva. Apply the learnt concepts to promote the campaign using Fecebook, Linkedin, Twitter and Blogger. Add the tags and publish.

Assignment 1: Find a company doing exceedingly well in promotion using social media. Identify those strategies and analyse them.

Assignment 2: Case Study Assignment using E Library content.

Journal Article: Customer Behavior as an Outcome of Social Media Marketing: The Role of Social Media Marketing Activity and Customer Experience Sustainability; Basel Vol. 13, Iss. 1, (2021): 189. DOI:10.3390/su13010189

Https://www.proquest.com/docview/2474521395/fulltextpdf/484BD1ED67D045CCPQ/3?Accountid=177896

Text Book:

Melissa Barker, Donald Barker, Nicholas Bormann, Social Media Marketing- A Strategic Approach, Cengage Publishers.

References

Jason mcdonald, Social Media Marketing Workbook 2017(available on Amazon)

The Google Story by David A. Vise, Pan

Social Media Marketing by Tracy Tuten and Michael Solomon, Sage, 2015

The Art of Digital Marketing by Ian Dodson of Digital Marketing Institute

E Library Resources:

1.Journal Article: Customer Behavior as an Outcome of Social Media Marketing: The Role of Social Media Marketing Activity and Customer Experience Sustainability; Basel Vol. 13, Iss. 1, (2021): 189. DOI:10.3390/su13010189

Catalogue prepared by	Dr. Ameer Hussain A
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3076	Course Title: Marketing of Services Type of Course: Discipline Elective Theory Only Course	L-T-P-C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	Fundamentals of Marketing Fundamentals of Sales					
Anti-requisites	NA					
Course Description	Today, we are in a service economy. Services today account for an increasing share of the gross domestic product and the employment base in most developed and developing economies. While the service sector is going through a revolution, marketing and other strategic decisions are still based on antiquated product-centric business models. This course is designed to focus on application of marketing principles in service organizations and view the extended 3Ps of Marketing in service industries. This course also intends to inculcate in students the ability to identify unique marketing and management problems faced by service firms or the service arms of manufacturing firms. Intention of the course is to develop an understanding of the strategic initiatives necessary to build world-class service organizations. Further, this course will enable the students to understand and develop right marketing strategies in service organizations.					
Course Out Comes	On successful completion of the course the students shall be able to: CO1: Distinguish between concept of marketing of goods and services CO2: Identify gaps in customer expectations of services CO3: Employ the appropriate people strategies in delivering of services. CO4: Analyze the right service communication and service scape					
Course Objective	The course aims at EMPLOYABILITY with respect to Marketing of Services with PARTICIPATIVE learning activities.					

Module 1	Fundamentals for Services Marketing	Case Study (PARTICIPATIVE LEARNING)	Singapore Post Ltd.: Recurrent Service Failures	12 Hours

Topics: Introduction to services – Concepts - Service Sector and Indian Economy - Characteristics of Services - A different approach for Marketing of Services - The services Marketing Triangle -The Services Marketing mix - The expanded Marketing Mix (People, Process and Physical Evidence) - Services compared to goods.

Module 2	Focus on the customer	Case study (PARTICIPATIVE LEARNING)	Be Well Hospitals: Service Excellence in Secondary Healthcare	12 Hours

Topics: Customer expectations of service - Factors that influence customer expectations - Sources of desired service

expectations - Sources of adequate service expectations and sources of both desired and predicted expectations. Consumer Choice - Consumer experience - Post experience Evaluation - Zone of tolerance - GAPS Model of Service Quality.

Module 3	Process & Physical Evidence Elements in Services	Case study (Participative Learning)	Housing.com: Marketing a Service Offering	12 Hours

Topics : Service Encounters and its types. Employees' Roles in Service Delivery- Strategies for Delivering Service Quality through People- SERVQUAL model- The Critical Role of Service Employees-Boundary-Spanning Roles, Challenges of Service Innovation & Design-Types of service innovation- New Service Development Processes -Service Blueprinting-Service Recovery Strategies and Impact of service failure and recovery.

Module 4	Managing Service Promises	Assignment (Participative Learning)	Design an integrated service marketing communications for a selected service company	09 Hours

Topics: Integrated Service Marketing Communications. Managing Service Promises, customer expectations, and customer education. Pricing of Services: Approaches to Pricing Services and Pricing Strategies.

Targeted Application & Tools that can be used: Students would be encouraged to take up live case study and through experiential learning activities in the class they will imbibe the application of marketing principles in service organizations and view the extended 3 P's of Marketing in service industries.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. In groups of 5 Choose one Industry in Service Sector and do a detailed analysis of Customer expectations of service-factors that influence customer expectations-sources of desired service expectations-sources of adequate service expectations and sources of both desired and predicted expectations. Consumer Choice-Consumer experience-Post experience Evaluation- Zone of tolerance - GAPS Model of Service Quality.
2. Design Service Blue print of a newly Introduced Application for Instant t delivery of Apparels.
3. Case study Presentation in Groups on contemporary Topics.
4. Explain 7S Framework and Service Triangle with video presentation.

Text Book
T1: Services Marketing: Integrating Customer Focus Across The Firm, by Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Ajay Pandit, 5th, Tata mcgraw Hill, International edition.

References
R1: Services Marketing: The Indian Context, R Srinivasan, 4th Edition, Prentice Hall of India.
R2: Services Marketing: Text & Cases, Harsh V Varma, Pearson Education.
R3: Services Marketing: Text and Cases – Dr. Rajendra Nargundkar,3rd Edition, Tata mcgraw Hill, International Edition.
(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment)
Research Articles in Journals
Https://presiuniv.knimbus.com/user#/home

Lipkin, M. And Heinonen, K. (2022), "Customer ecosystems: exploring how ecosystem actors shape customer experience", Journal of Services Marketing, Vol. 36 No. 9, pp. 1-17.

Kankam-Kwarteng, C., Sarpong, A., Amofah, O., & Acheampong, S. (2021). Marketing performance of service firms: Recognizing market sensing capability and customer interaction orientation. Journal of Tourism, Heritage & Services Marketing, 7(2), 38–48. Https://doi.org/10.5281/zenodo.5548486

Park, Y.W., Voss, G.B. & Voss, Z.G. Advancing customer diversity, equity, and inclusion: Measurement, stakeholder influence, and the role of marketing. J. Of the Acad. Mark. Sci. (2022). Https://doi.org/10.1007/s11747-022-00883-6

Case Studies:

Deutsche Telekom 2020: Leading the Digital Transformation, Robert Burgelman; Margot Sutherland, Stanford Business School

Be Well Hospitals: Service Excellence in Secondary Healthcare, Piyush Kumar; Sonia Mehrotra; Geetika Shah, ISB Hyderabad

Are Our Customer Liaisons Helping or Hurting? (HBR Case Study and Commentary), Sunand Nayak, Jyotsna Bhatnagar, Rana L A Awdish, Ashutosh Raghuvanshi, HBR

Housing.com: Marketing a Service Offering, Astha S. Gupta, Kirti Sharma, IVEY League

Singapore Post Ltd.: Recurrent Service Failures, Thompson SH Teo, Jitao Chen, Felicia Li Ping Lim, Yu Zhen Goh, Qian Bing Lim, Pei Yi Lee, Shi Khin Tan, Vanessa Jia Hui Kwa, IVEY League

Videos:

Service Marketing Mix | The 7P's of Service Marketing (Marketing Video 5), https://www.youtube.com/watch?V=vkjdhkgdug0

Introduction to Service Recovery, https://www.youtube.com/watch?V=8qg4dxmkkou

Service Marketing Triangle, https://www.youtube.com/watch?V=mwe5qkweua8

Service Quality I, https://www.youtube.com/watch?V=lfkypjriepm

Service Quality II, https://www.youtube.com/watch?V=AKX8i0R2BKM

Service Complaints and Recovery Strategies

Https://www.youtube.com/watch?V=qlqszboycdy

GAP model of service quality / GAP model in service marketing / How to do gap analysis?, https://www.youtube.com/watch?V=Mh_zts6lb44&t=376s

Catalogue prepared by	Dr. Akhila R Udupa
Recommended by the Board of Studies on	BOS NO: xxth. BOS held on dd/mm/yyyy
Date of Approval by the Academic Council	Academic Council Meeting No. 14, Dated dd/mm/yyyy

Course Code: MBA3077	**Course Title: Product and Brand Management** **Type of Course: Discipline Elective Theory only course**	**L** **3**	**T** **0**	**P** **0**	**C** **3**
Version No.	1.0				
Course Pre- requisites	Completion of core subject in Marketing Management and basics of Management				
Anti-requisites	NA				

Course Description	The main objective of the Product and Brand Management course is to give a fundamental understanding of how to understand, build, measure, analyze and manage brands for a company. This course helps the students to understand the difference between products and brands, how a brand matters to its customers and firms. Various frameworks and models are used to understand the concepts associated with branding. Through the frameworks and models this course will help the students to develop and implement winning product and brand strategies in an array of customer contexts and competitive contexts. This course will especially focus on best-in-class branding strategies and practices across a number of firms, in global as well as Indian context.			
Course Out Comes	On successful completion of the course the students shall be able to CO1: Summarize Strategic brand management process CO2: Apply brand equity models and frameworks CO3: Apply the brand marketing programs CO4: Analyse the Brand Performance			
Course Objective	This course is designed to enhance employability skills through participative and experiential learning.			
Module 1	Introduction to Product & Product Management	Activity based learning Experiential Learning	Individual Group Assignment	12 Hours
Definition, Roles and players in Product development, conceptualization stage in product development process. Understanding the Customer & Identifying Product Opportunities User research and artefacts, Building target user/customer personas. Product Road mapping and Prioritisation, Prioritising features in roadmaps, Different types of product roadmaps, Designing and Building the Product				
Module 2	Product Management to Brand Management	Case Study, Research Article – Experiential Learning	Experiential Learning activity depicting the different types of brands and understanding brand resonance	12 Hours
Product vs Brand. Importance of brands to consumers and firms. Introducing and naming new products and brand extensions. What can be branded - physical goods, services, retail outlets, online offerings, persons, organizations, sports, art and entertainment, geographic locations, ideas and causes, etc, Branding challenges and opportunities, Strategic brand management process. Brand identity & image, Brand Prism, Customer-Based Brand Equity, brand knowledge, sources of brand equity. Identifying and establishing brand positioning, positioning strategies, building a strong brand – CBBE model, Benefit Ladder.				
Module 3	Designing and Implementing Brand Marketing Programs	Assignment and Case study	Participative & Experiential learning	9 Hours
Choosing brand elements to build brand equity, designing marketing programs to build brand equity- product strategy, pricing strategy, channel strategy. Integrating marketing communications (IMC) to build brand equity- advertising and promotion, interactive marketing, events and experiences and mobile marketing. Developing IMC programs, Brand Archetypes, Sensory Branding. Designing & Implementing Brand Architecture strategies.				
Module 4	Insights into	Case Study & Research Article	Flip classroom/Experiential Learning through activity.	12 Hours

	Brand Performance			

Conducting brand audits- brand inventory, brand exploratory, brand positioning and the supporting marketing program. Designing brand tracking studies. Establishing a brand equity management system- brand charter, brand equity report, brand equity responsibilities. Brand Valuation. Managing Brands over time, Ageing, Decline & Rejuvenation of brands, Managing brands over Geographic Boundaries & Market Segments, Global Branding.

Targeted Application & Tools that can be used: Students would be encouraged to take up live projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand consumer minds.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Live group projects, experiential learning activity, case study

Text Book
   T1: Kevin Lane Keller, Ambi M.G. Parameswaran, Isaac Jacob, Strategic Brand Management, Pearson, Fourth Edition.

References
   R1: Donald Lehmann. Product Management. Tata Mac Graw Hill. R2:
   Kapferer, J. N. Strategic Brand Management. Kogan Page.

Research Articles in Journals
https://presiuniv.knimbus.com/user#/home

1. Asian brands without borders: regional opportunities and challenge Link:
   https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/02651330710761017/full/html
2. The impact of brand experiences on brand resonance in multi-channel fashion retailing
   Link: https://www-emerald-com-   presiuniv.knimbus.com/insight/content/doi/10.1108/JRIM- 06-2014-0042/full/html
3. Brand marketing programs and consumer loyalty – evidence from mobile phone users in an emerging market
   Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JPBM-04-2016-1141/full/html
4. The Role of Attitude toward the Parent Brand, Brand Extension Evaluation, and Social Proof Message in Consumer's Attitude toward Brand Extension and Purchase Intention of IT Products. Link:
   https://dl.acm.org/doi/10.1145/3317614.3317627
5. The Impact of Brand Equity on Customer Equity Link: https://ieeexplore.ieee.org/document/8720728

Case Studies
1. Social media fostering happiness management: three luxury brands case study on Instagram Link:
   https://www.emerald.com/insight/content/doi/10.1108/CG-05-2021-0201/full/html
2. Brand equity in a tourism destination: a case study of domestic tourists in Hoi An city, Vietnam. Link:
   https://www.emerald.com/insight/content/doi/10.1108/TR-08-2017-0130/full/html

Web Page Links
   1. https://brandequity.economictimes.indiatimes. Com
   2. http://www.adweek.com/brand-marketing/
   3. www.exchange4media.com
   4. www.afaqs.com

Catalogue prepared by	Dr. Mohamad Imrozuddin
Recommended by the Board of Studies on	

Date of Approval by the Academic Council	

Course Code: MBA3084	Course Title: Sales and Retail Management Type of Course: Discipline Elective Theory Only Course	L-T-P-C	3 – 0 – 0 - 3
Version No.	1.0		
Course Pre-requisites	Sales and Marketing Management Digital and Strategic Marketing		
Anti-requisites	NIL		
Course Description	Objective of this course is to develop, understand and appreciate the Sales processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. The objective of this course is to help students understand the Sales functions as an integral part of marketing functions in a business firm. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services. Retailing is concerned with how goods and services are actually delivered to consumers. Even so, retailers engage in the production of retail services that affect the utility that consumers derive from the good and services. This course will examine how retailers participate in this and what strategies make sense. As intermediaries they take as given the strategies of upstream members to be thought of as manufacturers and must then decide how best to address customer demand. Retail strategies therefore must account for consumer preferences, strategies of manufacturers and the actions of competitors. Innovations play a crucial role but the innovations are not directly with respect to the products they carry but with respect to the retail services they produce.		
Course Outcomes	On successful completion of this course the students shall be able to: 1. Explain nature and importance of sales management, types and skills of sales managers. 2. Demonstrate the personal selling process. 3. Discuss sales forecasting methods, allocation of sales budget, management of sales territories and sales quotas. 4. Classify types of retailers, types of retail locations, retail growth strategies.		
Course Objective:	The course aims at EMPLOYABILITY with respect to Marketing of Services with PARTICIPATIVE learning activities.		
Module 1	Sales and Sales Force Management	Assignment (experiential learning)	Interviewing a Sales Manager	12 Hours

a. Introduction to Sales - Definition and meaning, objectives, Sales Management, Personal selling and Salesmanship, setting personal selling objectives, determining sales related marketing policies, Emerging Trends in Sales Management,
b. Salesforce Management - Recruitment and Selection, Sales training, Motivating sales personnel, compensating, managing expenses, sales meetings, sales contests, controlling, evaluating and supervising sales personnel.

Module 2	Sales Planning and Controlling the Sales Effort	Assignment(experiential learning)	Mock Sales	9 Hours

a. Sales Forecasting, forecasting approaches, Sales Budgets. b. Define Sales Territory, Procedure for Designing Sales Territories, Assigning Sales People to Territories, Managing Territorial Coverage, Sales Quotas or Sales Targets, Methods for Setting Sales Quotas. Sales control and Cost analysis				
Module 3	Retail Strategy & Store Planning	Assignment (Participative learning)	Project	12 Hours
A. Definition and scope of retailing, Introduction to the World of Retailing, Retailing scenario – India, global, Opportunities in Retailing, Types of Retailers, Multichannel retailing, Retail Mix and Retail Strategy, Retail format, The Strategic Retail Planning Process, B. Store Planning – Store design, Store Layout, Store Location - Types of Retail Locations, Retail Site Location, evaluating a Site for Locating a Retail Store, Customer Relationship Management,				
Module 4	Merchandise Management & Retail Communication Mix	Assignment (Participative learning)	Project	12 Hours
Merchandise Management Process, Buying Merchandise – buying alternatives, national brands and private /store labels, sourcing, negotiating with vendors, Retail Pricing Strategies & Advantages, Managing the Store, Store layout, Design and Visual Merchandising, Customer Service, Indian Retail Scenario. E-tailing, Retail communication mix – Elements of the communication x, methods and planning the retail communication mix program.				

Targeted Application & Tools that can be used:
   ▪ FMI Certification in Retail / Food Retail Leader
   ▪ A certificate course in Retailing from RASCI				

Text Book: T1: Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, *Sales Management* T2: Levy, L.T., & Weitz, H.A. Retailing Management. Tata McGraw Hill.				
References R1: Krishna K Havaladar, Vasant M. Cavale, *Sales & Distribution Management*, Tata McGraw Hill, latest edition. *Decisions, Strategies & Cases,* Pearson, latest edition R2: Barry Berman and Joel Evans, Retail Management – A strategic Approach , Pearson R3: A J Lamba, The Art of Retailing , Tata Mc Graw Hill Online Resources: https://presiuniv.knimbus.com/user#/home Articles • The effects of customer online reviews on sales performance: The role of Mobile phone's quality characteristics https://reader.elsevier.com/reader/sd/pii/S1567422322001120?token= F2F5BF4E22E36E0716A25 E32F14F17584EA3E6BC188C88370E9E4902502613DE71E45592F083258AD1BEBF60B225D109&originRegion=eu -west-1&originCreation=20221219060247 • Weitz, B.A., Bradford, K.D. Personal selling and sales management: A relationship marketing perspective. *J. of the Acad. Mark. Sci.* 27, 241–254 (1999). https://doi.org/10.1177/0092070399272008 • Factors affecting repurchase intentions in retail shopping: An empirical study https://reader.elsevier.com/reader/sd/pii/S2405844022019077?token=DFE5791B4F7D8703324C96079BC3CC1E D0788DDA3664366525CC8E25900D25AA3DBE8E4CC11C9792701999D166CD4C92&originRegion=eu-west- 1&originCreation=20221219060933 • A review of the interactive marketing literature in the context of personal selling and sales management https://www.emerald.com/insight/content/doi/10.1108/JRIM-06-2014-0035/full/pdf?title=a-review-of-the- interactive-marketing-literature-in-the-context-of-personal-selling-and-sales-management-a-research-agenda				

- Bucklin, L. P. (1963). Retail Strategy and the Classification of Consumer Goods. *Journal of Marketing*, *27*(1), 50-55. https://doi.org/10.1177/002224296302700110

- Law, D., Wong, C. and Yip, J. (2012), "How does visual merchandising affect consumer affective response? An intimate apparel experience", *European Journal of Marketing*, Vol. 46 No. 1/2, pp. 112-133. https://doi.org/10.1108/03090561211189266

Multimedia (Videos):
- Personal selling process
  https://www.youtube.com/watch?v=2IjHjRRzD0M
- Retailing function
  https://www.youtube.com/watch?v=Xf-4rHuBRLI

Cases
Case Study: How Tommy Hilfiger Created Its Digital Showroom
Link - https://web-p-ebscohost-com-presiuniv.knimbus.com/ehost/detail/detail?vid=17&sid=25442542-5811-4604-abcf-725a660dc5cd%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=130680366&db=iih

From Selling to Sales management – a development model
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb008105/full/html

Megamart – Seasonal demand planning
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/case.cscmp.2018.000018/full/html

D mart an ace in India's retail space
https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/EEMCS-09-2020-0324/full/html

Catalogue prepared by	Dr. Ravi Prakash Kodumagulla
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3090	Course Title: Marketing Analytics Type of Course: Discipline Elective (Theory with Embedded Lab)	L	T	P	C
		3	0	0	3
Version No.	2.0				
Course Pre-requisites	• Students should have the basic mathematics and statistics knowledge • Students should have a basic algorithm & programming knowledge				
Anti-requisites	**Nil**				
Course Description	As big data moves into the mainstream, marketers are seeing the opportunity to make the profession more scientific and numbers-driven than ever before. In addition, with measurement at the Centre of every marketing campaign, marketers have the opportunity to prove the return on investment of their programs with unprecedented accuracy. Yet, this wealth of data can be overwhelming. Every channel has its own metrics, every demographic group's behavior can be mined				

	for targeting information. What are the numbers that matter? And what are they really telling us? How can we best leverage big data and marketing analytics to optimize results? This course explores the growing role of data in marketing. Taking a two-fold approach, the course looks in-depth at the two primary kinds of data available to marketers: internal, or what is called marketing analytics, and external, or big data. Using real-world examples and practical exercises, the course allows students to understand the interactions between both kinds of data, and how best to use both to improve marketing outcomes, demonstrate return on investment, and create increasingly effective marketing campaigns.			
Course Objective	The Marketing Analytics course promotes learners' Employability skills through the analytical abilities in various Marketing Analytics Concepts based on laboratory Experiments/Assignments/Exercises/Case Studies involving hands-on experiential learning for solving the related Marketing business problems.			
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Identify appropriate tools, techniques for customer preference model **[Comprehension]** CO2) Apply Marketing Analytics tools for decision-making **[Application]** CO3) Apply multiple regression model for sales prediction **[Application]** CO4) Analyse customer segments with Cluster Analysis & Market Basket Analysis **[Analysis]**			
Course Content:				
Module 1	**Introduction**	Assignment (Experiential Learning)	Students are asked to collect the literature related to Business Analytics and its overview	**12 Hours**
Topics: Introduction to Marketing Analytics, Importance, Definition and Types of Analytics, Benefits, framework. Marketing Analytics overview, OLAP, OLTP				
Module 2	Customer Preference	Lab & Theory (Problem Solving)	Data Collection/any other such associated activity	**12 Hours**
Topics: • Customer Preference: Identifying Customer Preference using Conjoint Analysis – Products, Attributes, and Levels – Using Evolutionary Solver to Generate Product Profiles. • Discrete Choice Analysis Using CRM Data: Incorporating Price and Brand Equity into Discrete Choice Analysis - Importing files into Excel • Identifying Semi-Structured and Unstructured Data (Customer Preference model)				
Module 3	**Sales Prediction**	Lab Experiments	Discussion of Case Study related to Regression Analysis	**12 Hours**
Topics: **Sales Prediction:** Building Multiple Regression model to Forecast Sales, Validating Model Assumptions with Data Analysis Tool Pak – Sales Prediction with S Curve Model.				
Module 4	**Customer Segmentation**	Mini-Project	Students has been assigned a Business Problem, based on that they should develop a model	**9 Hours**
Topics: **Customer Segmentation:** Introduction – Identifying the Customer Segmentation – Clustering Method and Market Basket Analysis (MBA)				
Targeted Application & Tools that can be used: Data Analysis using Supportive tools like Advanced Excel				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				

- Collecting data for Retail Store information System
- Simple algorithm in machine learning for preparing students information system.

Web Resources:
- https://presiuniv.knimbus.com/user#/home
- https://www.marketingevolution.com/marketing-essentials/marketing-analytics
- https://journals.sagepub.com/doi/abs/10.1509/jm.15.0413
- https://www.sciencedirect.com/science/article/abs/pii/S0167811612000912

Sample Data Set:
https://www.mygreatlearning.com/blog/free-download-datasets/
https://www.kaggle.com/datasets?fileType=csv

Text Book

1. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques 1st Edition, Wayne.L.Winston, Wiley

References

Marketing Analytics: A practical guide to real marketing science Paperback – June 28, 2015 by Mike Grigsby (Author)

Catalogue prepared by	Dr.Senthilkumar Ranganathan
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3096	Course Title: Web Design and Development Type of Course: Discipline Elective Theory Only Course	L-T- P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Fundamentals of Marketing Management Students don't need any experience with Word Press or with building a website and No Coding Skills required.					
Anti-requisites	NIL					
Course Description	Digital media is happening. Do you have what it takes to make a Digital Marketer/Social Blogger/an online YOUTUBE Channel owner? Which is the best social media for your brand - Facebook or Twitter or LinkedIn or Instagram or Snapchat or Whatsapp? How to add more digital traffic to your digital marketing? This course is for students who wish to learn digital marketing in a broader perspective in a Digital Environment by the best in the industry. WordPress is a free open-source blogging tool and content management system. WordPress can be used to create a traditional blogging site; however, it can also be used to create a standard website for business or personal use. This course focuses on creating websites using WordPress. No previous experience is needed. This course is structured in a way to help all students, regardless of their experience, learn WordPress.					

Course Outcomes	On successful completion of this course the students shall be able to:
	CO1) Discuss the concept of Word Press and its Tools, Trends, Practical ideas and actions for the organization. (Comprehension)
	CO2) Apply general principle revealed through probing of tools, techniques in Word Press. (Application)
	CO3) Analyze Digital change and traits to implement and lift Digital and Social Media enabled employment. (Analysis)
	CO4) Create a quality website with a proper assembly of important subpages, menus to improve the user experience of website (Create)

Course Objective:	This course equips students with the **knowledge and skills** required to design, develop and maintain a website using the WordPress and how to implement it for personal and business websites.

Module 1	**Introduction to WordPress**	Assignment using E Library (EXPERIENCE Learning)	Article: The Comparative Guide to WordPress in Libraries	**12 Hours**

Topics:
Introduction to Word Press, Word Press Login, Word Press Admin Bar/ Word Press Settings, Creating WordPress Post, adding link in WordPress, Adding Images to Post and Pages. Word Press-Plugins: Installing, Creation of Themes, Installing Word Press Themes.

Module 2	**WordPress Menus**	Project (EXPERIENCE Learning)	Create a blog post	**12 Hours**

Topics:
Using Word Press Widgets, Creation of Custom Menu in Word Press, Managing Comments in Word press, Word Press Security, Listening, Pages, Publishing, Events, Groups, Jobs, Advertising, Web Design using Word press

Module 3	**WordPress Open-Source Software and its implementation**	Assignment (EXPERIENCE Learning)	Case Study - Digital Marketing and WordPress	**09 Hours**

Topics:
Explore Open-Source Software – WordPress System Requirements – WordPress Login and Taking a Look Around – Writing First Post – Exposing the Content – Creating a Social Media Hub – Understanding Web Analytics.

Module 4	**Build your own Website (Making it Live)**	Project (EXPERIENCE Learning)	Project – Building your own website	**12 Hours**

Topics:
Setup home page, Design personal portfolio, write your own blog, setup contact and about page. Backing up Website, Protecting from spam, Google analytics code installation, Setting Titles & Meta Descriptions with an SEO Plugin

Targeted Application & Tools that can be used: Word Press design tools - Personal profile, Blog post, plugins

Project work/Assignment:

Project Work: Individual Project: Create a personal profile of your choice by using the various techniques and tools learned in developing a word press website.

Text Book:
- T1: Dr.Ritesh Kumar. Learn WordPress in Easy Way- A Beginner's Guide
- T2: Stephaine Leary. Wordpress for Web developer
- T3: Lisa Sabin-Wilson, (2019). WordPress All-in-All For Dummies, A Wiley Brand, 4th Edition, 2019

References
- **R1: Puneet Singh Bhatia. Fundamentals of Digital Marketing, Pearson**
- R2: The Art of Digital Marketing by Ian Dodson of Digital Marketing Institute.

Online Resources:
https://www.tutorialspoint.com/wordpress/wordpress_tutorial.pdf
https://presiuniv.knimbus.com/user#/home

Articles:
- Jodi Kearns (2014), "The Comparative Guide to WordPress in Libraries", *Reference Reviews*, Vol. 28 No. 5, pp. 6-6.
  https://presiuniv.knimbus.com/openFullText.html?DP=https://www.emerald.com/insight/content/doi/10.1108/RR-03-2014-0056/full/html
- Philip Calvert (2015), "The Comparative Guide to WordPress in Libraries", *The Electronic Library*, Vol. 33 No. 2, pp. 327-328.
  https://www.emerald.com/insight/content/doi/10.1108/EL-10-2014-0185/full/html
- John, K. (2018). Use and effectiveness of social tagging recommender systems. In D. Pennington & L. Spiteri (Authors), *Social Tagging for Linking Data Across Environments: A New Approach to Discovering Information Online* (pp. 189-208). Facet. doi:10.29085/9781783303403.010
  https://www.cambridge.org/core/books/social-tagging-for-linking-data-across-environments/4572B09C022988CEE65549A3090863B3
- Pennington, D., & Spiteri, L. (2018). Introduction: The continuing evolution of social tagging. In D. Pennington & L. Spiteri (Authors), *Social Tagging for Linking Data Across Environments: A New Approach to Discovering Information Online* (pp. 1-10). Facet. doi:10.29085/9781783303403.001
  https://www.cambridge.org/core/books/social-tagging-for-linking-data-across-environments/4572B09C022988CEE65549A3090863B3
- Bonnici, L., & Ma, J. (2018). Social information discoverability in Facebook groups: The need for linked data strategies. In D. Pennington & L. Spiteri (Authors), *Social Tagging for Linking Data Across Environments: A New Approach to Discovering Information Online* (pp. 109-130). Facet. doi:10.29085/9781783303403.006
  https://www.cambridge.org/core/books/social-tagging-for-linking-data-across-environments/4572B09C022988CEE65549A3090863B3

Multimedia (Videos):
- **WordPress 5 Crash Course for Absolute Beginners**
  https://www.youtube.com/watch?v=IxpxQ62Im14
- **Learn WordPress in San Antonio**
  https://www.youtube.com/embed/TTRlYRUk0ew

Case Studies:
- **Philip Calvert (2014), "Learning from Libraries That Use WordPress: Content Management System Best Practices and Case Studies", *The Electronic Library*, Vol. 32 No. 1, pp. 126-127.**
  https://www.emerald.com/insight/content/doi/10.1108/EL-07-2013-0129/full/html
- **Fernandes, Semila. (2015). Digital Marketing and WordPress. Indian Journal of Science and Technology. 8. 61-68. 10.17485/ijst/2015/v8iS4/60375.**
  https://www.researchgate.net/publication/316876779_Digital_Marketing_and_Wordpress

Catalogue prepared by	Dr. Virupaksha Goud
Recommended by the Board of Studies on	BOS NO: . BOS held on
Date of Approval by the Academic Council	Academic Council Meeting No. , Dated

Course Code: MBA3109	Course Title: Integrated Marketing Communication Type of Course: Discipline Elective Theory Only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Basic Marketing Concepts Promotion Mix Elements Communication Skills Creativity and Critical thinking					
Anti-requisites	NA					
Course Description	Integrated Marketing Communication (IMC) Essentials is a comprehensive course designed to equip students with the knowledge and skills necessary to develop and implement effective IMC strategies in today's dynamic marketing landscape. This course provides a deep dive into the principles, theories, and practices of IMC, covering key concepts such as brand building, consumer behavior, messaging, channel integration, and campaign measurement. Throughout the course, students will explore the evolution of IMC and its significance in contemporary marketing, gaining insights into the role of IMC in building brand equity, creating consistent brand experiences across channels, and driving business growth. They will learn how to analyze consumer behavior models and leverage consumer insights to develop targeted IMC strategies that resonate with their target audience. Students will also delve into the various components of IMC, including the promotion mix (advertising, sales promotion, direct marketing, public relations, personal selling, and digital marketing), and discover how to integrate traditional and digital media channels effectively in IMC campaigns. The course will provide practical guidance on planning, implementing, and evaluating IMC campaigns, emphasizing the importance of creativity, storytelling, and ethical considerations in marketing communication. By the end of the course, students will have developed a solid understanding of IMC principles and practices, along with the skills needed to create cohesive, impactful, and measurable marketing communication strategies that drive engagement, loyalty, and business results.					
Course Outcomes	On successful completion of the course the students shall be able to: CO1) Apply consumer behavior models to develop targeted IMC strategies. (Application) CO2) Design integrated marketing communication campaigns that leverage both traditional and digital media channels. [Create] CO3) Evaluate the effectiveness of IMC campaigns using key performance indicators (kpis) and analytics tools. [Evaluate] CO4) Analyze ethical and legal considerations in IMC practices and develop responsible marketing communication campaigns. [Analyze]					
Course Objective	The course aims at Skill Development Using Participative Learning activities.					
Course Content						
Module 1	Foundations of Integrated Marketing Communication	Case Study	Participative Learning		12 Hours	

Introduction to IMC: Definition, Evolution, and Importance, Key Components of IMC- Promotion Mix: Advertising, Sales Promotion, Direct Marketing, Public Relations, Personal Selling, Digital Marketing. Understanding consumer behavior models - The Consumer Decision-Making Process Model, EKB model, The Howard-Sheth Model, The Fishbein Model, The Elaboration Likelihood Model (ELM), The Stimulus-Organism-Response (SOR) Model, The Theory of Planned Behavior (TPB), The AIDA Model, DARMAR, The Diffusion of Innovations Theory and Maslow's Hierarchy of Needs. Impact of consumer behavior on IMC strategies. Targeting and segmenting audiences effectively

Module 2	Building Brand Equity Through IMC	Casestudy	Participative Learning	12 Hours

Role of IMC in Brand Building Brand Positioning, Messaging, and Consistency Across Channels Leveraging Traditional and Digital Media Channels for Branding.

Module 3	Developing and Implementing IMC Campaigns	Project	Experiential Learning	12 Hours

Planning and Strategy Development for IMC Campaigns Creative Content Creation and Storytelling Techniques Integrating Traditional and Digital Media Channels in IMC Campaigns.

Module 4	Measurement, Evaluation, and Ethics in IMC	Casestudy	Designing Campaign	9 Hours

Key Performance Indicators (kpis) for IMC Campaigns Tools and Techniques for Measuring Campaign Effectiveness Analyzing Results, Ethical Considerations, and Regulatory Compliance in IMC.

Targeted Application & Tools that can be used: Students would be encouraged to take up live case study and through experiential learning activities in the class they will imbibe the application of marketing principles in service organisations and view the extended 3 P's of Marketing in service industries.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Class participation and engagement: 15%

Individual assignments and quizzes: 25%

Group project (IMC campaign development)

Text Book

T1 Belch, George E. And Michael A. Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, Irwin mcgraw Hill Inc.

References

R1. Advertising Management – Rajeev Batra, John G.Myers & David A Aaker-PHI

R2. Kotler, P., & Keller, K. L. (2017). Marketing management. (15th Ed.). Pearson India

R3. Ries, A., & Trout, J. (2001). Positioning: The battle for your mind. New York: mcgraw-Hill.

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of theassignment file.)

Research Articles in Journals https://presiuniv.knimbus.com/user#/home

Mcarthur, D. N., & Griffin, T. (1997). A marketing management view of integrated marketing communications. Journal of Advertising Research, 37(5), 19-26. Retrieved from https://www.proquest.com/scholarly-journals/marketing-management-view-integrated/docview/205139278/se

Kliatchko, J. (2005). Towards a new definition of integrated marketing communications (IMC). International Journal of Advertising, 24(1), 7-34.

Retrieved from https://www.proquest.com/scholarly-journals/towards-new-definition-integrated-marketing/docview/231107477/se-2.

Kitchen, P. J., Schultz, D. E., Kim, I., Han, D., & Li, T. (2004). Will agencies ever "get" (or understand) IMC?European Journal of Marketing, 38(11), 1417-1436. Doi:https://doi.org/10.1108/03090560410560173

Birchfield, R. (2010). DIGITAL MARKETING: Going digital - marketing's big makeover: Digital marketinghas burst onto the commercial scene with almost improper haste and impact. It is threatening traditional media's marriage of convenience with advertisers and demanding new marketing strategies. What should marketers understand about going digital? New Zealand Management, 56.

Retrieved from https://www.proquest.com/trade-journals/digital-marketing-going-marketings-big-makeover/docview/907107639/se-2

Case Studies:
Amar Chitra Katha: Changing the Brand with Changing Times, Subhadip by Roy, YLR Moorthi
Source:Richard Ivey School of Business Foundation
Dove and Real Beauty: Building a Brand with Purpose, Kramer, Mark R. Sidibe, Myriam; Veda, Gunjan,Ivey School of Business Foundation
Benetton: The "United Colors" Communications Campaigns. Heskett, James L., Stephen A. Greyser, and Norman Klein. Harvard Business School Case 595-032, September 1994.
British Airways: "Go for It, America!" Promotion (A), Stephen A. Greyser, John L. Teopaco, HBR
Airbnb, Etsy, Uber: Acquiring the First Thousand Customers, Thales S. Teixeira and Morgan Brown,HBR
Mountain Dew: The Most Racist Soft-drink Commercial in History? Jana Seijts; Paul Bigus, Ivey Publishing
Boots: Hair-Care Sales Promotion, Murray Bryant, Pankaj Shandilya, Robert J. Fisher, Ivey Publishing
Nike: Developing an Effective PR Strategy, Donna Everette, Ivey League

WEB LINKS:
Https://www.businesstoday.in/magazine/lbs-case-study/story/gillette-innovated-improved-its-market-   share-in-india-47708-2014-04-04
Https://www.consuunt.com/dagmar-model/
Https://www.youtube.com/watch?V=ojhnagkhkf0
Https://www.researchgate.net/publication/336255704_Effective_communication_models_in_advertising_campaigns_A_strategic_analysis_in_the_search_for_effectiveness
Https://www.youtube.com/watch?V=lpedbq4h1ee
Https://www.youtube.com/watch?V=2eqxmcmzc3o
Https://www.youtube.com/watch?V=7sn40jvmgle
Https://www.youtube.com/watch?V=qcsrdk6xuy8&t=181s
Https://www.youtube.com/watch?V=e1q1kjwii4c
Https://www.youtube.com/watch?V=tykpdzciufw
Https://www.youtube.com/watch?V=mdfrwf-CNC8
Https://www.youtube.com/watch?V=rn0hrbddmz8
Https://www.youtube.com/watch?V=x9hmqvmdjka&t=1s
Https://www.youtube.com/watch?V=vgdyswdpfrc

Certification: IMC by Prof. Vinay Sharma, IIT Roorkee – NPTEL Swayam
Value-Added Course: Social Media Advertising in Digital Marketing courses using Canva, Hootsuite, hubspot, buzzsumo, etc.,

Catalogue preparedby	Dr. Uttam Chakraborty
Recommended by The Board of Studieson	

Date of Approval by the Academic Council	

Course Code: MBA3110	Course Title: Sales and Distribution Management Type of Course: Discipline Elective Course		L-T-P-C	3	0	0	3
Version No.	2.0						
Course Pre-requisites	Marketing Management Digital Marketing						
Anti-requisites	NIL						
Course Description	Objective of this course is to develop, understand and appreciate the Sales processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. The objective of this course is to help students understand the Sales functions as an integral part of marketing functions in a business firm. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services. A company's sales team and channel partners have a larger role to play in fulfilling organisational objectives. The sales and distribution function of a modern day corporation must not merely sell products; they must also be actively involved in solving customer problems and building a relationship with customers. This course will develop skills for sales force management issues and channel management issues.						
Course Outcomes	On successful completion of this course the students shall be able to: 1. Explain nature and importance of sales management, types and skills of sales managers. 2. Discuss sales forecasting methods, allocation of sales budget, management of sales territories and sales quotas. 3. Develop distribution management strategies. 4. Apply SCM principles for distribution management.						
Course Objective:	The course aims at SKILL DEVELOPMENT to apply Marketing Strategies through EMPLOYABILITY facilitating activities.						
Module 1	Sales and Sales Force Management	Assignment (experiential learning)	Interviewing a Sales Manager		12 Hours		
[11.5 Hrs.] [Blooms 'level selected 1 & 2: Knowledge, Comprehension] A. Introduction to Sales - Definition and meaning, objectives, Sales Management, Personal selling and Salesmanship, setting personal selling objectives, determining sales related marketing policies, Emerging Trends in Sales Management, B. Salesforce Management - Recruitment and Selection, Sales training, Motivating sales personnel, compensating, managing expenses, sales meetings, sales contests, controlling, evaluating and supervising sales personnel							
Module 2	Sales Planning and Controlling the Sales Effort	Assignment(experiential learning)	Mock Sales		9 Hours		
[10.5 hrs.] [Blooms 'level selected 1, 2,3 & 4: Knowledge, Comprehension, Application, Analysis] A. Sales Forecasting, forecasting approaches, Sales Budgets. Personal Selling Process: Prospecting and qualifying, Pre-approach, approach, presentation and demonstration, overcoming objections, closing the Sale, Follow-up. B. Define Sales Territory, Procedure for Designing Sales Territories, Assigning Sales People to Territories, Managing Territorial Coverage, Sales Quotas or Sales Targets, Methods for Setting Sales Quotas. Sales control and Cost analysis							

Module 3	Distribution Management	Assignment (Participative learning)	Project	12 Hours

[11.5 hrs.] [Blooms 'level selected 1, 2,3 : Knowledge, Comprehension, Application]

Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners.

Module 4	Market logistics and supply chain management	Assignment (Participative learning)	Project	12 Hours

[11.5 hrs.] [Blooms 'level selected 1, 2,3 : Knowledge, Comprehension, Application]

Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets.

Targeted Application & Tools that can be used:

FMI Certification in Retail / Food Retail Leader

A certificate course in Retailing from RASCI

Text Book:

T1: Krishna K Havaladar, Vasant M. Cavale, Sales & Distribution Management, Tata mcgraw Hill, latest edition.

Decisions, Strategies & Cases, Pearson, latest edition

T2: Venugopal, P. (2005). Marketing Channel Management: A Customer-Centric Approach. New Delhi: Response Books

References

R1: Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management

R2: Panda, T. K. & Sahadev, S. S. (2005). Sales and Distribution Management. New Delhi: Oxford University Press

R3: Kapoor, R. (2005). Fundamentals of Sales Management. Delhi: Macmillan India

R4: Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (1988). Sales Management: Decisions, Strategies and Cases. (5th edition). New Delhi: Prentice-Hall of India

Online Resources:

Https://presiuniv.knimbus.com/user#/home

Articles

The effects of customer online reviews on sales performance: The role of

Mobile phone's quality characteristics https://reader.elsevier.com/reader/sd/pii/S1567422322001120?Token= F2F5BF4E22E36E0716A25 E32F14F17584EA3E6BC188C88370E9E4902502613DE71E45592F083258AD1BEBF60B225D109&originregion=eu-west-1&origincreation=20221219060247

Weitz, B.A., Bradford, K.D. Personal selling and sales management: A relationship marketing perspective. J. Of the Acad. Mark. Sci. 27, 241–254 (1999). Https://doi.org/10.1177/0092070399272008

Factors affecting repurchase intentions in retail shopping: An empirical study https://reader.elsevier.com/reader/sd/pii/S2405844022019077?Token=DFE5791B4F7D8703324C96079BC3CC1ED0788DDA 3664366525CC8E25900D25AA3DBE8E4CC11C9792701999D166CD4C92&originregion=eu-west-1&origincreation=20221219060933

A review of the interactive marketing literature in the context of personal selling and sales management https://www.emerald.com/insight/content/doi/10.1108/JRIM-06-2014-0035/full/pdf?Title=a-review-of-the-interactive-marketing-literature-in-the-context-of-personal-selling-and-sales-management-a-research-agenda

Bucklin, L. P. (1963). Retail Strategy and the Classification of Consumer Goods. Journal of Marketing, 27(1), 50-55. Https://doi.org/10.1177/002224296302700110

Law, D., Wong, C. And Yip, J. (2012), "How does visual merchandising affect consumer affective response? An intimate apparel experience", European Journal of Marketing, Vol. 46 No. 1/2, pp. 112-133. Https://doi.org/10.1108/03090561211189266

Multimedia (Videos):
Personal selling process
Https://www.youtube.com/watch?V=2ijhjrrzd0m

Retailing function
Https://www.youtube.com/watch?V=Xf-4rhubrli

Cases
Case Study: How Tommy Hilfiger Created Its Digital Showroom
Link - https://web-p-ebscohost-com-presiuniv.knimbus.com/ehost/detail/detail?Vid=17&sid=25442542-5811-4604-abcf-725a660dc5cd%40redis&bdata=jnnpdgu9zwhvc3qtbgl2zq%3d%3d#AN=130680366&db=iih

From Selling to Sales management – a development model
Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb008105/full/html
Megamart – Seasonal demand planning
Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/case.cscmp.2018.000018/full/html
D mart an ace in India's retail space
Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/EEMCS-09-2020-0324/full/html

Catalogue prepared by	Dr. Ravi Prakash Kodumagulla
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3123	Course Title: MarkTech and AdTech Type of Course: Discipline Elective Theory Only	L-T-P-C
		2-0-0-2
Version No.	1.0	
Course Pre-requisites	Marketing Management	
Anti-requisites	NIL	
Course Description	MarkTech (Marketing Technology): MarkTech refers to specific software applications used to build, automate, track, and enhance marketing efforts. It empowers marketers to streamline their work across various channels and gain valuable insights into campaign success. AI&ML has brought in huge disruption especially with the latest GenerativeAI tools. With nearly 10,000 applications across 49 categories, MarTech continues to expand rapidly. Some common MarkTech tools are: • Machine Learning in Marketing, • AI for Content Creation and Management,	

	- Customer segmentation, - Recommendation systems, - Store management - Price optimization, etc. AdTech (Advertising Technology): focuses on technology used in advertising and media. It includes tools for programmatic advertising, data-driven targeting, and ad campaign optimization, media planning, audience measurement, ad operations, new age advertising including Outdoor, events and experiential marketing. AdTech professionals analyze data to create effective ad strategies. Key areas include: - Programmatic Advertising: Automated buying and selling of ad space. - Data Analytics and Targeting: Using data to reach the right audience. - Ad Campaign Optimization: Maximizing ad performance. Both MarTech and AdTech play pivotal roles in modern marketing, making them essential topics for MBA students aiming to excel in the dynamic digital landscape.	

Course Outcomes	On completion of this course, the student will be able to: 1) Describe the Value chain & functions of Marketing & Advertising industry **[Comprehension]** 2) Apply online tools and platforms to solve marketing & advertising use cases **[Application]** 3) Analyse real-life Marketing & Advertising campaigns and recommend actions. **[Analysis]**
Course Objective	The course aims at **EMPLOYABILITY** with respect to Marketing Strategies with **PARTICIPATIVE** learning activities.

Module 1	**Marktech use cases and tools**	Hands on use of online tools	Quiz and projects based on online platforms	10 classes

Topics:
Discuss functions and use cases of Marketing technology. Familiarize students with online tools like Google Advertising, Facebook Ad manager, recommendation engines, sentiment analysis, Goolge Analytics etc.

Module 2	**Adtech use cases and tools**	Quiz and demos of online resources	Quiz based on online platforms	10 classes

Topics:
1. Understanding the traditional & digital Advertising Industry value chain
2. Key trends impacting advertising industry
3. Audience measurement in TV & Broadcasting industry
4. Media planning and management
5. Tools for Optimizing advertising spends
6. Technology transforming Outdoor, events etc.

Module 3	**Practical Applications Marktech & Adtech.**	Demos, videos & online platform to demonstrate tools and techniques.	Google Analytics, Google Ads, Facebook Ad Manager, etc.	10 classes

Hands-on experience with Google Analytics, Google Ads, Facebook Ad Manager, generative AI content creation tools. Tools like SCANPRO to optimize ad spend etc. Segmentation, Sentiment Analysis & other tools to enhance marketing effectiveness.

Targeted Application & Tools that can be used:
Students would be encouraged to take up projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand Marktech and Adtech.

Professionally Used Software: KNimbus library access, Online AI&ML tools, YouTube videos

Project work/Assignment:
1. Lectures (22 Hours), review and bridging (4 Hours)
2. 2 Quizes
3. Industry free certification in GoogleAds Professional

4.	Hands-on demo on live tools and assignment with project presentations.
5.	Datasets & coding for segmentation, recommendation engines,

Text Books:
- Marketing 5.0: Technology for Humanity, Philip Kotler (Author), Wiley, 2021

References
- The AdTech Book by Clearcode | The Platforms, Processes, and Players

Journal
- The CMO's Guide to Marketing Technology (Martech) | Gartner
- Adtech Market Research Report 2019 (ICO, Ofcom) - GOV.UK (www.gov.uk)
- Data Analytics in Healthcare: A Tertiary Study | SN Computer Science (springer.com)

Library E-resources:
- https://presiuniv.knimbus.com/

Weblinks :
- https://ai-cases.com/retail/
- The power of AdTech and MarTech in modern marketing (deloitte.com)
- Strategic investments, tech, creativity, sustainability emerge as 4 megatrends: Deloitte marketing trends 2023
- AdTech Market 2024 Size, Growth Analysis Report, Forecast to 2031 (omrglobal.com)

Online Resources:
- https://skillshop.docebosaas.com/pages/16/skillshop-home-page . Students are required to complete at least 1 certification of the 4 ie. Google Ads search, Google Ads display, AI-Powered Performance Ads Certification, and Google Ads – Measurement Certification

Research Articles:
- Joel Mero, Anssi Tarkiainen, Juliana Tobon, Effectual and causal reasoning in the adoption of marketing automation, Industrial Marketing Management, Volume 86, 2020, Pages 212-222, ISSN 0019-8501. https://doi.org/10.1016/j.indmarman.2019.12.008
- Silva, S.C., Corbo, L., Vlačić, B. and Fernandes, M. (2023), "Marketing accountability and marketing automation: evidence from Portugal", EuroMed Journal of Business, Vol. 18 No. 1, pp. 145-164. https://doi.org/10.1108/EMJB-11-2020-0117
- Guercini, S. (2023), "Marketing automation and the scope of marketers' heuristics", Management Decision, Vol. 61 No. 13, pp. 295-320. https://doi.org/10.1108/MD-07-2022-0909

Multimedia (Videos):
- https://www.youtube.com/watch?v=zuf4NnRym0Q
- https://www.youtube.com/watch?v=oELlw_z3wQc
- https://www.youtube.com/watch?v=oELlw_z3wQc
- https://newdelhi.ad-tech.com/

Case Studies:
- https://www.linkedin.com/pulse/case-studies-how-companies-have-used-martech/
- https://www.hansacequity.com/news-knowledge/people-set/

Catalogue prepared by	Prof. Krishna Durbha
Recommended by the Board of Studies on	BOS NO: BOS held on:
Date of Approval by the Academic Council	Academic Council Meeting No. , Dated:

Course Code: MBA3135	Course Title: AL and ML in Marketing Type of Course: Discipline Elective Theory Only Course	L-T- P- C	2	0	0	2
Version No.	1.0					
Course Pre-requisites	Marketing Management Digital Marketing					
Anti-requisites	NIL					
Course Description	AI is everywhere! Artificial intelligence smart technologies are being used in marketing for making automated decisions using information from data acquired, data analyzed, and further findings of economic trends or target audiences that may have an impact on marketing efforts. AI is frequently used by many businesses and brands in digital marketing campaigns where speed is critical. By harnessing the power of Artificial Intelligence, businesses and marketers have amazing growth potential, and the opportunities to enhance marketing with AI are always expanding. Unlock the power of AI for better and faster branding, content creation, social media, content marketing, copywriting, email and paid digital marketing channels. This course helps to develop an understanding of application of AI in marketing management and familiarize students with changes brought in traditional marketing mix activities due to AI and ethical concerns raised by AI adoption.					
Course Outcomes	On successful completion of this course the students shall be able to: CO 1) Explain the concepts of AI and its applications in Marketing (Comprehension) CO 2) Analyze the role of AI in Product & Pricing strategies (Analysis) CO 3) Analyze the role of AI in Promotion & Distribution strategies (Analysis)					
Course Objective:	The course aims at EMPLOYABILITY with respect to Marketing Strategies with PARTICIPATIVE learning activities.					
Module 1	Applications of AI in Marketing	Assignment using E Library (Participative Learning)	Case Study: Puma's "Maya": Southeast Asia's First Virtual Influencer		10 Hours	
Topics: Understanding the basics of AI in Marketing, Introduction to AI Algorithms, Designs of AI, Transition process and AI matrix. Customer value and Role of AI in Value Delivery Process, Transforming Marketing Strategy using AI. Using AI for STP, Application of AI in Marketing Mix, Marketing Information Systems. Individual Dynamics and its influence on Consumer Behaviour, Consumer Buying Decision Process. Customer Experience: Meaning & Characteristics, Personalization: Going beyond Segmentation, Avatar marketing.						
Module 2	Role of AI in Product & Pricing	Assignment (Participative Learning)	Case Study: THE YES: Reimagining the Future of E-Commerce with Artificial Intelligence (AI)		10 Hours	
Topics: Standardization, Personalization of Brands using AI, Understanding Networks and Brand Network Effect, Understanding the Use of AI for Addressing Competition, AI and Brand Equity, AI and New Brand Realities. AI for Value Creation and Product Development, Personalization and hyper-personalization Using AI. Implementation of AI by Product Managers, AI in Service, Pricing Strategies Using AI.						
Module 3	Role of AI in Promotion & Distribution	Project (Experiential Learning)	Article: Marketing in the Age of Alexa		10 Hours	
Topics: AI in Sales promotion and Direct Marketing, AI in PR and Publicity and Social Media Marketing, Personal Selling using AI,						

Sales management using AI. AI and Marketing Channel Management, Omni channel Marketing and Retailing, Changing face of Retailing in the age of AI, AI in Logistics Management. Navigating Ethical Challenges in AI, AI and Sustainability.
Targeted Application & Tools that can be used: NA
Project work/Assignment:
Project Work: Collect Advertisements that are generated using AI, pertaining to the various brands and companies, classify them, and make a presentation, with appropriate justification. Assignment 1: Interview any AI expert and understand the implications on Marketing and summarize your findings. Assignment 2: Identify the AI strategies adopted by any company of your choice.
Text Book: T1: Sterne J., "Artificial intelligence for marketing: practical applications", John Wiley & Sons. T2: Gentsch, Peter., "AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots", (ebook) Springer.
References R1: King K., "Using Artificial Intelligence in Marketing: How to harness AI and maintain the competitive edge", Kogan Page Publishers R2: Venkatesan, R., and Lecinski J, "The AI Marketing Canvas: A Five-stage Road Map to Implementing Artificial Intelligence in Marketing", Stanford University Press. Online Resources: Https://presiuniv.knimbus.com/user#/home Articles: Understanding the Role of Artificial Intelligence in Personalized Engagement Marketing By: V Kumar, Bharath Rajan, Rajkumar Venkatesan, Jim Lecinski Https://hbsp.harvard.edu/product/CMR709-PDF-ENG?Ntt=AI%20in%20marketing From Data to Action: How Marketers Can Leverage AI By: Colin Campbell, Sean Sands, Carla Ferraro, Hsiu-Yuan Jody Tsao, Alexis Mavrommatis Https://hbsp.harvard.edu/product/BH1037-PDF-ENG?Ntt=AI%20in%20marketing Marketing in the Age of Alexa By: Niraj Dawar Https://hbsp.harvard.edu/product/R1803E-PDF-ENG?Ntt=AI%20in%20marketing Multimedia (Videos): What Will Happen to Marketing in the Age of AI? | Jessica Apotheker | TED Https://www.youtube.com/watch?V=3mwmii8n1qm Top 6 AI Marketing Tools Https://www.youtube.com/watch?V=eitp6_-q0Qc Case Studies: Icario Health: AI to Drive Health Engagement By: David C. Edelman

Https://hbsp.harvard.edu/product/523025-PDF-ENG?Ntt=AI%20in%20marketing

THE YES: Reimagining the Future of E-Commerce with Artificial Intelligence (AI)
By: Jill Avery, Ayelet Israeli, Emma von Maur, HBR
Https://hbsp.harvard.edu/product/521070-PDF-ENG?Ntt=AI%20in%20marketing

Puma's "Maya": Southeast Asia's First Virtual Influencer
By: Tuan Quang Phan, Sandy Ong
Https://hbsp.harvard.edu/product/HK1288-PDF-ENG?Ntt=AI%20in%20marketing

Pittarosso: Artificial Intelligence-Driven Pricing and Promotion
By: Ayelet Israeli, HBR
Https://hbsp.harvard.edu/product/522046-PDF-ENG?Ntt=AI%20in%20marketing

Catalogue prepared by	Dr. Ameer Hussain
Recommended by the Board of Studies on	BOS NO: held on
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: MBA3136	Course Title: B2B Marketing	L-T- P- C	2	0	0	2
	Type of Course: Discipline Elective and Theory Only Course					
Version No.	1.0					
Course Pre-requisites	Marketing Management Digital Marketing					
Anti-requisites	NIL					
Course Description	Business-to-business (B2B) marketing strategies are essential for encouraging innovation, increasing sales revenue, assisting in marketing penetration, and aiding in market entry for any organization. B2B marketing strategies provide a framework for analyzing an organization's strategies, identifying synergies with various stakeholders, and building and leveraging company's core competencies using relationship marketing approach. Given the complex nature of B2B transactions, managers need to understand, learn, and adapt to combat the challenges of the businesses today. In order to do so, managers need to have a comprehensive understanding of various issues such as: understanding organizational needs, segmenting and targeting markets, leveraging marketing channels for competitive advantage, focusing on efficiency and effectiveness, and augmenting sales performance among other things. This course will offer marketing concepts and tools for segmentation, targeting, positioning, market entry, branding and marketing communication in a B2B context.					
Course Outcomes	On successful completion of this course the students shall be able to: CO 1) Explain the concepts of B2B Marketing (Comprehension) CO 2) Analyze the role of Marketing Mix in B2B marketing strategies (Analysis) CO 3) Develop sales force strategies for B2B Marketing (Analysis)					
Course Objective:	The course aims at EMPLOYABILITY with respect to Marketing Strategies with PARTICIPATIVE					

Module 1	Nature of B2B Marketing	Assignment using E Library (Participative Learning)	Radio Mirchi: Case Study on Segmentation and Targeting	10 Hours

| | | | | | learning activities. |

Topics:

Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, and Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment

Organizational buying Activity, Buying models and buying center concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying Centre Conflict Resolution in Decision Making Ethics in Purchasing Market Segmentation: Choosing Target Segments, Positioning, Difference between Industrial Market Research and Consumer Market Research.

Module 2	Formulating B2B Marketing Mix	Assignment (Participative Learning)	Make in India: Analyze the PLC strategies of a product	10 Hours

Topics:

Developing Product Strategy, Analyzing Industrial Product Life Cycle Developing Strategies, Business Service Marketing: Special Challenges

Formulating Channel Strategy: Industrial Distributor, Geographical Distribution, Size Characteristics, Participation of other Channel Members in Industrial Distribution- Channel Logistics Relationship of Logistics & Physical Distribution, Total Cost approach customer service, identifying the cost centers.

Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies concept of learning curves, Pricing Strategies, Competitive Bidding, Leasing

The Promotional Strategies: Advertising in Industrial Markets, Use of Sales Promotion in Industrial Markets trade shows and exhibitions, B 2 B Forms of E-Commerce.

Module 3	Management of B2B Sales Force	Project (Experiential Learning)	Design promotion strategies for a product	10 Hours

Topics:

Managing the Industrial Sales Force Organizing and controlling the industrial sales force activity planning for the sales force Deployment.

Personal Selling Selecting and Recruitment of Industrial sales person, sales training Directing, Motivating, Task Assignment, Compensation Measuring the Effectiveness of Sales Force Relationship Sales and Marketing, Four forms of Seller Roles.

Targeted Application & Tools that can be used: NA

Project work/Assignment:

Project Work: Collect Advertisements (from Newspapers) pertaining to the various forms of B2B Segmentation, classify them, and make a presentation, with appropriate justification.

Assignment 1: Identify 5 B2B products / brands which are in the different Life Cycle Stages of PLC and suggest appropriate Marketing strategies for them.

Assignment 2: Identify the B2B Marketing strategies adopted by any company of your choice.

Assignment 3: Interview a B2B Sales Manager having a minimum experience of five years. Interview should focus on why he/she chose a sales career, what the challenges are in sales career, most memorable and depressing moment, what are the qualities a sales person should possess etc.

Demonstration / Role Play: Mock B2B Sales of a given Product / Service

Text Book:

T1: B2B Marketing: Text and Cases, 5th Ed. By Krishna K. Havildar & Shailendra Dasari, mcgraw Hill.

T2: B2B Marketing: A South-Asian Perspective, 11th Ed by Michael D. Hutt, Dheeraj Sharma, and Thomas W. Speh, Cengage Publication.

References

R1: Business to Business Marketing, 5th Ed. By Ross Brennan, Louise Canning, and Raymond mcdowell, Sage Publication .

R2: Business to Business Marketing: Relationships, Networks and Strategies, Asian Edition., by Nick Ellis and Soumya Sarkar, Oxford University Press

Online Resources:

Https://presiuniv.knimbus.com/user#/home

Articles:

Telej, E. And Gamble, J.R. (2019), "Yoga wellness tourism: a study of marketing strategies in India", Journal of Consumer Marketing, Vol. 36 No. 6, pp. 794-805.

Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JCM-07-2018-2788/full/html

Lysonski, S., Durvasula, S. And Madhavi, A.D. (2012), "Evidence of a secular trend in attitudes towards the macro marketing environment in India: pre and post economic liberalization", Journal of Consumer Marketing, Vol. 29 No. 7, pp. 532-544.

Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/07363761211275036/full/html

Multimedia (Videos):

Busines to Business Marketing
Https://www.youtube.com/watch?V=bker-usxjlw&list=plly_2iucg87c3qnip4kidthn2hw03sfoc

B2B Vs B2C Marketing (What are the differences?)
Https://www.youtube.com/watch?V=skoozks_1QU

Case Studies:

Metro Cash & Carry: Profitability in the Indian Market By: Rakhi Thakur, Ivey Publishing, Link:
Https://hbsp.harvard.edu/product/W20586-PDF-ENG?Ntt=B2B%20marketing%20Business%20Marketing

Baobab Clean Technologies: Zeroing In on Business Markets By: Harjot Singh, Ivey Publishing, Link:
Https://hbsp.harvard.edu/product/W27852-PDF-ENG?Ntt=B2B%20marketing%20Business%20Marketing

GST Group: Reframing B2B Marketing Strategy By: Harjot Singh, Ivey Publishing Link:
https://hbsp.harvard.edu/product/W33328-PDF-ENG?Ntt=B2B%20marketing%20Business%20Marketing

Catalogue prepared by	Dr. Virupaksha Goud

Recommended by the Board of Studies on	BOS NO: held on
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: MBA3138	Course Title: Retail Management Type of Course: Elective Course		L-T-P-C	2	0	0	2
Version No.	2.0						
Course Pre-requisites	Marketing Management I Marketing Management II Sales and Marketing Management						
Anti-requisites	NIL						
Course Description	Retailing is concerned with how goods and services are actually delivered to consumers. Even so, retailers engage in the production of retail services that affect the utility that consumers derive from the good and services. This course will examine how retailers participate in this and what strategies make sense. As intermediaries they take as given the strategies of Upstream members to be thought of as manufacturers and must then decide how best to Address customer demand. Retail strategies therefore must account for consumer preferences, strategies of manufacturers and the actions of competitors. Innovations play a crucial role but the innovations are not directly with respect to the products they carry but with respect to the retail services they produce.						
Course Outcomes	On successful completion of this course the students shall be able to: Classify types of retailers, types of retail locations, retail growth strategies. Apply Retail Market Strategy, demonstrate store management Design store layout and visual merchandising.						
Course Objective:	The course aims at SKILL DEVELOPMENT to apply Marketing Strategies through EMPLOYABILITY facilitating activities.						
Module 1	Retail Strategy	Assignment (Participative learning)	Project			10 Hours	
[10.5 hrs.] [Blooms 'level selected 1, 2,3 & 4: Knowledge, Comprehension, Application, Analysis] Definition and scope of retailing, Introduction to the World of Retailing, Retailing scenario – India, global, Opportunities in Retailing, Types of Retailers, Multichannel retailing, Retail Mix and Retail Strategy, Retail format, The Strategic Retail Planning Process,							
Module 2	Store Planning	Assignment (Participative learning)	Project			10 Hours	
[11.5 hrs.] [Blooms 'level selected 1, 2,3 : Knowledge, Comprehension, Application] Store Planning – Store design, Store Layout, Store Location - Types of Retail Locations, Retail Site Location, evaluating a Site for Locating a Retail Store, Customer Relationship Management,							
Module 3	Merchandise Management & Retail Communication Mix	Assignment (Participative learning)	Project			10 Hours	

[11.5 hrs.] [Blooms 'level selected 1, 2,3 : Knowledge, Comprehension, Application]

Merchandise Management Process, Buying Merchandise – buying alternatives, national brands and private /store labels, sourcing, negotiating with vendors, Retail Pricing Strategies & Advantages, Managing the Store, Store layout, Design and Visual Merchandising, Customer Service, Indian Retail Scenario. E-tailing, Retail communication mix – Elements of the communication x, methods and planning the retail communication mix program.

Targeted Application & Tools that can be used:

FMI Certification in Retail / Food Retail Leader

A certificate course in Retailing from RASCI

Text Book:

T1: Levy, L.T., & Weitz, H.A. Retailing Management. Tata mcgraw Hill.

References

R1: Barry Berman and Joel Evans, Retail Management – A strategic Approach , Pearson

R2: A J Lamba, The Art of Retailing , Tata Mc Graw Hill

Online Resources:

Https://presiuniv.knimbus.com/user#/home

Articles

The effects of customer online reviews on sales performance: The role of
Mobile phone's quality characteristics https://reader.elsevier.com/reader/sd/pii/S1567422322001120?Token= F2F5BF4E22E36E0716A25

E32F14F17584EA3E6BC188C88370E9E4902502613DE71E45592F083258AD1BEBF60B225D109&originregion=eu-west-1&origincreation=20221219060247

Weitz, B.A., Bradford, K.D. Personal selling and sales management: A relationship marketing perspective. J. Of the Acad. Mark. Sci. 27, 241–254 (1999). Https://doi.org/10.1177/0092070399272008

Factors affecting repurchase intentions in retail shopping: An empirical study https://reader.elsevier.com/reader/sd/pii/S2405844022019077?Token=DFE5791B4F7D8703324C96079BC3CC1ED0788 DDA3664366525CC8E25900D25AA3DBE8E4CC11C9792701999D166CD4C92&originregion=eu-west-1&origincreation=20221219060933

A review of the interactive marketing literature in the context of personal selling and sales management https://www.emerald.com/insight/content/doi/10.1108/JRIM-06-2014-0035/full/pdf?Title=a-review-of-the-interactive-marketing-literature-in-the-context-of-personal-selling-and-sales-management-a-research-agenda

Bucklin, L. P. (1963). Retail Strategy and the Classification of Consumer Goods. Journal of Marketing, 27(1), 50-55. Https://doi.org/10.1177/002224296302700110

Law, D., Wong, C. And Yip, J. (2012), "How does visual merchandising affect consumer affective response? An intimate apparel experience", European Journal of Marketing, Vol. 46 No. 1/2, pp. 112-133. Https://doi.org/10.1108/03090561211189266

Multimedia (Videos):

Personal selling process
Https://www.youtube.com/watch?V=2ijhjrrzd0m

Retailing function

Https://www.youtube.com/watch?V=Xf-4rhubrli

Cases

Case Study: How Tommy Hilfiger Created Its Digital Showroom

Link - https://web-p-ebscohost-com-presiuniv.knimbus.com/ehost/detail/detail?Vid=17&sid=25442542-5811-4604-abcf-725a660dc5cd%40redis&bdata=jnnpdgu9zwhvc3qtbgl2zq%3d%3d#AN=130680366&db=iih

From Selling to Sales management – a development model

Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb008105/full/html

Megamart – Seasonal demand planning

Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/case.cscmp.2018.000018/full/html

D mart an ace in India's retail space

Https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/EEMCS-09-2020-0324/full/html

Catalogue prepared by	Dr. Ravi Prakash Kodumagulla
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3140	Course Title: Neuro Marketing in Digital Age	L	T	P	C
	Type of Course: Discipline Elective Theory Only Course	2	0	0	2
Version No.	1.0				
Course Pre-requisites	Basic understanding of biology, chemistry, and psychology recommended. Proficiency in using Research Methods, and Experimental Design Ethical issues related to neuroscience research, so an understanding of ethical principles. No prior knowledge of neuroscience is required.				
Anti-requisites	NIL				
Course Description	This course introduces the interdisciplinary field of neuroscience, focusing on the structure and function of the nervous system, from the cellular level to complex brain networks. Students will explore the fundamental principles governing neural communication, sensory and motor systems, cognition, and behavior.				
Course Outcomes	On completion of this course, the student will be able to: CO1) Students gain a deeper understanding of how the brain processes information, makes decisions, and responds to marketing stimuli. [Knowledge] CO2) Gain insights into consumer behaviour by understanding the subconscious drivers behind purchasing decisions. [Comprehension] CO3) Develop practical skills such as designing experiments, analyzing data, and interpreting results. [Application]				

Course Objective	This course is designed for students; To demonstrate an understanding of the basic anatomy and physiology of the nervous system. Students should be able to identify the emotional triggers that drive consumer preferences, including how advertising, branding, and product design evoke specific feelings and associations. To develop critical thinking skills by evaluating and interpreting scientific literature and experimental data in the field of neuroscience. Students should be able to identify key brain regions involved in segmentation and positioning.			
Module 1	Exploring the Brain	Assignment	Nervous System	10 Hours

Topics:

Functions of the Nervous System - Peripheral Nervous System - Central Nervous System (CNS) - Anatomy and the Functional Structure of the Brain – Cerebellum - Brain Stem - Neurons and Signal Transmission – Senses -Complexity of Perception - Cognition, Memory, Learning - Types of Memory - Conscious and Unconscious Brain - Emotions and Motivations - Emotional Arousal - Brain Research Methods.

Module 2	Consumption as Feelings	Assignment		10 Hours

Topics:

From the Concept of Need to the Construct of Pleasure and Reward - Pleasure - Neuroscience and Yearning for Comfortable Life - Brain Reactions to Food Consumption, Patterns of Liking and Preference - On Beauty - Coordinated Role of Senses in Enhancing Positive Experience - Emotions, Mood and Behavior - Decision Processing Systems - Moods - Anticipating Emotions.

Module 3	Risk Handling, Developing Preference and Choosing.	Assignment	Regret and Post Decision Evaluation	10 Hours

Topics:

Cognitive Processing - Neural Aspects of Decision-Making: Coping with Risk - Mathematical Mind - Trouble with Gauging - The Choice Dilemma - Memory-Learning Connection - Intuition and Decisions - Feeling the Pinch: Paying the Price - Social Contributions to Opinion Forming - Brand and the Brain.

Targeted Application & Tools that can be used:

Students would be encouraged to take up live projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand project management.

Professionally Used Software: MRI/fmri, FBA, NIRS, PET, Eye Tracking and Face Reading

Project work/Assignment:

Assignment 1: Describe how your neuromarketing strategies will be implemented across various channels, such as digital advertising, social media, point-of-sale displays, and product placement.

Assignment 2: Develop marketing stimuli (e.g., advertisements, packaging, branding) that are designed to activate the desired emotional responses in consumers. Utilize principles of sensory marketing, storytelling, and persuasive communication.

Assignment 3: Identify emotional triggers that are likely to resonate with your target audience and drive their purchasing decisions. Consider factors such as pleasure, reward, social connection, and fear avoidance.

Project 1:

Develop a concept for your marketing campaign based on your product and target audience. Brainstorm ideas for messaging, branding, visuals, and experiences that align with neuroscience principles and are likely to resonate with consumers.

Text Books:

T1: Leon Zurawicki, Neuro Marketing: Exploring the Brain of the Consumer, Springer.

T2: Sam Page, Digital Neuromarketing: The Psychology of Persuasion In The Digital Age, Ingram.

References:

R1: Darren Bridger, Neuro Design: Neuro Marketing Insights to Boost Engagement and Profitability, koganpage.

R2: Moran Cerf, Manuel Garcia-Garcia, Consumer Neuroscience, The MIT Press.

WEBSITES:
Https://www.neurensics.com/en/fmri-in-neuromarketing

Online Resources:
Https://presiuniv.knimbus.com/user#/home

Research Articles:
Garczarek-Bąk U, Szymkowiak A, Gaczek P, Disterheft A. A comparative analysis of neuromarketing methods for brand purchasing predictions among young adults. J Brand Manag. 2021;28(2):171–85. Doi: 10.1057/s41262-020-00221-7. Epub 2021 Jan 12. PMCID: PMC7803297.

Singh, Priyanka. (2015). Neuromarketing: An Emerging Tool of Market Research. International Journal of Engineering Business Management. 5. 530-535.

Alsharif, A. H., Md Salleh, N. Z., Baharun, R., Rami Hashem E, A., & Gupta, M. (2021). Neuromarketing research in the last five years: a bibliometric analysis. Cogent Business & Management, 8(1). Https://doi.org/10.1080/23311975.2021.1978620.

Multimedia (Videos):
Https://www.youtube.com/watch?V=mkdvc_iziv0
Https://www.youtube.com/watch?V=uete-el6kks
Https://www.youtube.com/watch?V=zbkyv6axdc0

Case Studies:
Https://blog.hslu.ch/majorobm/2022/06/11/facial-coding-neuromarketing-tool-alejandra-camelo-castro/
Https://imotions.com/blog/learning/research-fundamentals/neuromarketing-software-solution/

Catalogue prepared by	Dr. T.S. Edwin
Recommended by the Board of Studies on	BOS NO: BOS held on
Date of Approval by the Academic Council	Academic Council Meeting No., Dated

Course Code: MBA4020	**Course Title: Marketing for Social Impact** **Type of Course: Discipline Elective Theory only course**	**L- T- P-C**	**2**	**0**	**0**	**2**
Version No.		1.0				
Course Pre-requisites		Completion of core subject in Marketing Management				
Anti-requisites		NIL				

Course Description		Private and public sector firms increasingly use marketing strategies to engage their customers and stake holders around social impact. To do so, managers need to understand how best to engage and influence customers to behave in ways that have positive social effects. This course focuses on the strategies for changing the behavior of a target segment of consumers on key issues in the public interest (eg., health behaviours, energy efficiency, poverty reduction, fund raising for social causes). How managers partner with organisations (eg., non-profits, government) to achieve social impact will also be explored.		
Course Outcomes		On completion of this course, the student will be able to: CO1. Develop an understanding of the meaning and nature of social marketing. CO2. Recognize the range of social marketing stakeholders and their roles in social marketing systems. CO.3 Design appropriate social marketing strategies and tactics to address social marketing issues.		
Course Objective:		The objectives of this course is to enhance employability through participative andexperiential learning activities.		
Module 1	**Understanding Social Marketing**	Assignment	Experiential learningactivity depicting Application of the 10steps in the strategic Social Marketing planning Process.	10 Hours
Topics: What is social marketing, where did the concept originate, defining Social Marketing, social marketing v/s commercial marketing, non-profit, public sector and cause related marketing				
Module 2	**Analyzing the Social Marketing Environment**	Assignment	Experiential learning Data Collection andAnalysis	8 Hours
Topics: Determining Research needs and options, choosing a purpose and focus for the plan andconducting a situation analysis, Unique Value Proposition, what issues can benefit from Social Marketing, ways to impact social issues, social marketing framework				
Module 3	**Planning and Implementing Programs designed to bring about social change**	Assignment (participativ e)	Case study/ Field Work	6 Hours
Topics: Selecting targetaudiences, objectives and Goals, segmenting, evaluating and selecting target audiences, setting behaviour objectives and goals, campaigns and efforts to influence social action				
Module 4	**Developing Social Marketing Strategies**	Assignment (participativ e)	Case study/ Mini Project Report	6 Hours
Topics: Crafting a Social Marketing Plan that impacts and influences its key stake holders. Product: creating a product platform Price: Determining monetary and non monetary incentives& disincentives. Place: Marketing access convenient and pleasant Promotion : Deciding on Messages, Messengers and creative strategies and selection of communication channels.				

Project/ Assignment:

Assignment: Refer to a few recent articles on social marketing and examine the essential aspects that influence marketing for social impact. (Please keep in mind that students should visit the PU library and use the online resources for the project, as well as include a photo of their log in and log out in person at the conclusion of the assignment file.)

Assignment: 2] Approach any Large size company and talk to their CSR head. Examine their social marketing activities and how they are handling their social presence in the different sectors of society, what social effect they are making, and how they are undertaking social surveys and managing the social audit.

(This assignment has to be done ingroup. All the members of the group have to contribute and submit the PPT to University and a Report to the Corporate Company where they are examining the Social Marketing Impact Survey.)

Text Book

T1**.** Kotler & Nancy, Social Marketing –influencing behavior for good, 6th Edtion, SAGE South Asia Edition. **References :** Sameer Deshpande & Nancy R Lee, Social Marketing in India, 2013, First edition, SAGEPublication.

Blogs

Beyond Attitude: Community Based Social Marketing Tips	www.beyondattitude.com
Marketing for Change	http://blog.funeasypopular.com
On Social Marketing & Social Change	http://socialmarketing.blogs.com
International Social Marketing Association	https://isma.memberclicks.net/blog#

References

https://presiuniv.knimbus.com/user#/home

Saunders, S.G., Barrington, D.J. and Sridharan, S. (2015), "Redefining social marketing: beyond behavioural change", *Journal of Social Marketing*, Vol. 5 No. 2, pp. 160-168. https://doi.org/10.1108/JSOCM-03-2014- 0021 of big data [J]. Modern marketing (Business Edition), (11): 10-11

Kotler, P., & Zaltman, G. (1971). Social marketing: an approach to planned social change. *Journal of marketing*, *35*(3), 3-12.

Parsons, J. (2017). Improved Productivity Requires New Mind-Set. ENR: Engineering News-Record, 278(5), 22–Brennan, L. and Parker, L. (2013), "*Social marketing: beyond behaviour change*", available at: www.emeraldgrouppublishing.com/products/journals/call_for_papers.htm?id=4921 (accessed 6 March 2014).23. Link: https://web.p.ebscohost.com/ehost/detail/detail?vid=18&sid=954f0526-3312-4742-b34a-1ee127cdcc2f%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=121205107&db=iih

Gordon, R. (2011), "*Critical social marketing: definition, application and domain*", *Journal of Social Marketing* ,Vol. 1 No. 2, pp. 82-99.

Hoek, J. and Jones, S. (2011), "*Regulation, public health and social marketing: a behaviour change trinity*", *Journal of Social Marketing*, Vol. 1 No. 1, pp. 32-44.

Ozanne, J.L. (2011), "*Introduction to the special issue on transformative consumer research: creating dialogical spaces for policy and action research*", *Journal of Public Policy and Marketing*, Vol. 30 No. 1, pp. 1-4.

Videos

Social Marketing, Link: https://youtu.be/ohTg-Slfgkk

Mount Minutes-What is Social Marketing, Link: https://youtu.be/Bx_DxXenbHUSocial

Marketing Theory, Link: https://youtu.be/wn8yYz040E

Social Marketing and Public Health, Link: https://youtu.be/1LC_ukHhvVw

Catalogue prepared by	Prof. Dr. Ravi Prakash
Recommended by the Board of Studies on	BOS NO: BOS held on
Date of Approval by the Academic Council	Academic Council Meeting No., Dated

Course Code: MBA4023	Course Title: Rural Marketing				
	Type of Course: Discipline Elective/ Theory Only Course	L-T-P-C	2	0	0	2
Version No.	1.0				
Course Pre-requisites	Marketing Management – I and II Consumer Behavior Integrated Marketing communication				
Anti-requisites	NA				
Course Description	The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population.It covers aspects like relevance and scope of rural market in India, the environment prevailing these dynamic involved in the behaviour of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.				
Course Outcomes	On completion of the course, the students shall be able to: CO 1) Describe rural market, its economy and rural marketing opportunities. CO 2) Relate rural branding and channel strategies with urban markets. CO 3) Discover the innovations in the rural market.				
Course objective	This course is designed to enhance employability skills through participative learning and experiential learning.				

Module 1	Rural Marketing:	Case Study	Experiential Learning activity depicting the different types of products and consumers applying to Digital platforms.	9 Hours

Meaning – Evolution - Nature and Characteristics of Rural Market – Understanding the Indian RuralEconomy –Rural Marketing Models – Rural Marketing Vs Urban Marketing – Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market, Rural Marketing Process, Rural marketing Research, Rural Market Paradox, Rural Marketing - Challenges and opportunities.

Module 2	Rural Marketing Mix - Brand & Channel Management:	Assignment and Casestudy	Experiential Learning activity depicting the Different types of ruralconsumers	12 Hours

Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix – New Product Development for Rural Market – Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process, Segmentation of Rural Market, Brand Loyaltyin Rural Market – Regional Brands Vs National Brands – Channel Management – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management, Role of Rural Advertising.

Module 3	Applications and Innovations	Case Study	Experiential Learning through creating personas	9 Hours

Marketing of Consumer products, services, social marketing, agricultural marketing- Innovation for Rural Market – Marketing Strategies – e-Rural Marketing – Agricultural Co – operative Marketing – Rural Market Mapping – IT for Rural Development – governance for Rural India, Farmers' Produce Trade and Commerce (Promotion and Facilitation) Act, Farmers (Empowerment and Protection) Agreement on Price Assurance and Farm Services Act, and the Essential Commodities (Amendment) Act, Future of Rural Marketing.

Targeted Application & Tools that can be used: Students would be encouraged to take up liveprojects and through experiential learning activities in the class they will imbibe the cognitive
Approaches to understand and apply factors effective to understand Rural products and consumers.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Live group projects, experiential learning activity, case study

Text Book
Rural Marketing: Concepts & Practices, Balram Dogra & Karminder Ghuman, Tata mcgraw Hill
Education Private Limited, 9th Reprint, 2011, ISBN-13: 978-0-07-066000-7.

References
Rural Marketing-Text & Cases-U C Mathur, 1st edition, Excel books, India.
Cases in Rural Marketing-An Integrated Approach-CSG Krishnamacharyulu & LalithaRamakrishnan-Pearson Education.2007.
Rural Marketing - Pradeep Kashyap, 4th Edition, Pearson India
Rural Marketing - Dinesh Kumar & Punam Gupta , Sage Publication(2017)
Indian Economy - A N Agarwal / New Age International Publishers Ltd
The Fortune at the Bottom of the Pyramid - C.K. Prahalad , Pearson Publication
Research Articles in Journals:
1. Exploration of Indian rural markets and marketing by Rashmi Ranjan and Sangeeta Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/APJML-12-2016-0241/full/html

References

Rural Marketing-Text & Cases-U C Mathur, 1st edition, Excel books, India.

Cases in Rural Marketing-An Integrated Approach-CSG Krishnamacharyulu & LalithaRamakrishnan-Pearson Education.2007.

Rural Marketing - Pradeep Kashyap, 4th Edition, Pearson India

Rural Marketing - Dinesh Kumar & Punam Gupta , Sage Publication(2017)

Indian Economy - A N Agarwal / New Age International Publishers Ltd

The Fortune at the Bottom of the Pyramid - C.K. Prahalad , Pearson Publication

Research Articles in Journals:

1. Exploration of Indian rural markets and marketing by Rashmi Ranjan and Sangeeta Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/APJML-12-2016-0241/full/html

Developing a route to market strategy for mobile communications in rural India: Aninterview with Gurdeep Singh, Operations Director, Uttar Pradesh, Hutch India.

Link: https://www-emerald-com- presiuniv.knimbus.com/insight/content/doi/10.1108/17468800810906057/full/html

E-Governance in Rural India by Deepti Shanker

Link: https://dl.acm.org/doi/10.1145/1509096.1509151

Rethinking Design of Digital Platforms for Emergent Users: Findings from a Study withRural Indian Farmers

Link: https://dl.acm.org/doi/10.1145/3429290.3429297

Marketing channel length in rural India: Influence of the external environment and ruralretailer buyer behaviour by Rajesh K Aithal

Link: https://www-emerald-com- presiuniv.knimbus.com/insight/content/doi/10.1108/09590551211207166/full/html

Understanding group communication in rural India by Saritha Seshagiri, Milind VKaduskar, Pratibha Bhaskaran

Link: https://dl.acm.org/doi/10.1145/2399016.2399110

Case Studies

Tourism shopping in rural markets: a case study in rural Iowa by Jessica L Hurst, Linda SNeihm

Link: https://www-emerald-com- presiuniv.knimbus.com/insight/content/doi/10.1108/17506181211246357/full/html

Impact Assessment of Digital Marketing Tools Application in Rural Homestays: A CaseStudy of Kullu District by Ritika Singh, Manohar Sajnani, Pawan Gupta

Link: https://ieeexplore.ieee.org/document/9198031

The Influence of Online Personal Consumer Credit Products on Consumers' ImpulsePurchasing Intention: A case study of Ant Credit Pay

Link: https://dl.acm.org/doi/10.1145/3355166.3355179

Catalogue prepared by	
Recommended by the Board of Studies on	BOS NO: BOS held on
Date of Approval by the Academic Council	Academic Council Meeting No., Dated

Course Code: MBA4024	Course Title: International Marketing Type of Course: Discipline Elective Theory Only	L 2	T 0	P 0	C 2
Version No.	2.0				

Course Pre-requisites	Principles of Marketing Sales and Marketing Management Consumer Behavior
Anti-requisites	NIL
Course Description	The International Marketing course is designed to equip aspiring business leaders with a comprehensive understanding of the complexities and nuances involved in conducting marketing activities on a global scale. Through a strategic and interdisciplinary approach, this course explores the challenges and opportunities presented by diverse international markets, addressing key topics such as cross-cultural consumer behavior, market entry strategies, global branding, and the impact of geopolitical factors on marketing decisions. Students will engage in case studies and collaborative projects to develop critical thinking and decision-making skills essential for steering the dynamic landscape of international business. By the end of the course, students would have gained the knowledge and analytical tools necessary to formulate effective global marketing strategies that align with the ever-evolving demands of the international marketplace.
Course Outcomes	On successful completion of this course the students shall be able to: CO1) Comprehend the interconnectedness of economies and the importance of adapting marketing strategies in various international contexts. CO2) Interpret the nuances of International Trade & effective Cross-Cultural Marketing. CO3) Demonstrate proficiency in developing strategic market entry plans for global markets. CO4) Analyze Integrated Global Marketing Campaigns
Course Objective	This course is designed to enhance employability and skill development by using participative and experiential learning methods.

Module 1	Introduction to International Marketing	Classroom Lecture & Participative Learning	Hands-on Experience + Cases	10 Hours

Topics:
Overview of International Marketing, Globalization and International Business, Stages of International Marketing Involvement, Economic Factors in International Marketing, Logistical and Supply Chain Challenges, Competitive Analysis in Global Markets, Types of International Markets, Case studies etc.

Module 2	International Trade & Cross Cultural Marketing	Classroom Lecture & Participative Learning	Hands-on Experience + Cases	10 Hours

Topics:
Trade Barriers, GATT, WTO, IMF, World Bank Group, Understanding Cultural Differences, Impact of Culture on Consumer Choices, Effective Cross-Cultural Communication, Language and Symbolism in Marketing, Cultural Influences on Brand Perception, Management styles in different regions, Case studies etc.

Module 3	Strategic Market Entry Planning, and Integrated Global Marketing Campaigns	Classroom Lecture & Participative Learning	Hands-on Experience + Cases	10 Hours

Topics:
Market Entry Modes, International Market Selection, Strategic Planning for Global Expansion, Customizing Products for Global Markets, Adapting to Local Regulations, Cultural Adaptation in Marketing, Post-Entry Evaluation and Adjustment, Case studies etc. Omni-Channel Strategy Development, Social Media Integration for Global Reach, Big Data-driven Decision Making, Unified Brand Storytelling, Interactive and Immersive Content creation, Real-time Campaign Optimization, Ethical Considerations in Global Marketing, Case studies etc.
Project work/Assignment:
Assignment 1 : Create an International Market Entry Strategy for a hypothetical organization Assignment 2 : Class Quiz Assignment 3: Evaluate the Global Marketing Campaigns for organizations / brands such as Apple, Nike, Gucci, Channel etc.
Text Books:
Philip R Cateora, Mary C Gilly, John L Graham-International Marketing: Indian Edition-Mc Graw Hill Education, 2018, 16th ed.
References:
R1: Ram Singh-Export & Import Management: Text & Cases-sage Texts publishers. R2: Michael R. Czinkota, Ilka A Ronkainen-International Marketing-Cengage Publications. R3: Masaaki Kotabe, Kristiaan Helsen-International Marketing-Wiley publishers-6th Edition. Online Resources: Research Articles in Journals: Https://presiuniv.knimbus.com/user#/home Online Resources: Https://presiuniv.knimbus.com/user#/home Articles: 1.   Power Markets of Asian Countries in the International Markets Environment Link: https://ieeexplore.ieee.org/document/1708957 2.   The effects of IMF programs on income inequality: a semi-parametric treatment effects approach Link- https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJDI-12-2021-0265/full/html 3. Managing disruptive external forces in international marketing Link - https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IMR-12-2021-0381/full/html

Catalogue prepared by	Prof. Umesh Rao
Recommended by the Board of Studies on	BOS NO: BOS held on
Date of Approval by the Academic Council	Academic Council Meeting No., Dated

Course Code: MBA4025	Course Title: Green Marketing Type of Course: Discipline Elective & Theory only	L- T-P- C	2	0	0	2
Version No.	2.0					
Course Pre-requisites	Sales and Marketing Management Basic concepts of Marketing its representation, Basic knowledge of using social media for the purpose of product promotion.					
Anti-requisites	NIL					
Course Description	Modern day governments and societies have become increasingly aware of environmental issues concerned with any business. This has lead to a trend of Green Marketing used by the firms as a strategy to protect the environment on the one side as well as make their business distinct. The word Green Marketing has been used to describe marketing activities which attempt to reduce the negative social and environmental impacts of existing products and production systems which promote less damaging products and services. A shift to Green Marketing requires certain changes in all P's of Marketing which involves redefining the product. In terms of product promotion, it involves communication that aims to inform rather than just impress. It is about focus beyond customer needs. It is a powerful tool for marketers to associate and brand their business in tune with environment needs and devise green product and marketing strategies.					
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques.					
Course Outcomes	On successful completion of the course the students shall be able to: CO1: Describe the concept and landscape of Green Marketing CO2: Examine green marketing mix for its effectiveness CO3: Prepare sustainability reports related to green business strategies					
Course Content:						
Module 1	Introduction to Green Marketing	Case Study Assignment using E Library (participative learning)	Hands on Green Marketing Strategies	10 Hours		
Topics: Meaning & Concept & Evolution of Green Marketing, Types of Green Marketing, Difference in between Marketing & Green Marketing, Green Product - Green Marketing – Importance of Green Marketing - Benefits of Green Marketing- Adoption of Green Marketing- Green Marketing Mix – Strategies to Green Marketing.						
Module 2	Green Marketing Strategies	Class Participation Activity – Debate (participative learning)	Identifying Green Marketing Strategies employed by firms	10 Hours		
Segmentation of Green Markets-Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index Promotional Channels of Green Marketing. Communicating Value via Integrated Marketing Programs-Producing Value via Innovation-Delivering Value via Sustainable Supply Cycle Strategies-Delivering Value in Retailing						
Module 3	Green Marketing, ESG and Sustainability Reporting	Project (Experiential learning)	Data Collection & Developing Green Strategy	10 Hours		
Topics:						

What is ESG? ESG Metrics- What is Sustainability reporting- Purposes and benefits of Sustainability Reporting - Overview of sustainability reporting – Reporting human value, economic value, environmental value and social value - Environmental Technological & Legal Aspects of Green Marketing	

Targeted Application & Tools that can be used:

Application in developing Green Marketing Strategies and campaigns for Companies of all sizes and has wide application across industries.

Project work/Assignment:

Project Work:

Project on developing a marketing plan for a green product – To prepare a marketing plan for a green product with segmentation analysis, targeting, SWOT analysis, marketing objectives and green marketing strategy comprising the elements of green marketing mix.

Assignment 1: Case Study Assignments on Green companies

With reference to this company doing well in green marketing, Identify the strategies and analyze them.

With reference to a company not so successful in marketing its green products, analyze and reasons and recommend solutions to overcome its ineffectiveness

Journal Article:

Polonsky, M. J., & Rosenberger III, P. J. (2001). Reevaluating green marketing: a strategic approach. Business horizons, 44(5), 21-21.

Dangelico, R. M., & Vocalelli, D. (2017). "Green Marketing": An analysis of definitions, strategy steps, and tools through a systematic review of the literature. Journal of Cleaner production, 165, 1263-1279.

Nimoo, F. J., Okrah, A., Baa-Naa, S. K., & Fuseini, J. (2024). The Impact of Environmental Awareness Campaigns on Consumer Behaviour: A Comparative Analysis of Green Product Adoption. International Journal of Research and Innovation in Applied Science, 9(3), 199-210.

Ayoub, D., & Awad, R. (2024). The Effect of Greenwashing on Consumers' Green Purchase Intentions.

Text Book:

Dahlstrom R, (2017), Green Marketing Management, Edition 1, Cengage Publishers

References

Esty, D. C., & Winston, A.S. (2006). Green to gold: How smart companies use environmental strategy to innovate, create value, and build competitive advantage. New Haven: Yale University Press

Ottman, J. A. (1998). Green marketing: Opportunity for innovation, 2nd edition, Booksurge.

M Meera, P Ravi, Green Marketing, Concepts, Literatures and Examples, Edition 1, Evincepub Publishing

Green Marketing – Dr.K. Karunakaran, 2023, Himalaya Publishing House

Online Links:

Https:// www.greenbiz.com/ greenbiz – Green Business News

Https://www.greenmarketing.com/Green Marketing Pioneer Jacquelyn Ottman's website

Http://makower.typepad.com/ Joel Makower's blog

New York Times "Business of Green" section and Green Inc. Blog

Http://nytimes.com/business/businessspecial2/ Sustainable Life Media

Www.sustainablelifemedia.com

Http://online.wsj.com/public/page/0_0_WZ_0_0224.html?Mod=djemspecial

Topics relevant to development of "EMPLOYABILITY": Creating green marketing mix and campaigns, developing green models, knowledge of judging effective green marketing strategies. It includes Class Participation activities like, Class debate on Green Marketing and Business Ethics, Debate on Green Washing and Case Studies of seven companies which are champions of green Marketing.

Topics relevant to "HUMAN VALUES &PROFESSIONAL ETHICS": Green Branding, Green Marketing Strategies, Green Washing, Sustainable Marketing

Catalogue prepared by	Dr. Uma P. Jaidev
Recommended	

by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4075	Course Title: Customer Experience and Insights Type of Course: Specialization Elective Theory Only	L- T- P-C	2	0	0	2
Version No.		1.0				
Course Pre-requisites		Marketing Management course,				
Anti-requisites		NIL				
Course Description		This course provides an overview of the customer experience area and equipsthe students with some of the tools that are useful to capture and understand customer experiences. It discusses what customer experiences and customer experience management are and which insights organizations need tocollect to better manage experiences. Further, it illustrates how organizations can optimize the customer journey, outlines how servicescapes/experiencescapes can support the customer experience, and finally, demonstrates how adopting a customer experience management logicrequires the entire organization to become more customer-centric.				
Course Outcomes		On completion of this course, the student will be able to: 1. Understand the notion of customer experience and customer journeyswith incumbent pain and pleasure points [**Understand**] 2. Develop insights into what a customer-centric organization looks like [**Analysis**] 3. Examine the elements that comprise an effective and strategic customer experience plan.- [**Application**] 4. Demonstrate critical customer views of interactions throughout multi-channel touchpoints. [**Application**]				
Course Objective :		This course is designed to enhance the **employability skills of the students using participative and experiential learning methods**. On completion of the course, thestudents will have gained practical knowledge in Customer journey mapping, Brand touchpoint multisensory and affective evaluation and will have learnt to critically examine the customer experiences to draw practical insights				
Module 1	Customer experience and Customer journeys	Article Review		Case Study		10 Hours

Topics: Meaning and concept of Customer Experience (CX). Customer Journeys. Customer centricity, Journey Maps to capture experiences, Customer Pain points, Customer Pleasure Points, Insights into Customer-centric organizations, Identifying critical touchpoints in the journey.

Module 2	Touchpoints and Design for Customer Experiences	Interactive Viewing	Analysis of Data	10 Hours

Topics: Tangible and intangible factors in the servicescape that impact the customer's experience, Role of design thinking in customer experience, Packaging touchpoint, Impact ofDemonstration on customer experience, Digital landscape in experiences, Role of feedback mechanism in experiences

Module 3	Planning for Customer Experience and Insights	Assignment	Analysis of research	10 Hours

Topics: Research on Customer perception of experiences, Understanding emotional and sensory integrationin experiences, Designing the journey to gain insights, Touchpoints and tools of insights, Strategic Customer Experience Plan, Identifying hierarchy touchpoints at different levels for design experience and insights.

Targeted Applications & Tools that can be used:
Research Paper, Case Study, Data Analysis,

Project work/Assignment:

Project/ Assignment:

Assignment: 1] Refer to the research paper assigned from the PU library and analyse the critical factors responsible for the issues mentioned in the paper. (Kindly note: Students should visit the PU library and accessthe online resources for the same and incorporate the assignment as well as attach the photo of login and log out in person at the end of the assignment file.)
Assignment: 2] Review the HBR Article bringing out and analysing the core principles around which thearticle revolves. Respond to the questions cited at the end of the case study.
Experiential Learning Activity: Demonstrate learning by designing a customer journey map,executing the experience, and analyzing the insights.

Text Book
T1**.** Pennington, Alan (2016). The customer experience book: how to design, measure and improvecustomer experience in your business. Pearson Education.

ReferencesBooks:

R1 Velasco, Carlos and Obrist, Marianna (2020). Multisensory experiences: where the sensesmeet technology. Oxford University Press.

PU Library References

https://presiuniv.knimbus.com/user#/home

- Trischler, J., Zehrer, A. and Westman, J. (2018), "A designerly way of analyzing the customer experience", *Journal of Services Marketing*, Vol. 32 No. 7, pp. 805-819.Link: A designerly way of analyzing the customer experience | Emerald Insight (knimbus.com)

- Mele, C. and Russo-Spena, T. (2022), "The architecture of the phygital customer journey: a dynamic interplay between systems of insights and systems of engagement", *European Journal of Marketing*, Vol. 56 No. 1, pp. 72-91. Link: The architecture of the phygital customer journey: a dynamic interplay between systems of insights and systems of engagement | Emerald Insight (knimbus.com)

HBR Digital Articles:

- Macdonald, Emma K., Wilson, Hugh N., and Konas, Umut, (2012). Better Customer Insight- In Real Time. Harvard Business Review.
  -Link: Better Customer Insight—in Real Time (hbr.org)
- Rawson, Alex, Duncan, Ewan, and Jones, Conor (2013). The Truth About CustomerExperience. Harvard Business Review.
  o Link: The Truth About Customer Experience (hbr.org)

Catalogue prepared by	Dr. Rajesh P S
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the AcademicCouncil	Academic Council Meeting No. :

Course Code: MBA4076	Course Title: Experiential Marketing Type of Course: Discipline Elective Theory Only course	L- T-P- C	2	0	0	2
Version No.	1.0					
Course Pre-requisites	Marketing Management Course					
Anti-requisites	NIL					

Course Description	This course provides an overview of "Experiential Marketing" concepts offering a dynamic exploration of crafting immersive brand experiences. This course delves into the secrets, strategies, and success factors of global brands to create a lasting impression. Topics span the evolution of Experiential Marketing, understanding consumer behavior, designing multi-sensory experiences, technology integration, and ethical considerations. Through real-world case studies and assignments, students develop skills in creating impactful campaigns, measure ROI, and predict future trends.
Course Outcomes	On completion of this course, the student will be able to: Recognize the significance of Experiential Marketing in shaping consumer perceptions and building customer relationships [Comprehension] Analyze consumer decision-making processes within the context of Experiential Marketing [Application] Design and develop a comprehensive Experiential Marketing Campaign, incorporating the principles learnt in the course [Application] Analyze the critical success factors and challenges of Experiential Marketing through real-world case studies and success stories [Analysis]
Course Objective:	This course is designed to enhance the EMPLOYABILITY SKILLS using Experiential Learning Methods.

Module 1	Foundations of Experiential Marketing	Article Review	Case Study	10 Hours

Introduction and Evolution of Experiential Marketing, Key concepts in contemporary marketing, Understanding consumer behavior, consumer decision making in experiential contexts, role of emotions and psychology in experiences, cross-cultural considerations in experiential marketing, cognitive neuroscience, and experiential marketing

Module 2	Designing Memorable Experiences	Interactive Viewing	Analysis of Data	10 Hours

Principles of Experience Design: Crafting Multi-sensory Experiences, Personalization Strategies in the Digital Age, Integrating Technology for Immersive Experiences. Examples, Case Studies.

Module 3	Technology and Measurement in Experiential Marketing and Ethics	Assignment	Analysis of research	10 Hours

Role of Technology in Experiential Marketing, VR/AR applications, Social Media, and User-Generated Content (UGC); Measuring ROI in Experiential Marketing: Metrics and kpis, Qualitative and Quantitative Measure Approaches, Evaluating Brand Perception and Customer Satisfaction, Adapting Strategies based on Performance Analytics.

Ethical Considerations and Sustainability: Balancing Authenticity and Commercial Objectives, Ethical challenges in collecting and using consumer data, Responsible marketing practices in Experiential Marketing Campaigns; Predicting Future Trends in Experiential Marketing, Innovations in Customer Engagement, Adapting Technological Advances and Market Changes.

Targeted Application & Tools that can be used:Research Paper, Case Study, Data Analysis
Case Studies: "Experiential Marketing: Case Studies in Customer Experience" by Wided Batat
Students will learn about how iconic brands like mcdonald's, Ikea, Nike, Uber, Netflix, Chanel,   Disneyland deploy Experiential Marketing.

Project work/Assignment:

Project/ Assignment:
Assignment: 1] Refer to the research paper assigned from the PU library and analyze the critical factors responsible for the issues mentioned in the paper. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.) Assignment: 2] Review Articles bringing out and analyzing the core principles around which thearticle revolves. Respond to the questions cited at the end of case study. Experiential Learning Activity: Demonstrate the effectiveness of influencer campaign by executing a live Influencer marketing campaign.
Text Book
Experiential Marketing: Secrets, Strategies, and Success Stories from the World's Greatest Brands – Kerry Smith and Dan Hanover, Wiley Publications (2016)
Referencebooks: R1: "Experiential Marketing: A Practical Guide To Interactive Brand Experiences" – Shaz Smilansky, Kogan Page Publications (2010) R2: "Experiential Marketing: How To Get Customers To Sense, Feel, Think, Act, Relate" – Bernd Schmitt (2004) PU Library References Https://presiuniv.knimbus.com/user#/home Bernd Schmitt (2011), "Experience Marketing: Concepts, Frameworks and Consumer Insights", Foundations and Trends® in Marketing: Vol. 5: No. 2, pp 55-112. Http://dx.doi.org/10.1561/1700000027 Experiential marketing, social judgements, and customer shopping experience in emerging markets: https://www.emerald.com/insight/content/doi/10.1108/APJML-02-2018-0081/full/html Experiential marketing: Advice on the potential and pitfalls of a growing trend: https://www.emerald.com/insight/content/doi/10.1108/APJML-02-2018-0081/full/html Experiential marketing, brand image and brand loyalty: a case study of Starbucks: https://www.emerald.com/insight/content/doi/10.1108/BFJ-01-2020-0014/full/html Marketing Communications and Experiential Marketing in the Context of Augmented Reality: https://www.emerald.com/insight/content/doi/10.1108/S1569-375920190000101010/full/html Twofold impact of experiential marketing: manufacturer brand and hosting retailer: https://www.emerald.com/insight/content/doi/10.1108/EMJB-03-2020-0028/full/html Exploring the Effects of Servicescape, Brand Image, and Experiential Marketing on Customer Satisfaction: https://ieeexplore.ieee.org/document/6845971
Videos
Experiential Marketing is the future of Advertising: https://www.youtube.com/watch?V=7sjativ5hjs Examples of Experiential Marketing: https://www.youtube.com/watch?V=qzhbmlbfg5u

Catalogue prepared by	Dr. Aurobindo K S
Recommended by the Board of Studies on	BOS NO:

Date of Approval by the Academic Council	Academic Council Meeting No.:						

OPERATIONS – DISCIPLINE ELECTIVES

Course Code: MBA2031	Course Title: Total Quality Management Type of Course: Discipline Theory only	L-T- P- C	3	0	0	3
Version No.						
Course Pre-requisites	• Production and Operations Management • Students should have the basic conceptual knowledge on quality • Students should have basic statistics knowledge.					
Anti-requisites	NIL					
Course Description	Total quality management (TQM) is the continual process of detecting and reducing or eliminating errors in manufacturing, streamlining supply chain management, improving the customer experience, and ensuring that employees are up to speed with training. Total quality management aims to hold all parties involved in the production process accountable for the overall quality of the final product or service. The curriculum is designed to tap into and enhance the quality aspects of any business prospects. Total quality management (TQM) is a structured approach to overall organizational management. The focus of the process is to improve the quality of an organization's outputs, including goods and services, through continual improvement of internal practices. The standards set as part of the TQM approach can reflect both internal priorities and any industry standards currently in place. Industry standards can be defined at multiple levels and may include adherence to various laws and regulations governing the operation of the particular business. Industry standards can also include the production of items to an understood norm, even if the norm is not backed by official regulations.					
Course Outcomes	On successful completion of this course, the students shall be able to: CO1 - To explore terminologies of quality and know the methods of generating ideas for quality improvement. CO2 - To apply the principles and philosophies of quality management. CO3 - To analyze the techniques of statistical process control and seven tools of quality control CO4 - To discuss the tools and techniques of quality management.					
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PROBLEM SOLVING Methodologies					
Course Content						
Module 1	TQM: Evolution, Models, Frameworks & Quality Gurus:	Experiential Learning	Lecture and Case Study		12 Hours	
Evolution of Quality, Definitions – Basic Terminology related to quality and Quality Assurance – Dimensions of Quality – Methods of Generating Ideas for Quality Improvement – Role of Inspection. Gurus: Discussion on the contribution of Dr. Edward W Deming, Dr. Joseph M Juran, Dr. Walter Shewart, Dr. Armand V Feigenbaum, Dr. Kaoru Ishikawa, Dr. Genichi Taguchi, Dr. Philip B Crosby & Dr. Taiichi Ohno. [Blooms Level: Understand]						
Module 2	TQM & Design:	Experiential Learning	Lecture and Discussion		12 Hours	
Basic Design concepts- ISO system of limits & Fits, Dimensional Control through Gauging, Measurement system evaluation, Failure Modes and Effects analysis(FMEA) and Fault Tree Analysis, Design of Six Sigma Approach- Define, Measure, Analyze, Design, Verify (DMADV) and Design for Six Sigma (DFSS) [Blooms Level: Comprehension]						

Module 3	Statistical Process Control and Seven tools of Quality Control:	Experiential Learning	Lecture and Case study	12 Hours

Meaning and significance of statistical process control (SPC) – construction of control charts for variables. Seven Tools of Quality Control: Check Sheet (Tally Chart) – Flowchart – Histograms/Bar Graphs – Pareto Analysis – Control Charts – Scatter Diagram- Cause-and-Effect Diagram.

Module 4	Tools and Techniques of Quality Management	Experiential Learning	Lecture and Participative Learning	9 Hours

: Quality functions development (QFD) – Benefits, Voice of customer, Information organization, House of quality (HOQ), Building a HOQ, QFD process.   [Blooms Level: Application].

Books
1. Total Quality Management- Concepts, Strategy and Implementation for Operational Excellence- Dr. Sunil Sharma, SAGE TEXTS, 2018, 1st Edition/

References
1. Total Quality Management, NVS Raju, Cengage Learning, 2016, 5th edition.
2. Total Quality Management, Dale H.Besterfield, 3rd edition, Pearson Education (First Indian Reprints 2004).

Catalogue prepared by	Dr. Ramesh. M
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3014	Course Title: Project Management Type of Course: Discipline Core & Theory only	L-P-T-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description	This course deals with a variety of issues associated with project management. It emphasizes on the understanding of project management tools to analyze the project performances in terms of scope, time and cost. The students will learn insights into four phases of the project, i.e., initiation, planning, execution and monitoring & control.					
Course Outcomes	At the end of the course the student should be able to: 1. Analyze the scope of project management in achieving overall business objectives. 2. Apply project management tools and techniques for practical business cases. 3. Demonstrate through examples how project management tools can be effectively utilized in practical business scenarios. 4. Apply data-driven models for evaluating and mitigating project risks.					
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods.					
Course Content:						
Module 1		Assignment			9 Hours	

Overview of Project Management Introduction to Project management: Project management Process and role of Project Manager, Project screening and Selection Techniques, Structuring concepts and Tools (WBS, OBS, and LRC). lift cycle analysis.

Module 2		Mini-Project		12 Hours
Project Planning Tools PERT- GERT- LOB - GAN - Time Cost Trade off and Crashing Procedure — Multi Project Scheduling with limited resources, Dynamic Project Planning and Scheduling, Project Scheduling with Resource Constraints.				
Module 3	Measurement Concepts, Questionnaire design and Sampling	Assignment	Conceptual Knowledge	12 Hours
Project Cost Estimating Market Feasibility - Technical Feasibility - Financial Feasibility- Economic Feasibility - Financial Economic Appraisal of a project, Social Cost Benefit Analysis in India - Project Types of Estimates and Estimating Methods, Project Budgeting, Trade-Off Analysis.				
Module 4		Mini-project	Data Analysis	12 Hours
Project Monitoring and Control Monitoring Techniques and time control System, Project Procurement and Materials Management, Project Management Information System. Value analysis in Project Management. Introduction to Risk Analysis, Structuring Risk identification through analytic frameworks, data-driven models for evaluating and mitigating risk.				
Project Organization Organizational Structures – Types of project organizations. Conflict –Origin & Consequences. Managing conflict – Methods for resolving conflict. Environmental Impact assessment. Create a Project Charter in Google Sheets, Improve Efficiency in Asana for Project Managers.				
Targeted Application & Tools that can be used:				
Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel/SPSS/Minitab/R				
Project work/Assignment:				
1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India. 2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102				
Text Books Reference Books: 1. Gower Handbook of People in Project Management (Project and Program Management Practitioner Handbooks), 2013. 2. Project Management Handbook, 2nd Edition, Cleland and King, VNR				
References 3. Project Management: Systems approach to Planning Scheduling and Controlling, 12th ed., H. Kerzner, 2017. 4. A Management Guide to PERT/CPM, with GERT/PDM/DCPM, Wiest and Levy, 2nd edition, PHI. 1979				
Catalogue prepared by	Dr.Ramesh.M			
Recommended by the Board of Studies on	BOS NO:			
Date of Approval by the Academic Council	Academic Council Meeting			

Course Code: MBA3017	Course Title: Business Forecasting Type of Course: Discipline Elective & Theory only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description						

Course Outcomes	This course 'business forecasting' will help learners to gain the proficiency in predictive analytics applications and develop the skills to analyze historical data for future demand planning and resource allocation.
	It will help to understand the key role of forecasting in business planning; understand and know when to use various models of forecasting; the analysis of time series data into various components such as seasonality, trend, and cyclical forecast; understand both qualitative and quantitative forecasting approaches and several business applications of forecasting in marketing, inventory and supply chains, project management, finance and retailing.
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods.
	After completing this course, the student should be able to:
	Business forecasting is the technique used to cast the foremost business scenarios to ease out the business decisions and management in future. The ongoing development in the field of predictive analytics using data analytics and machine learning techniques helps to shape and analyze the historical data to know the future business possibilities. Utilizing the power of business forecasting allows organizations to handle the uncertainty better and find new possibilities for sustainable growth of business.

Course Content:				
Module 1	INTRODUCTION	Assignment		9 Hours

Introduction to Business forecasting-Data Driven Decision Making and Essentials of Predictive Analytics-Types of Forecasting: Qualitative Approaches and Quantitative Approaches.

Module 2	Waiting Line Models	Mini-Project		12 Hours

Components of a Time Series and Measures of Forecast Accuracy -Moving Average Methods: Simple, Weighted, and Exponential Moving Average -Exponential Smoothing-Trend Projections and Holt Model-Regression Analysis- Measure of Goodness and Standard Error.

Module 3	Simulation:	Assignment	Conceptual Knowledge	12 Hours

Seasonality, Seasonal Index, and Quarterly Average Method-Seasonality and Trend: Holt Winter Method-Decomposition Method-ACF and PACF-ARIMA.

Module 4	Network Models	Mini-project	Data Analysis	12 Hours

Introduction to Machine Learning-Logistic Regression-Human Judgement in Time Series Analysis-Monte Carlo Simulation and Risk Analytics-Predictive Analytics using @Risk software/Python.

Targeted Application & Tools that can be used:
Course is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel

Project work/Assignment:
1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102

Text Books
Reference Books:
1. Business Forecasting: John E Hanke and Dean Wichern, Pearson, 9th Edition

References
1. Business Analytics, (PART 4: Regressions Analysis and Time Series Forecasting), Albright and Winston, Cengage Learning, 5th Edition, 2015
2. Essentials of Business Analytics- Descriptive, Predictive and Prescriptive Analytics, (Chapter 1,4,5,6 and 11), Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Cengage Learning, 2nd Edition, 2016
3. Forecasting Methods and Applications, Makridakis et al., 3rd Edition, 2017, Willey.
4. An introduction to Management Science, Chapter 15, Anderson and Williams, Cengage Learning, 13th Edition, 2015
5. Quantitative Analysis for Management, Render and Stair, Chapter 5, Pearson, 10th Edition.

Catalogue prepared by	Dr. Muthuswamy Ramesh
Recommended by the	BOS NO:

Board of Studies on	
Date of Approval by the Academic Council	Academic Council Meeting

Course Code: MBA4053	Course Title: Global Integrated SupplyChain Management Type of Course: Discipline Elective Theory Only	L- T- P-C	2	0	0	2

Version No.		1.0
Course Pre-requisites		Students are expected to know: 1. Production and Operations Management 2. Supply Chain and Logistics Concepts
Anti-requisites		NIL
Course Description		Information and Communication Technologies have transformed the world of business and altered the ways and means of production and distribution. Companies must decide on what to manufacture, what to outsource, where to produce and how to manage a supply chain that usually involves production in multiple countries. It is not uncommon for a company to create different business processes – retail channels, marketing plans, localized product and service offerings, and manufacturing and logistics operations – for different markets. On the other hand, as different outsourced providers that specialize in specific operational functions are developed, companies can also leverage these providers, which are often geographically dispersed, to support global markets. This course will study the design and management of global supply chains, with a particular focus on the issues listed above. Students will explore the interrelationships between global supply chains, logistics operations, society, and the environment
Course Outcomes		On completion of this course, the student will be able to: 1. **Explain** Outline the role of global supply chain management inbusiness [Bloom Level – 1: Knowledge] 2. **Explain** various supply chain strategies and planning processes [Bloom Level – 2: Comprehension] 3. **Apply** their knowledge in problem solving and building the supply chain model [Bloom Level – 3: Application]
Course Objective:		The course is designed to enhance the skill development as well as employability with respect to Global Integrated Supply Chain Management, different factors involved Global Supply chain and application of integrated global supply chain model participative and experiential learning.

Module 1		Introduction to GISCM	Assignment (participative learning)		Discussion and CaseAnalysis	10 Hours
	Introduction, Introduction to supply chain, role of global supply chain management, the integrated value supply chain, leveraging the supply chain, supply chain for competitive advantage, activity mix and segmentation in business, global supply chain and the technology. Supply chain strategy and planning, levels of supply chain in business, supply chain strategy elements and drivers, Strategy methodology for business, Strategic Supply Chain Planning Processes, Strategic Integration of Supply Chain Processes, The "Victory" (Winning Strategy) Model [8 Hrs, Blooms Level – Knowledge]					

Module 2	**Customer Service**	Assignment and Case Analysis (participative learning)	Mini Project on Global SCM	10 Hours

Customer Service: Understanding Customer Expectations and Perceptions, Building Customer Relationships Service Delivery Performance. Demand Management, Demand Forecasting, The Bullwhip Effect. The Principles of Inventory Management, Inventory Classification, Just-In-Time Inventory
Principles, Vendor Managed Inventory. [8 Hrs, Blooms Level – Comprehension]

Module 3	**Global Supply Chain Management**	Assignment and Case Analysis (experiential learning)	Mini Project on Integrated Global SCM	10 Hours

Global Supply Chain Management: Introduction, The Impact of the Free Trade Movement on Global Supply Chain Management. Global Market Penetration Strategy of Multinational Firms, Strategic Alliances among, Foreign Trade Zones and Free Trade Zones, Import and Export Documentation,
Incoterms and International Payments , Countertrade, Transfer Pricing, Cross-Cultural Negotiations. Resent Trends in Global Supply Chain Management [8 Hrs, Blooms Level – Application and Analysis]

Targeted Application & Tools that can be used:
Exposure to the data collection, data analytics and quantitative Techniques in Global Integrated Supplychain management

Project work/Assignment: Mini Projects on Global SCM, and GISCM, Case study Preparation

Text Book

Bill Kerber and Brian J. Dreckshage, **Lean Supply Chain Management Essentials AFramework for Materials Managers**, CRC Press, 2011, First Edition, New York.

References
1. Gerhard Plenert, **"Reinventing Lean Introducing Lean Management into the Supply Chain"** First Edition, 2011, Elsevier Inc, Newyork.
2. Josef Packowski, **"LEAN Supply Chain Planning, The New Supply Chain Management Paradigm for Process Industries to Master Today's VUCA World",** CRC Press, 2011, First Edition, Newyork.
3. Sunil Chopra, Peter Meindl and D V Kalra, **Supply Chain Management-Strategy, Planning and Operation**, , 4th Edition, Pearson, Singapore.

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1. Amtenbrik, C. W., (2005) "Supply chain security orientation": conceptual development and a proposedframework. International Journal of Logistics Management, 19(1), (pp. 42-64). Barry, J. 2004.

2. Bowersox, D. J., Closs, D. J., & Stank, T. P. (1999). 21st century logistics: Making supply chainintegration a reality. Oak Brook, IL: Council of Logistics Management.

3. Brouthers, K. D., Brouthers, L. E., & Wilkinson, T. J. (1995). Strategic alliances: Choose your partners.Long Range Planning, 28(3), 18–25.

4. Cachon, G., & Fisher, M. (2000). Supply chain inventory management and the value of sharedinformation. Management Science, 46(8), 1032–1048

5. Cohen, M. A., & Agrawal, N. (1999). An analytical comparison of long and short term contracts. IIETransactions, 31, 783–796.

6. Gunasekaran, A., Patel, C., & Tirtiroglu, E. (2001). Performance measures and metrics in a supply chainenvironment. International Journal of Operations & Production Management, 21(1/2), 71–87.

7. Jiang, X., Li, Y., & Gao, S. (2008). The stability of strategic alliances: Characteristics, factors and stages.Journal of International Management, 14(2), 173–189.

8. Chad W Autry. & L. Michelle Bobbitt, (2008),"Supply chain security orientation: conceptual development and a proposed framework", The International Journal of Logistics Management, Vol. 19 Iss 1 pp. 42 – 64)

9. Lambert D. M., & Cooper M. C.,(2000) "Issues in Supply Chain Management" Industrial Marketing Management; Vol. 29, Iss:, 1, (pp. 65–83)

10. Storey J., & Emberson C.; Godsell J,. & Alan Harrison, (2006),"Supply chain management: theory, practice and future challenges", International Journal of Operations & Production Management, Vol. 26 Iss: 7 (pp.754–774) (Online) Available.

Catalogue prepared-by	Dr. Ramesh.M
Recommended by the Board of Studieson	
Date of Approval by the AcademicCouncil	

Course Code: MBA3068	Course Title: Logistics and Distribution Management Type of Course: Discipline Core & Theory only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description						
Course Outcomes	After completing this course, the student should be able to: 1. Understand the concepts of logistics 2. Describe the various industries aligned with logistics 3. Depict the various utilities of logistics in customer satisfaction.					
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods. This course aims to present an insight of the principles of logistics management and provide a basic understanding of the logistics operations in a business. The course also creates an awareness about the various avenues of logistics management. This course covers broadly the fundamentals of logistics management such as 7 Rs of logistics management, various objectives management, various transportation modes, fundamental concepts related to packing, various types of warehouses, time management, roles of intermediaries in logistics, containerization, palletization and various document requirements.					
Course Content:						

Module 1	INTRODUCTION	Assignment		9 Hours
Definition of Logistics – Logistics Flow- Logistics cost – Shipper's logistics requirement in Trade- Objectives of Logistics Management – 7Rs of Logistics – 5Ps of Logistics – International Commercial Terms				
Module 2	Logistics and Documentation	Mini-Project		12 Hours
Logistics and Documentation – Documentation for Exports- Transportation – ModesTransportation Management – Carriage of Goods by Land – Motor Vehicles Act – Carriage of Goods by Sea .				
Module 3	Shipping Formalities	Assignment	Conceptual Knowledge	12 Hours

Shipping Formalities – Shipping Intermediaries – Containerisation – Inland Container depots and Container Freight Stations.

Module 4	Role of Airline industry in Logistics	Mini-project	Data Analysis	12 Hours

Role of Airline industry in Logistics – Air Cargo Management - Air Cargo chain – Methods of Air Freigh, Reverse Logistics - Information and Communication Management in Logistics Management.

Targeted Application & Tools that can be used:
Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel

Project work/Assignment:
1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102

Text Books
Reference Books:
1. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.

References
1. Bowersox, Donal J. and David Closs (2009), Logistical Management, 5th ed., McGrawHill, New York
2. Satish K. Kapoor and Purva Kansal (2009), Marketing Logistics: A Supply Chain Approach, Pearson Education, New Delhi,.
3. Vinod V. Sople, (2009) Logistics Management – The supply chain imperative, Pearson Education, New Delhi,.

Catalogue prepared by	Dr. Anil Gowda
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting

Course Code: MBA3078	Course Title: Production Planning and Control Type of Course: Discipline Elective - Theory Only Course	L 3	T 0	P 0	C 3
Version No.	2.0				
Course Pre-requisites	Basics of Production and Logistics management				
Anti-requisites	Nil				
Course Description	The course introduces the students to the theory and practical application of manufacturing industries practices in making a product from the time the product is envisioned by the design team. The course primarily discusses the principles, concepts and basic problems affecting the manufacturing firm. It also includes the methods, strategies and application of various quantitative tools in solving the production planning and control related problems. The course introduces students to problems and analysis related to the production, planning and control aspects of operations. The course also is a practical and experiential learning for students towards employability.				
Course Out Comes	On successful completion of the course the students shall be able to: 1] Explain concepts pertaining to Production Planning and Control functions. [Bloom-Comprehension] 2] Apply the concepts of Work study, Time and Motion Study required in improving efficiency. [Bloom – Application] 3] Analyze the problems in product and process planning. [Bloom – Analysis]				

	4] Calculate the optimum processing time of sequencing multiples jobs on multiple machines. [Bloom – Analysis]			
Course Objective	The course aims at EMPLOYABILITY with respect to Production Planning and Control through PARTICIPATIVE learning activities.			
Course Content:				
Module 1	Introduction to PPC	Assignment – Participative learning	Case study	Hours 12

Topics: Objectives and benefits of planning and control – Functions of production control –Types of production – job – batch and continuous – Product development and design– Marketing aspect – Functional aspects – Operational aspect – Durability and dependability aspect – aesthetic aspect. Profit consideration – Standardization, Simplification & specialization – Break even analysis-Economics of a new design.

Module 2	Work Study	Assignment – Participative learning	Case study	Hours 12

Topics: Method study, basic procedure – Selection – Recording of process, method study Symbols, recording techniques for method study – Critical analysis, Flow Process Chart, Flow Diagram, String Diagram, Therbligs and its significance, Chronocycle and Travel chart, Development – Implementation – Micro , Steps in Time Study, Number of cycles to be timed, motion and memo motion study – work measurement, Techniques of work measurement – Time study – Production study – Work sampling – Synthesis from standard data – Predetermined motion time standards (PMTS), Case study on standard time and production rate.

Module 3	Product and process planning	Assignment – Participative learning	Case study	Hours 12

Topics: Product planning, Steps in product planning – Extending the original product information – Value analysis, Functional analysis, FAST diagrams, Problems in lack of product planning – Process planning and routing – Pre requisite information needed for process planning – Steps in process planning, minimum cost and maximum profit batch size, Machine capacity, Line balancing, process capability, Analysis of process capabilities in a multi-product system. Case study.

Module 4	Production Scheduling	Case Study– Participative learning	Modelling and solving using spreadsheet	Hours 9

Topics: Production Control Systems – Loading and scheduling – Master Scheduling – Scheduling rules – Gantt charts – Perpetual loading – Basic scheduling problems – scheduling rules, scheduling n jobs on one machine, scheduling n jobs on two machines, Johnsons rule, n jobs on 3 machines, Line of balance – Flow production scheduling, Batch scheduling, Aggregate run out method (AROT), Dispatching, Techniques for aligning completion times and due dates. Case Study

Targeted Application & Tools that can be used:
Above concepts are helpful in understanding the concepts related to production planning and control functions. Students will be able to apply the techniques of work study, time and motion study and understand how efficiency can be improved. Students will learn to analyze product and process planning and calculate the optimal utilization of time for processing. Spreadsheets will also be used to analyze larger problems.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Assignment type : Case study on various aspects of production planning and control , problem solving using spreadsheet for sequencing and scheduling the jobs and applying the concepts of work and motion study to analyze cases.

Text Book : Production Planning and Control, Dr. S. Ramachandran and Prof R. Devraj, Air Walk Publications [available in library]

References
1. R. Panneerselvam, Production and Operations Management, PHI, 3rd edition, 2014
2. S K Mukhopadhyay, Production Planning And Control, Prentice-Hall Of India Pvt Ltd, 2009

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- https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/01443579610106346/full/html
- https://www-emerald-com-

Catalogue prepared by.	Dr.Ramesh.M
Recommended by the Board of Studies on	BOS Number: Date of BOS:
Date of Approval by the Academic Council	Academic Council Meeting No. Date of the meeting:

Course Code: MBA3091	Course Title: Operations Analytics Type of Course: Discipline Elective	L 3	T 0	P 0	C 3
Version No.	2.0				
Course Pre-requisites	Students are expected to know: The basics of Spreadsheets, Production & Logistics Management, probability basics.				
Anti-requisites	Nil				
Course Description	The course deals with the analytics pertaining to Business Operations management. Knowledge of Production and Operations Management along with the practical applications of various problem solving techniques will help the student get a complete understanding of the Operations Analytics. This course aims at providing knowledge on practical applications and problem solving techniques. This course focusses on how the data can be used to optimally match the supply with demand. Through this course, students shall also learn how to model future demand uncertainties, formulating models, predict outcomes and interpret practical solutions using Spreadsheets.				
Course Out Comes	On successful completion of the course the students shall be able to: 1] Explain the concepts of analytics in decision theory. [Bloom – Comprehension] 2] Analyze the range of optimality and feasibility. [Bloom – Analysis] 3] Analyze trans-shipment problems. [Bloom – Analysis] 4] Interpret various strategies using game payoffs.[Bloom – Application]				
Course Objective	The course aims at EMPLOYABILITY with respect to Operations Analytics with PARTICIPATIVE learning activities.				
Course Content:					
Module 1	Selection of Operations Strategy	Assignment – Participative learning	Case analysis using spreadsheet	12 Hours	
Topics: Selection of a suitable strategy under High Uncertainty, Business Operations Decision making under uncertainty, Understand application of uncertainty criterions Maximax, Maximin, Minimax, H-Alpha approach, Regret, P' approach and 'O' approach, Decision Trees, Problems related to stocking policy, Payoff analysis for selecting best alternative, Exercise.					
Module 2	Optimality and Feasibility Analysis	Case Study– Participative learning	Modelling and solving using	12 Hours	

			spreadsh eet	

Topics: LP modelling of problems related to production and operations, Graphical Solution, Solving problems related to Minimization and Maximization, Infeasibility & Degeneracy in LP, range of optimality and range of feasibility analysis, exercise using spreadsheet Solver, Duality and Sensitivity, Exercise and Case Study.

Module 3	Trans-shipment Modelling and Analysis	Case Study– Participative learning	Case analysis	12 Hours

Topics: Matching Supply with Demand in Transportation, IBFS by VAM, Degeneracy check, Optimal Analysis –UV method, Trans-shipment, Modelling trans-shipment problems, Analysis, Applications using Spreadsheet. Exercise and Case study.

Module 4	Game Analysis	Assignment/Case Study Participative learning	Case analysis	9 Hours

Topics: Game analysis for multiple strategies between 2 business competitors, 2-person-zero-sum game, Graphical Method, for Mx2 and 2xN problems, MxN problems, Oddments, Vonn Neumann method, Saddle points. Maximin and Minimax criterion, Mixed and Pure strategy problems, analysis using Spreadsheet, Case Study.

Targeted Application & Tools that can be used: [Mention here the application area of the contents of the Module and the name of any specialized professionally used tools (Like software, Hard ware, any other form of tool) relevant to the contents of the module.]
Above concepts are helpful in understanding the analytics in operations. Various examples related to production and manufacturing from different industries will be discussed through cases studies. Solving the problems using spreadsheets will be explained. Solver will be used.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Assignment type : Case study on various operations related to production, transportation, decision making using spreadsheets.

Text Book
Introduction to Operations Research: Concepts and Cases - By Frederick S Hillier and Gerald J Lieberman, 8th Edition, Mc Graw Hill.   [available in library]

References
    (i)   Management Science – Anderson, Sweeny, Williams
    (ii) Operations Analytics – a complete guide 2019 edition, Gerardus Blokdyk
    (iii) Operations Research-An Introduction, By Hamdy A Taha, 8th Edition, Pearson Education, Prentice Hall
    (iv) Operations Analytics – Course era, Wharton Online – University of Pennsylvania.
    (v)   Operations Research – J K Sharma

e- Resources

    A.   https://www.proquest.com/abiglobal/docview/199875524/562DAF35EBB54E9APQ/3?accountid=17789 6
    B.   https://www.proquest.com/abiglobal/docview/211590560/562DAF35EBB54E9APQ/4?accountid=17789 6
    C.   https://www.proquest.com/abiglobal/docview/1698111993/11396E1C407648B3PQ/2?accountid=17789 6
    D.   https://www.proquest.com/abiglobal/docview/2511578714/E56A47500554BA9PQ/12?accountid=1778 96
    E.   Integrated Vehicle Routing and Monte Carlo Scheduling Approach for the Home Service Assignment, Routing, and Scheduling Problem - ProQuest

Catalogue prepared by	Dr.Ramesh.M

Recommended by the Board of Studies on	BOS Number: Date of BOS:

Date of Approval by the Academic Council	Academic Council Meeting No. Date of the meeting:

Course Code: MBA3114	Course Title: Decision Modelling for Operations Type of Course: Discipline Elective	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description						
Course Outcomes						
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods. After completing this course, the student should be able to: 1. Explain the challenges, objectives, and functions of warehousing 2. Perform ABC inventory classification and cycle counting and calculate record accuracy and discrepancies 3. Describe the different types of storage and material handling systems 4. Improve supervisory skills and deal more effectively with warehouse staff issues 5. Develop better skills for housekeeping and safety within the warehouse 6. Measure warehouse productivity using the right Key Performance Indicators (KPIs) and conduct a scientific audit of the warehouse					
Course Content:						

Module 1	INTRODUCTION	Assignment		9 Hours

Decision Analysis: Introduction to Decision modeling, Probability Concepts, Decision modeling for deterministic, uncertainty, and risk situations- Bayes Theorem, Decision Making with and without Experimentation, Decision Trees.

Module 2	Waiting Line Models	Mini-Project		12 Hours

Waiting Line Models: Elements of Queuing models, Queuing models based on the birth-and-death process - Priority-Discipline Queuing Models, Finite population models, Queuing cost models.

Module 3	Simulation:	Assignment	Conceptual Knowledge	12 Hours

Simulation: Discrete-Event Simulation modelling, Random numbers and Random Variates, Input Modelling and Output analysis -Continuous Simulation, System Dynamics.

Module 4	Network Models	Mini-project	Data Analysis	12 Hours

 Network Models: Introduction to Graph theory, Tree and Spanning Tree, Maximal Flow algorithms- Maximal Flow algorithms (continued), Shortest Path algorithms

Targeted Application & Tools that can be used:

Course is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel

Project work/Assignment:

1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.

2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102

Text Books
Reference Books:

1. Hillier F.S. and Lieberman G.J., Introduction to Operation Research, McGraw Hill.
2. Banks, J.S., Carson, Nelson B.L. and Nicol D.M., Discrete Event System Simulation, Pearson Education International Series.

References

3. Law A.M. and Kelton W.D., Simulation Modeling and Analysis, McGraw Hill International - Industrial Engg. Series.
4. Deo Narsingh, Graph Theory with Application to Engineering and Computer Science, Prentice Hall of India.

Catalogue prepared by	Dr. Anil Gowda
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting

Course Code: MBA3115	Course Title: International Operations Management Type of Course: Discipline Elective	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description	This subject examines the impact of the international political, economic, monetary and culturalroles on the functions of operations management. For the operational aspects, special emphasis will be made on the orchestration of the business operational activities in a global value-chain for sustaining competitiveness.					
Course Outcomes						
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods. a. Properly understand the operations management issues in business internationalization as well as global value-chain for sustaining competitiveness. b. Understand the applications and implications of technologies in the international business environment c. Demonstrate how to solve business management issues by appropriately applying operations management theory and method to improve operations competitiveness in a global business environment. d. Understand how to adjust the product global supply chain management according to different regional business environments e. Correctly identify the operations issues when conducting production or providing service in different countries					
Course Content:						

Module 1	INTRODUCTION	Assignment		9 Hours
International Operational Environments - Globalization of industries and forms of international business -Political and macro-economic environments of international business and their impact on the business operation - Cultural and social norm and their impact on the business operation				
Module 2	Monetary and exchange rate	Mini-Project		12 Hours
Monetary and exchange rate and their impact on the business operation - Technology and their impact on the business operations Global Integration and Competitiveness - Global value chain view of the international operations.				
Module 3	International operations strategy	Assignment	Conceptual Knowledge	12 Hours

International operations strategy and firm competitiveness - International market entry consideration Orchestrating Firm Value-chain Functions in the International Marketplace - International market and pricing issues -Foreign exchange risk and international procurement.

Module 4	Network Models	Mini-project	Data Analysis	12 Hours

Outsourcing and contract manufacturing services - Managing for quality in international operations - Global distribution and customer service management - Facility location for integrated global operations - Sustainability issues in global operations.

Targeted Application & Tools that can be used:

Course is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel

Project work/Assignment:

1. Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102

Text Books

Reference Books:

1. Berger, S. and Lester, R.K., Made by Hong Kong, Oxford University Press, 1997. Daniels, J.D. and Radebaugh, L.H., International Business, Prentice Hall, 2003.
2. Ernst, R., Kouvelis, P., Domier, P-P and Fender, M., Global Operations Management and Logistics, Wiley, 1998. Flaherty, M.T., Global Operations Management, McGraw Hill, 1996.

References

3. Glasse, J., Supply Chain Management in China, Financial Times Retail & Consumer, 1999. Lasserre, P. and Schütte, H., Strategy and Management in Asia Pacific, McGraw Hill, 1999. Plenert, G.J., International Operations

Catalogue prepared by	Dr. Muthuswamy Ramesh
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting

Course Code: MBA3116	Course Title: Lean Supply Chain Management Type of Course: Discipline Elective	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description	Lean management has become a universal management tool for delivering value and optimizing work processes. Lean management is an approach to managing an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality. The primary purpose of lean management is to produce value for the customer through the optimization of resources and create a steady workflow based on real customer demands. It seeks to eliminate any waste of time, effort or money by identifying each step in a business process and then revising or cutting out steps that do not create value.					
Course Outcomes	The primary purpose of lean management is to produce value for the customer through the optimization of resources and create a steady workflow based on real customer demands. It seeks to eliminate any waste of time, effort or money by identifying each step in a business process and then revising or cutting out steps that do not create value.					

Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods. 1. Understand work flow management 2. Use the various tools for Lean Management 3. Perform productivity improvement			
Course Content:				
Module 1	INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS:	Assignment		9 Hours
Introduction to seven waste and their narration; Evolution of lean; Global competition,Lean Manufacturing, Value flow and Muda, Muri and Mura, need for LM, Meeting thestake holders requirement, Elements of LM.				
Module 2	LEAN TOOLS AND TECHNQIUES:	Mini-Project		12 Hours
Various tool of Lean Managament, Fundamental blocks of Lean, Impact of Seiri SeitonSeisoSeiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation.				
Module 3	LEAN SYSTEM	Assignment	Conceptual Knowledge	12 Hours
Lean systems: Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.				
Module 4	PROJECT SELECTION FOR LEAN and LEAN MANAGEMENT AND IMPLEMENTATION	Mini-project	Data Analysis	12 Hours
Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives. Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.				
Targeted Application & Tools that can be used: Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel				
Project work/Assignment:				
1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India. 2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102				
Text Books Reference Books: 1. James P. Womack, Daniel T. Jones, Lean Thinking, Free press business, 2003.				

References
   1.   Pascal Dennis, Lean Production Simplified, Productivity Press, 2007
   2. Ronald G.Askin and Jeffrey B.Goldberg, Design and Analysis of Lean Production Systems, John Wiley & Sons, 2003.				

Catalogue prepared by	Dr.Ramesh.M			
Recommended by the Board of Studies on	BOS NO:			
Date of Approval by the Academic Council	Academic Council Meeting			

Course Code: MBA3118	Course Title: Technology and Operations Strategy Type of Course: Discipline Elective & Theory only		L-T-P-C	3	0	0	3
Version No.	1.0						
Course Pre-requisites	Production and Logistics Management						
Anti-requisites	NIL						
Course Description	Advances in technology are affecting every aspect of business (including operations management) is no exception. Especially information technology (IT), is dramatically changing the way in which both manufacturing and service operations are being designed and managed. In addition, IT plays a significant role in the successful operation of every organization especially in entering the era of digital economy and technology. With the constant introduction of new state-of-the-art of digital economy and technology, this trend will most likely continue into the foreseeable future. However, operation managers must realize that the adoption of IT is not a simple undertaking and therefore must be carefully planned. To properly integrate IT into firms, operation managers need to understand what IT can and cannot do. To do so operation managers must recognize the need for knowledge workers at all levels to be properly trained in the use of IT, and the training and development (T & D) is not just a one-shot deal, but rather a continuous, ongoing process (as T & D Program).						
Course Outcomes	This course is designed to better understand and respond to the challenges confronting business entities (both manufacturing and services) competing and collaborating in today's increasingly global and connected society. Technology & Operations Management (TOM) discipline has broadened its focus to encompass the sustained value creation; through the integrated supply chains and the development of new technologies. This course strives to help the students develop capabilities in TOM that will enable them to enhance their organizations' efficiency and effectiveness. The theme of this course would thus be on implementing IT and lesson learned from the best practices related to operations management."						

Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods.
	The basic objective of this course is to provide students with the fundamental knowledge of Technology & Operations Management (TOM) function of an organization, especially for business entities (both manufacturing and services).
	After completion of this course, students are expected to be able to:
	    1. Understand the basic concepts of organization as a system, IT as a general, so the students can apply this IT to the area of operations management.
	    2. Develop an understanding of the essential factors of IT to enhance the operation's efficiency.
	    3. Understand the values of IT as a tool to address operation problems.
	    4. Develop awareness of the critical factors of the operation problems faced by the company, with emphasis on the proper IT system for effective decision making process.						

Course Content:							

Module 1	INTRODUCTION	Assignment		9 Hours
Overview of Technology & Operations Management (TOM)- Operations and IT Strategy in a Global Environment- Quality and Innovation in the era of to Digital Economy (Digital Networks).				
Module 2	Product & Process Design	Mini-Project		12 Hours
Product & Process Design- System Development Managing Project & Program- Big Data-driven Supply Chain Management- Aggregate Planning.				
Module 3	Short Term Scheduling	Assignment	Conceptual Knowledge	12 Hours
ERP, MRP and Short Term Scheduling- Inventory Management- Lean Operations (JIT, TPS)- Maintenance & Reliability. International New Product Development -specific factors affecting new product development- factors affecting research and the development of new products- energy-saving needs in new product development				
Module 4	International Logistics	Mini-project	Data Analysis	12 Hours
International Logistics- sustaining quality - logistics as a competitive weapon-3rd-party logistics - advanced services to				

gain a competitive advantage- effects of changing regulations and costs on networks and transportation modes.

Targeted Application & Tools that can be used:
Course is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel

Project work/Assignment:
1. Management 1st Edition (2019), Pradeep Pai, Pearson India.   2. Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102

Text Books
Reference Books: 1. Berger, S. and Lester, R.K., Made by Hong Kong, Oxford University Press, 1997. Daniels, J.D. and Radebaugh, L.H., International Business, Prentice Hall, 2003.   2. Ernst, R., Kouvelis, P., Domier, P-P and Fender, M., Global Operations Management and Logistics, Wiley, 1998. Flaherty, M.T., Global Operations Management, McGraw Hill, 1996.

References
3. Glasse, J., Supply Chain Management in China, Financial Times Retail & Consumer, 1999. Lasserre, P. and Schütte, H., Strategy and Management in Asia Pacific, McGraw Hill, 1999. Plenert, G.J., International Operations

Catalogue prepared by	Dr. Anil Gowda
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting

Course Code: MBA3142	Course Title: Transport Operations Management Type of Course: Discipline Elective & Theory only	L-T-P-C	2	0	0	2
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description	In today's global supply chains, manufactured products often travel across multiple countries and multiple states, using multiple modes of transportation, before reaching final customers. Along the way, these products are processed at a variety of inventory transfer points, and reconfigured and combined with other products with the goal of arriving intact at the right place and right time. Effectively managing these flows requires understanding the underlying economics of weight, volume, distance, and velocity. It requires taking an end-to-end view of the logistics and transportation network to understand how changes in one link impact others. It also requires openness to change, including adopting new network designs and other innovations that promise to improve processes in fundamental ways. This course uses a combination of lectures, case discussions, interactive classroom activities, and guest speakers. Students are expected to have read any assigned readings and cases before the corresponding class session so they are prepared to actively take part in class discussion.					
Course Outcomes	Upon completion of the program, students will be able to: 1. Understand the core elements of logistics and transportation systems 2. Understand the dynamics of key logistics and transportation decisions 3. Design a distribution network 4. Choose transportation modes 5. Choose the routes, location, and design of distribution centers 6. Design a corporate structure for a logistics company and understand all of its areas 7. Understand the future challenges that new technologies pose					
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods. The goal of this course is to provide the knowledge, skills, and tools for understanding these					

	core elements of logistics and transportation systems. Students will gain an understanding of the dynamics of key logistics and transportation decisions, including the design of the distribution network, choice of transportation modes and routes, location and design of distribution centers, and management of last mile logistics. Students will explore how these decisions are made by leading companies and how such decisions influence the performance dimensions of flexibility, speed, reliability, accessibility, and cost. Throughout the course, students will be exposed to best practices and gain an appreciation for the challenges that typical companies face in managing their logistics and transportation network, including how to innovate in light of competitive pressures and external shocks.			
Course Content:				
Module 1	INTRODUCTION	Assignment		10 Hours
Introduction to course communications ● Origins and history of logistics and transportation services. Evolution: from logistics to supply chain management and how to compete through logistics ● Forecasting demand: qualitative and quantitative methods for demand forecasting/planning and the role of the demand planner. How stock policies influence cash flow				
Module 2	Procurement logistics	Mini-Project		10 Hours
Procurement logistics: purchasing and outsourcing. Purchasing management: distribution, inventory, and integral logistics. The creation of a pool of suppliers ● Warehouse logistics and warehouse design: location and staffing; handling, shelving, storing and picking systems; EAN coding, counting and inventory system. Identification: bar codes and radiofrequency. Packing and palletization				
Module 3	Field trip	Assignment	Conceptual Knowledge	10 Hours
Field trip: visit to the Damm distribution center in ZAL, Barcelona. International freight transport: logistic platforms, vehicles, containment. Modalities: road, rail, maritime, intermodal. Infrastructure and logistic corridors. Fleet management and route planning. Reverse logistics ● Administration management: the agents of international trade. Documentation: licenses, certificates, offers, orders, invoices, INCOTERMS				
Targeted Application & Tools that can be used: Course is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel				

Project work/Assignment:
    1.   Management 1st Edition (2019), Pradeep Pai, Pearson India.
    2. Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102				

Text Books
Reference Books:
    1.   Goldsby, T.J., D. Ivengar, and S. Rao 2014. The Definitive Guide to Transportation: Principles, Strategies, and Decisions for the Effective Flow of Goods and Services
    2. Srinivasan, M., T. Stank, et al. 2013. Global Supply Chains: Evaluating Regions on an EPIC Framework – Economy, Politics, Infrastructure, and Competence				

References 1. Watson, M. , S. Hoormann, et al. 2012. Supply Chain Network Design: Understanding the Optimization behind Supply Chain Design Projects				
Catalogue prepared by	Dr. Anil Gowda			
Recommended by the Board of Studies on	BOS NO:			
Date of Approval by the Academic Council	Academic Council Meeting			

Course Code: MBA3143	Course Title - Digital Operations Management Type of Course: Discipline Elective	L-T-P-C	2	0	0	2
Version No.	1.0					
Course Pre-requisites	Production Operations Management and Supply chain Management					
Anti-requisites	NIL					
Course Description	Digital Operation Management This program equips learners to understand how automation, big data, Analytics, smart controls and machine learning can be applied to operations in manufacturing and service-related industries, and examine methods for improving operational autonomy, processes and products with the latest digital technologies to enhance employ ability skills and entrepreneurship.					
Course Objective	This course aims to enhance employability skills and entrepreneurship by experiential learning.					
Course Outcomes	CO1) Describe digital technologies and Analytics can optimize the speed and scale of processes, strategies inventory and quality management, and increase the potential of automation *Bloom level (Knowledge)*. CO2). Explain technologies, such as automation, smart controls, big data, Analytics and machine learning are being applied to digitally transform operations management. *Bloom level (Comprehension)*. CO3). Interpret operations and strategy for improved financial performance. *Bloom level (Application)*.					
Course Content:						

Module 1	Introduction and Foundations of Digital Operations Management	Course Initiation		10 Hours
Operations Management: A Digital Framework Discover the importance of implementing strategic, digital and operational frameworks for effective operations management Demonstrate an understanding of the three views of operations Articulate the two perspectives of a digital operations framework Analyze the important interrelationship between strategy and digitization for operations management Assess the strategic role of operations Linking Operational Metrics and Financial Performance Explore the link between operational and financial performance Demonstrate an understanding of traditional and digital processes in an organization				
Module 2	Managing demand from digital data and supply chain analytics	Case Study/Article review and	Experiential Learning - group presentation	10 Hours
The Impact of Digitization: Scaling-Up and Speeding-Up Understand the role digitization plays in scaling-up and speeding-up operational processes Identify how to speed up critical path activities and reduce theoretical flow time Identify how to manage bottlenecks and improve throughput Determine the value of digitization when speeding up and scaling up Making a Case for Digitizing Operations: Autonomy and Quality Learn about the importance of digitization for autonomy and quality Review the eight dimensions of quality in terms of operations Discuss how digitization affects the implementation of the eight dimensions of quality Articulate the impact of machine learning and smart control rules on operations .				
Module 3	Achieving operations excellence using latest technologies	Group Assignment	Case study analysis and ppt/	10 HOURS
A Digital Approach to Strategic Inventory Management Learn about a digital approach to effective inventory management Outline the difference between types of inventory and their roles in a product-based value chain Relate inventory management to financial performance Show the impact of digitization on strategic inventory management Applying Digital Technologies to Operations Management Explore digital technologies that can improve operations management Analyze the impact of digital technologies on operations management Recommend a digital technology to improve an organization's operations .				
Targeted Application & Tools that can be used: Basic Excel function, Online software simulation -				

Project work/Assignment:	
Case Study – Articles Assignment: 1 Group Presentation- Articles discussion Assignment 2: Case Study / Analysis and Presentation.	
Textbooks Essential Guide to Operations Management -Concepts and Case Notes By David Bamford, Paul Forrester ISBN:9780470685396, 0470685395, Publisher:Wiley	
References Operational Excellence in the New Digital Era by Adedeji B. Badiru, Lauralee Cromarty Copyright Year 2022 SBN 9780367509811 published June 23, 2021 by CRC Press Digital Transformation Management Challenges and Futures in the Asian Digital Economy Edited By Mohammad Nabil Almunawar,Md Zahidul Islam, SBN 9781032124346,Published February 28, 2022 by Routledge .	
E-Library:Proquest-Link: PU e-library Resources: https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908012-6/full/html https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908010-2/full/html https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908006-0/full/html https://iopscience.iop.org/article/10.1088/1742-6596/1028/1/012200 .	
Catalogue prepared by.	Dr. Ramesh.M
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4026	Course Title: LEAN SIX SIGMA Type of Course: Discipline Elective and Theory only	L- T- P-C	2	0	0	2
Version No.	1.0					
Course Pre-requisites	1. Basics of Statistics and Probability distribution 2. Basics of Production and operations management					
Anti-requisites	**Nil**					
Course Description	The course is designed to help the students master the lean and Six sigma principles and methodologies. Organizations strive for continuous improvement and seek management professionals that can employ problem solving and business know how to enhance internal processes. It will help students to take a lead in quality management projects. It will orient students towards optimization of end-to-end processes to increase quality. After completing the course students will be confident in becoming a Lean Six Sigma expert and take up certification on becoming Lean Six Sigma Black Belt.					

Course Out Comes	On successful completion of the course the students shall be able to:
	CO1) Explain the concepts of DMAIC and DMADV related to Lean Six Sigma. [Bloom – Comprehension]
	CO2) Solve problems related to quality improvements using statistical methods. [Bloom-Application]
	CO3) Calculate optimal units in transportation and assignment problems. [Bloom Analysis]
Course Objective	The objective of this course is to make the students understand various aspects of Lean Six Sigma through experiential mode of learning with the help of practical cases associated with various services and train them to apply and analyze quality problems using statistical techniques and control charts to deal with practical situations which will enhance their employability.
Course Content:	

Module 1	Introduction to Six Sigma	Assignment/Quiz Participative learning	Programming/Simulation/Data Collection/any other such associated activity	10 Hours

Sig sigma history and application, improvement and quality processes, lean concepts, basic six sigma concepts, approaching the problem, what is a process, quality, selecting the right projects, basic six sigma team management, DMAIC and DMADV.

Module 2	DMAIC and Statistics in Six Sigma	Case Study Experiential learning	Programming/Simulation/Data Collection/any other such associated activity	10 Hour

Basics of DMAIC, Definition, Measurement techniques, Improvements and controls, Intermediate graphical analysis, normal probability distributions, correlation and regression, linear and nonlinear regressions, non-normal probability distributions, hypothesis testing, sampling, control charts, application to business through six sigma. Exercise and Case Study.

Module 3	Practical Cases in Lean Six Sigma	Case Study Experiential learning	Programming/Simulation/Data Collection/any other such associated activity	10 Hours

Practical cases and discussion wrt - Six sigma in Health care, in Warehouse, in Distribution, in Food service, in Manufacturing and Construction, in Information Technology, in Engineering and Management. Case study.

Targeted Application & Tools that can be used:
Above concepts are helpful in understanding the analytical techniques that will help managers to interpret problem through activities related to operations. Managers will understand the techniques that are required to solve practical problems.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Assignment type : Case study on payoff analysis, range feasibility and optimality, travelling salesman problem.

Text Book
      Six Sigma- A complete Step by Step Guide – A complete training and reference guide for various Belts – by th Council of Six Sigma Certification,

References

(i) Quality Management for Organization using Lean Siz Sigma Techniques – Eric Jones, CRC Press, Taylor and Francis

(ii) A Guide to Lean Six Sigma Management Skills – Howard S Gitlow, CRC Press, Taylor and Francis.

(iii) Lean Six Sigma Logistics: Strategic Development to Operational Success – by Thomas Goldsby and Robert Martichenko,

Lib-e-resource-links:

A. https://www.proquest.com/docview/2668626701/2D3234DF36774FADPQ/1?accountid=177896
B. https://www.proquest.com/docview/2674677528/95CF5423D83646BBPQ/8?accountid=177896
C. https://www.proquest.com/docview/2574938378/F6C3FCC6940E4385PQ/1?accountid=177896
D. https://www.proquest.com/docview/2616230708/4316EF1C773A4997PQ/17?accountid=177896
E. https://www.proquest.com/docview/2584648269/3DF66ACED56D4E58PQ/4?accountid=177896

Catalogue prepared by	Name/Names of the Faculty members prepared this catalogue : Dr.Ramesh.M
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA4028	Course Title: Service Operations Management Type of Course: Discipline Elective Theory only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description	This course deals with a variety of issues associated with project management. It emphasizes on the understanding of project management tools to analyze the project performances in terms of scope, time and cost. The students will learn insights into four phases of the project, i.e., initiation, planning, execution and monitoring & control.					
Course Outcomes	The service sector in our economy is rapidly growing and it is becoming imperative for managers to understand the concepts in successfully managing service operations. The objective of the course is to provide the students with the understanding of the analysis, decision making and implementation issues of managing the operational aspects of Service.					
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods. At the end of the course the student will be able to 1. Understand the nuances in designing services 2. Develop service blueprint 3. Understand the issues in operating services 4. Understand quality in services 5. Perform inventory management for services 6. Manage waiting times in services					
Course Content:						

Module 1	INTRODUCTION:	Assignment		9 Hours
Importance and role of Services -Nature of services -Service classification -Service Package Service. Strategy - Environmental strategies.				
Module 2	SERVICE DESIGN	Mini-Project		12 Hours
New Service Development - Designing the Service delivery system: Service Blue -printing –Managing Service Experience – Front -office Back-office Interface - Service scape – Implication for Service Design				
Module 3	IMPROVING THE DELIVERY SYSTEM	Assignment	Conceptual Knowledge	12 Hours
Analyzing Processes – Process simulation. SERVICE QUALITY: Importance of Quality – Defining. Service Quality-Gaps in Service Quality – Service Quality Model – Determinants of service qualityService Quality design- Measures of customer satisfaction- Achieving Service Quality- Developing a culture of service quality- Implementing Quality Service - Service Guarantees and refunds - Service Recovery				
Module 4	YIELD MANAGEMENT and WAITING TIME MANAGEMENT:	Mini-project	Data Analysis	12 Hours
Capacity Strategies- Elements of yield Management system –Approaches to allocating capacity – Pricing and Implementation issues- Inventory Management in Services - characteristics of inventory management specific to services – The "newsvendor" model – Product substitution and Demand variance – practical methods to reduce stock-outs, shrinkage and inventory inaccuracy The pervasiveness of waiting lines- Qualitative and Quantitative understanding of waiting lines- The psychology of Queuing models - Data Envelopment Analysis (DEA) - Scoring System				
Targeted Application & Tools that can be used:				
Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel/SPSS/Minitab/R				
Project work/Assignment:				

1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102

Text Books

Reference Books:

1. Richard Metters, Kathryn Metters, Service Operations Management, Cengage Learning

References

1. James A Fitzsimmons, Mona Fitzsimmons, Service Management – Operations, Strategy, Information Technology, McGraw Hill Education

2. Robert Johnston, Graham Clark, Michael Schulver, Service Operations Management – Improving service delivery, Fourth Edition, Pearson Education

Catalogue prepared by	Dr.Ramesh.M
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting

Course Code: MBA4030	Course Title Product Innovation and Development Type of Course: Open Elective & Theory and Numerical		L- T-P- C	2	0	0	2
Version No.	1.0						
Course Pre-requisites							
Anti-requisites	NIL						
Course Description	**Product Innovation and Development** This course introduces students to comprehend Product Innovation and Development and its commercial viability for manufacturing. The focus is on evaluating products and how they have transformed technologically over time and have provided to market needs. The course also emphasizes on the significance of production and process planning. It also enables students to map product and market needs onto a need based matrix. The course helps students to gain knowledge on the significance of costing, product making process and how it associates with concept generation, screening and selection. Students will comprehend the process of concept development, prototyping, product architecture, product development economics and feasibility in terms of design for manufacturing. The significance of new manufacturing techniques, information systems, value co-creation and open innovation enabled by information and communication technologies such as the Internet, mobile and social networks and how they are transforming innovation in products and services are discussed. The course will discuss about how to get Patent for new products developed. The students will benefit in practical and experiential learning by taking this course which will lead towards employability.						
Course Outcomes	On successful completion of this course the students shall be able to: **CO1 Explain** the product innovation process and its economic viability for manufacturing. ***Bloom level (Knowledge)***. **CO2 Comprehend** how design and continuous improvements add value for better product innovation. ***Bloom level (Comprehension)***. **CO3 : Id**entify the different product development project types, how multi-functionality features enhance products, market segmentation's, technology road maps. ***Bloom level (Analysis)***.						
Course Objective	This course aims to enhance employability skills by experiential learning .						
Course Content:							

Module 1	Introduction	Course Initiation			8 Hours
Introduction to Product Innovation and Development. An overview of the product innovation development process and the role of innovation and its relevance in the industry. Timeline, cost economics and challenges involved in product and service innovation.					
Module 2	_The Product Innovation Development process	Case Study/Article review and	Experiential Learning -group presentation		10 Hours
Introduction to Product Innovation and Development. An overview of the product innovation development process and the role of innovation and its relevance in the industry. Timeline, cost economics and challenges involved in product and service innovation.					
Module 3	Product Planning Process and Testing	Group Assignment	Article Analysis		12 Hours
Identify concepts, Evaluation and Prioritization of Projects. Discuss about strategies, market segmentation, technologies involved, product platform planning and the opportunities for new products and portfolio range. The significance of resource management, planning, staffing, project timeline and project management. Product specifications and need mapping. The relevance using a Business Model Canvas.The significance of measuring					

customer responses on using a product or service and the relevance of product architecture and designs. The need for Industrial design and prototyping.
Targeted Application & Tools that can be used: Basic Excel function, Online software PID Simulation '
Project work/Assignment:
Case Study – Articles Assignment: 1 Group Presentation- Articles discussion- PU Library link Assignment 2: Case study Analysis
Textbooks Product Design and Development, 5th Edition. By Karl Ulrich, Steven Eppinger. © 2016.
References Kahn, K. B., & Product Development & Management Association. (2005). The PDMA handbook of new product development. Hoboken, N.J: Wiley.

E-Library:Proquest-Link:

PU e-library Resources:

  https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908012-6/full/html

- https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908010-2/full/html
- https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908006-0/full/html
- https://iopscience.iop.org/article/10.1088/1742-6596/1028/1/012200

Catalogue prepared by.	Dr. Ramesh.M
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3151	Course Title: Inventory and Warehousing Management Type of Course: Discipline Elective Theory only	L-T-P-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Production and Logistics Management					
Anti-requisites	NIL					
Course Description						
Course Outcomes						
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods. After completing this course, the student should be able to: 1. Explain the challenges, objectives, and functions of warehousing 2. Perform ABC inventory classification and cycle counting and calculate record accuracy and discrepancies 3. Describe the different types of storage and material handling systems 4. Improve supervisory skills and deal more effectively with warehouse staff issues 5. Develop better skills for housekeeping and safety within the warehouse 6. Measure warehouse productivity using the right Key Performance Indicators (KPIs) and conduct a scientific audit of the warehouse					

Course Content:				
Module 1	INTRODUCTION	Assignment		9 Hours

Introduction to warehousing management- Objectives of warehousing- The modern warehouse- The warehousing cycle- Problems and challenges in warehousing-Warehousing and inventory costs- Customer service in warehousing.

Module 2	Logistics and Documentation	Mini-Project		12 Hours

Inventory classification and record accuracy: Types of inventory- The ABC classification-Uses of the ABC classification-Inventory record accuracy-Reasons for poor accuracy Periodic and cycle counting-Systems and methodology of counting-Knowing what is inside the warehouse-Knowing how much is inside the warehouse.

Module 3	Storage and material handling systems	Assignment	Conceptual Knowledge	12 Hours

Storage and material handling systems: The layout of the warehouse-Size and shape of the warehouse-Storage utilization and organization-Types of storage systems-Fixed versus random location-Material handling equipment-Material handling equipment checklist- Improving the receiving/issuing material operations.

Module 4	Role of Airline industry in Logistics	Mini-project	Data Analysis	12 Hours

 Dealing with staff-related warehousing issues: Key roles of the warehouse manager-Staff management issues-Corrective guidance techniques-Qualities of a good warehouse employee-The motivation of warehouse employees-Safety in the warehouse-Good housekeeping inside the warehouse Identifying safety hazards-Unsafe acts and conditions-Causes of damage-Planning for safety
Productivity and audit of a warehouse-Definition of productivity-Causes of lost timeWarehousing key performance indicators-Objectives of the warehouse audit-Components of the auditSteps to follow before, during and after the audit

Targeted Application & Tools that can be used:
Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel

Project work/Assignment:

1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015). 102

Text Books
Reference Books:

Catalogue prepared by	Dr. Anil Gowda
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting

BUSINESS ANALYTICS DISCIPLINE ELECTIVES

Course Code: MBA3016	Course Title: Applied Business Analytics Type of Course: Discipline Elective	L	T	P	C
		3	0	0	3

Version No.	2.0
Course Pre-requisites	• Students should have the basic mathematics and statistics knowledge • Students should have completed Fundamentals of Business Analytics in Sem 2
Anti-requisites	Nil
Course Description	Business analytics (BA) is the practice of iterative, methodical exploration of an organization's data, with an emphasis on statistical analysis. Business analytics is used by companies committed to data-driven decision-making. The curriculum is designed to tap into and enhance the problem-solving and critical thinking skills for those students specializing in Business Analytics. Graduates of this applied business analytics degree program are prepared to extract, analyze and interpret data to help and support for effective decision-making within data-driven business environments. Data analysts describe, predict, and inform business decisions in the specific areas of marketing, human resources, finance, and operations, which will develop basic data literacy and an analytic mind-set that will help the students to take strategic decisions based on data.
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Recall various data analysis tools and techniques for business problems [Knowledge] CO2) Understand processes to implement Business Analytics tools & techniques. [Comprehension] CO3) Demonstrate how various tools like Excel, R & Python are used in the industry. [Application] CO4) Analyse business performance using data for strategic decisions making. [Analysis]
Course Objective:	This course will enhance SKILL DEVELOPMENT through EXPERIENTIAL LEARNING methods.
Course Content:	

Module 1	Introduction to Applied Business Analytics	Assignment	Students are asked to collect the literature related to Business Analytics and its applications	9 Hours

Introduction to Business Analytics: Introduction – Overview: Methods- Software, Modelling and Models: Graphical Models – Algebraic Models, others. Types of Business Analytics. Application of Analytics across industry-cases. Spreadsheet Models, Seven-Step Modelling Process.

Module 2	Exploratory Data Analytics	Lab & Theory	Data Collection/any other such associated activity	12 Hours

Topics:
Exploratory Data Analytics: Introduction-Concepts: Data Sets & types of data. Descriptive Statistics, Correlation & Covariance, Visualization tools (Excel & R to demonstrate, scatter plots, bar charts, box plots, heat maps, advanced plotting tools), Data Cleansing – handling outliers and missing values. Exercises: VLookup- HLookup, Visualizations. (datasets, demonstration).
Dimensionality reduction: Principal component analysis (PCA) need, concepts & industry applications with practical datasets & business applications.

Module 3	Top Analytics algorithms, tools & techniques	Lab Experiments	Discussion of Case Study related to Regression, Classification & Clustering	14 Hours

Topics:
Regression: Relationships among variable – Correlation, Covariance. Predictive analytics with Simple Linear Regression,

Multiple Regression. Industry applications (datasets, demonstration).

Classification: Top algorithms like Logistic Regression and (KNN) K Nearest Neighbours with practical datasets & business applications (datasets, demonstration).

Clustering: Using K Means algorithm to demonstrate clustering with practical dataset & business application (datasets, demonstration).

Module 4	Application of analytics tools	Mini-Project	Students are assigned a Business Problem and datasets to solve using a analytics tools & techniques.	12 Hours

Topics:

Application of tools and techniques learnt in above modules using datasets from Kaggle.

Targeted Application & Tools that can be used:

Data Analysis using Supportive tools like Excel Data Analysis Tool Pack, R.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

- Collecting data for Retail Store information System
- Simple algorithm in machine learning for preparing students information system.

Web Resources:

- https://excel-practice-online.com/tools/advanced-filter/
- https://trumpexcel.com/excel-vlookup-function/
- https://spreadsheeto.com/hlookup/
- https://www.google.com/search?q=regression+analysis+practice+problems&sxsrf=ALiCzsZBzWj8z52lRUT4Fj_IE pJKSo2fEA%3A1653969643739&ei=65KVYonXLOSw4-EP1cG68AE&oq=regression+anlaysis&gs_lcp=Cgdnd3Mtd2l6EAEYAjIKCAAQsQMQgwEQCjIHCAAQsQMQCjIECAA QQzIKCAAQsQMQgwEQCjIECAAQCjIKCAAQsQMQgwEQCjIECAAQCjIECAAQCjIECAAQCjoHCAAQRxCwAz oKCC4QxwEQrwEQJJzoHCCMQJxCLAzoFCAAQkQI6CwgAEIAEELEDEIMBOg4ILhCABBCxAxDHARCjAjoUCC4QgAQQs QMQgwEQxwEQ0QMQ1AI6CAguEIAEELEDOgUILhCABDoLCAAQsQMQgwEQkQI6BQgAEIAEOgoIABCxAxCDARBD OggIABCABBCxAzoHCAAQsQMQQ0oECEEYAEoECEYYAFDXCFifI2CTQmgEcAB4AIABkgGIAYgRkgEEMi4xN5gBAKAB AcgBCLgBAsABAQ&sclient=gws-wiz
- https://www.sciencedirect.com/topics/earth-and-planetary-sciences/autoregressive-moving-average
- www.kaggle.com for datasets and Python based solutions to industry use cases.

Text Book

1. Dinesh U Kumar, "*Business Analytics: The Science of Data - Driven Decision Making*", 2nd ed, 2021

References

Fader, P. and Hardie B., "*Probability Models for Customer-Base Analysis*", Journal of Interactive Marketing 23 (2009) 61–69.

Catalogue prepared by	Dr. Senthilkumar Ranganathan
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3053	Course Title: Applied Artificial Intelligence and Machine Learning Type of Course: Discipline Elective		L	T	P	C
			3	0	0	3
Version No.	2.0					
Course Pre-requisites	• Should have basic mathematics and statistics knowledge • Should have completed Fundamentals of Business Analytics (FBA) Sem2 • Basic familiarity of R Programming – as done in FBA Sem2					
Anti-requisites	Nil					
Course Description	The objective of this course is to prepare the students with basic concepts and industry use cases of Artificial Intelligence and Machine Learning, providing underlying principles and with industry use case demonstration, hands on exercises. Students should understand how these technologies are disrupting business and the huge opportunities and challenges with such technologies. Also an appreciation of the social, ethical impact of AI & ML. There will be an exposure to Python language to demonstrate concepts of AI & ML on real world datasets.					
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Identify right tools ie. Algorithms, Python libraries, resources to solve right business problems [Knowledge] CO2) Elaborate AI & ML tools to solve business problems. [Comprehension] CO3) Apply various tools to specific business situations [Analysis] CO4) Analyse how AI & ML impact business value. [Analysis]					
Course Content:						
Module 1	Introduction to Artificial Intelligence and Machine Learning	Lab, Theory & Assignment	Understanding of Artificial Intelligence and Machine Learning core concepts.			12 Hours
Topics: Introduction to Artificial Intelligence and Machine Learning: Introduction –Patterns, definitions, history, how are AI, ML & DL related? How do Machines Learn? Agent & Environment, Memory, Reasoning, Logic, Search. Machine Learning pipeline. Introduction to Python programming language and top online resources.						
Module 2	Top ML Algorithms concepts and applications	Lab, Theory & Assignment	Key concepts of Supervised, Unsupervised Learning.			12 Hours
Topics: EDA: Exploratory Data Analysis using Python Association Rules: Market Basket Analysis and industry application Supervised Learning: Regression and Classification. Concepts, Linear Regression, Decision Trees, Random Forest, Support Vector Machines, KNN. Industry Applications. Unsupervised Learning: Clustering for segmentation and other industry use cases.						
Module 3	NLP, Cognitive Analytics and Reinforcement Learning	Lab & Theory	Discussion of Case Study of Regression, Classification & Clustering			12 Hours
Topics: Cognitive Analytics: Text, Audio analytics, Computer Vision. Industry applications like sentiment analysis, self-driving cars etc. (sample datasets and demonstration). Reinforcement Learning: High level overview of concepts & business applications like optimization, robotics etc. (sample datasets and demonstration). Introduction to Deep Learning: Neural Networks & business application (sample datasets and demonstration) including very high overview of latest concepts eg. how ChatGPT works.						
Module 4	Applying AI & ML for a new project or start-up idea.	Project	Students study firms and propose detailed AI & ML solutions and disruptive ideas. This will be in the format of Shark Tank.			9 Hours

Topics:	
Application of AI & ML in industry. Presentation by students.	

Targeted Application & Tools that can be used: Students do NOT have to gain coding expertise. All demo codes & datasets will be shared for students to understand the logic. Python programming.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

- Analyzing data for Retail store bundling using Market Basket Analysis
- Presentation on new product or start-up idea using AI & ML technology.

WEB RESOURCES:

- www.kaggle.com for datasets and Python based solutions to industry use cases.
- www.github.com
- Andrew Ng, Stanford free online course: https://www.coursera.org/specializations/machine-learning-introduction
- Krish Naik videos: https://www.youtube.com/channel/UCNU_lfiiWBdtULKOw6X0Dig

Text Book

5. *Artificial Intelligence – A Modern Approach,* 4th e, Stuart Russell, Peter Norvig, Pearson, 2022
6. *Real-World Machine Learning,* 1st e, Henrik Brink, Joseph Richards, M Fetherolf, Manning 2016

References

Catalogue prepared by	Professor Krishna Durbha
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3054	Course Title: Database Management	L-T-P-C	L	T	P	C
	Type of Course: Discipline Elective		3	0	0	3
Version No.	2.0					
Course Pre-requisites	Technology Foundations for Business MBA 1018 (Semester 2) Basic understanding of Data and DBMS					
Anti-requisites	NIL					
Course Description	The Database Management Course is an industry oriented course focused on providing Data Management and Data world insights. The learner is equipped with Data Management practices and trends in the Industry. Database Management is about monitoring, administration, of databases and data left. Database management involves Data Architecture, Design, Implementation and Support of data. The course involves theory and practical perspective of data management aspects. Open Source tools will be provided for Data Management activities. The lab activities will be performed in the Open Source tool.					
Course Objectives	The Course promotes learners' employability skills through the understanding and application of Relational Database Management Systems (RDBMS), Industry applications in managing data in all business functions across Industry sectors. Laboratory Assignments/ real time Use Cases will be simulated and resolved during the Hours. This will involve hands-on experiential learning in the complex datasets in determining probable outcome.					
Course Out Comes	On successful completion of the course the learners are able to: CO1) Describe complex data repositories in organizations [Comprehension] CO2) Apply SQL syntax for desired outcomes. [Apply] CO3) Illustrate usage of tools to create reporting dashboards and dataplots [Apply] CO4) Analyse Databases (including Big Data) as deployed in various industries [Analysis]					
Course Content:						
Module 1	Introduction to	Case Study (participative	Case study: DBMS in	12 Hours		

	Database Management Systems (DBMS)	learning)	organizations	

Topics:
Introduction to Database Management Systems – Types and Definitions, Data Normalization, Database architecture, Data mirroring, Role of a DBA,

Module 2	Overview of Structured Query Language (SQL), Normalization	Assignment and Case Study (participative learning)	Case Study: Creation of Tables, Managing data and interrelation Students who complete the course will be equipped to write SQL queries,	12 Hours

Topics:
Overview of SQL. Installation of Work Packages, Module 2: Building the Database Schema; Creating tables and columns; Building tables with CREATE TABLE; Modifying table structure with ALTER TABLE; Adding columns to an existing table; Removing tables with DROP TABLE

Module 3	Models & Database Design (Logical and Conceptual), Database Objects, Big Data overview	Assignment and Case Study (Experiential learning)	A Case Study	12 Hours

Topics:
Relational Model, Entity Relationship Model, Database design and ER Model: overview, ER-Model, Constraints, ER-Diagrams, ERD Issues, weak entity sets, Codd's rules, Relational Schemas, Introduction to UML Relational database model: Logical view of data, keys, integrity rules. Relational Database design: features of good relational database design, atomic domain, Normalization (1NF, 2NF, 3NF, BCNF). Big Data – characteristics, tools to manage Big Data.

Module 4	Data Modeling Constraints & Data Manipulation; Big Data overview	Assignment and Case Study & Project	Students are assigned a project to work using DMBS tools and techniques.	9 Hours

Topics:
What are constraints, types of constrains, Integrity constraints, Views: Introduction to views, data independence, security, updates on views, comparison between tables and views, Big Data – characteristics, tools to manage Big Data.

List of Experiments (Embedded Lab - Student's self-study): Practical exercises are done using
1. Creation of Dataset, Tables.
2. Building Data Repositories, Roll Back and Data Updation.
3. Relation building between Dataset, Tables,
4. DBMS Projects Hospital, Library, School, Salary, Hotel, Pharmacy, Student, Payroll, Employee

Targeted Application & Tools that can be used:
Open Source DMBS & SQL Tools

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course:
Building Databases, Data Structures for these sectors – Education, Banking, Airlines, Universities, Manufacturing and selling, Human resources

Text Book
T1: *Database Management System (DBMS)A Practical Approach*, Rajiv Chopra, S Chand, 5th Ed

References:
- R1: Relational model database management – E.F. CODD
- R2: Database Design & Relational Theory: Normal Forms & All That Jazz – C.J. Date

Web resources:
- DBMS basics: https://www.youtube.com/watch?v=3EJlovevfcA
- SQL Basics: https://www.w3schools.com/sql/default.asp
- Learn SQL: https://www.codecademy.com/learn/learn-sql
- Big Data Introduction : https://www.youtube.com/watch?v=bAyrObl7TYE

Catalogue prepared by	Prof Kiran Koppada
Recommended by the Board	

of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3055	Course Title: Storytelling and Business Intelligence Type of Course: Discipline Elective (with Tableau and PowerBI in lab)	L	T	P	C
		3	0	0	3

Version No.	1.1
Course Pre-requisites	- Should have basic mathematics and statistics knowledge - Should have completed Fundamentals of Business Analytics (FBA) Sem2
Anti-requisites	NIL
Course Description	One of the key skills of Managers is to be able to collate, analyse and present data to accurately reflect the state of the business, take decisions based on data and finally present highly impactful visualizations of the state of business and its future. The course will aim to provide necessary skills to students of Analytics to be able to collate, clean data, derive insights and present compelling visualizations, dashboards using industry top software like Tableau and PowerBI. These are very valuable skills for any Business Analytics professional today. All participants who successfully complete this course will get a certificate of participation by KPMG.
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Identify right business issues & data required to solve these [Knowledge] CO2) Describe relevant aspects of business for management action. [Comprehension] CO3) Prepare impactful management reports and dashboards using Tableau and PowerBI. [Apply] CO4) Evaluate various business solutions using data and recommend action. [Analyze]
Course Content:	

Module 1	Introduction to Data Visualization	Report – E review	Review of Literature for Visualisation	9 Hours

Topic: Data Visualization – Definition Types of data visualizations, Types of Charts, Data Visualization softwares: Tableau software- products and versions, Tableau user interface: start page, data source page, workspace, cards and shelves, PowerBI-Products and versions, PowerBI User Interface, PBI Key components.

Module 2	Building basic charts	Assignment	Basic chart on Titanic	12 Hours

Topic: Visualizing data using real world datasets: Minimum steps for a quick chart using tableau and power bi, Creating basic chart: Recommended charts, Starting with blank chart, chart elements, sizing, moving charts, column, bar, line, pie, combo, Stacked bar chart, Stacked column chart, Clustered bar chart, Clustered column chart, 100% stacked bar chart, 100% stacked column chart

Module 3	Advanced Charts	Case study	Netflix Case study	12 Hours

Topic: Line and stacked column chart, Line and clustered column chart, Area chart, Stacked area chart, Doughnut chart, Treemap, Heat map, Sunburst, Histogram, pareto, Box and Whiskers, Scatter plot, bubble chart, Text tables, Highlight tables, Symbol maps, Ribbon chart, Waterfall chart, Funnel chart, Scatter chart, Map, Filled Map, Gauge, Card, Multirow card, KPI, Dashboard

Module 4	Project with sample dataset and must present effective reports, dashboards.	Assignment	Students demonstrate understanding and application of skills in Tableau & PowerBI.	12 Hours
Topics:				

Topic: Students are provided sample datasets & need to make a individual presentation demonstrating skills in Tableau & PowerBI.
List of Laboratory Tasks: Experiment No 1: Connect to data and edit the connection properties Level 1: with connections to a flat file using live connection and rename the canvas connection Level 2: with connection to a flat file using extract and rename through edit connection Experiment No 2: For the given business data related to sales of cycles across the world Level 1: Create a calculated field on single sheet-based data from within data source Level2: Create a calculated field based on a multiple data source
Targeted Application & Tools that can be used: Tableau Desktop, Tableau Public, Tableau online, Tableau and PowerBI. *Please note – only free trial versions will be installed in lab computers and not paid versions. IT support and help must be provided to ensure effective delivery of the course using authorized software.*
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course
1. Assignment1: Collect data from open source data sites for a typical business event and apply visualization and analytics techniques 2. Assignment2: Prepare Dashboard report on stock profitability for a given stock exchange 3. Analyzing data for Customer Analytics, Pricing Analytics, Churn etc. 4. Presentation on effective dashboards using Tableau and PowerBI.

Text Book
    T1. Information Dashboard Design, 2nd e, Stephen Few, Analytics Press, 2013
    T2. Mastering Tableau – David Baldwin, November 2016, Packt Publishing, ISBN: 978-1-78439-769-2

References
    1. *Practical Tableau* - Ryan Sleeper, 2018, O'Reilly Media Inc, ISBN 978-1-491-97731-6
    2. *Tableau Your Data* - Danieal G Murray, 2013, John Wiley & Sons, ISBN 978-1-18-61204-0
    3. *Introducing Microsoft PowerBI* -Alberto Ferrari and Marco Russo 2016, Microsoft Press, ISBN: 978-1-5093-0228-4

Online Resources: Articles University E Resources Jensen, R.W., Limbu, Y.B. and Spong, Y. (2015), "Visual Analytics of Twitter Conversations about Corporate Sponsors of FC Barcelona and Juventus at the 2015 UEFA Final", International Journal of Sports Marketing and Sponsorship, Vol. 16 No. 4, pp. 3-9. https://presiuniv.knimbus.com/openFullText.html?DP=https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJSMS-16-04-2015-B002/pdfplus/html. Carrizosa, E., Guerrero, V. & Romero Morales, D. On mathematical optimization for clustering categories in contingency tables. Adv Data Anal Classif (2022) https://link.springer.com/article/10.1007/s11634-022-00508-4 Hoang, T.B.N., Mothe, J. Prediction of brand stories spreading on social networks. Adv Data Anal Classif (2021) https://link.springer.com/article/10.1007/s11634-021-00450-x Case study link https://www.datasciencecentral.com/how-a-good-data-visualization-could-save-lives/ Datasets and Codes for Experiential learning https://www.kaggle.com/datasets/heptapod/titanic https://www.kaggle.com/datasets/pavansubhasht/ibm-hr-analytics-attrition-dataset https://www.kaggle.com/code/mysarahmadbhat/eda-on-netflix/notebook https://www.kaggle.com/code/aayushmishra1512/netflix-data-analysis-and-visualization/notebook https://fraud-detection-handbook.github.io/fraud-detection-handbook/Chapter_3_GettingStarted/SimulatedDataset.html Excellent visualization & reports. *https://www.gapminder.org/*

Videos and Podcast	
https://www.youtube.com/watch?v=loYuxWSsLNc	
https://podcasts.google.com/feed/aHR0cHM6Ly9kYXRhdml6dG9kYXkubGlic3luLmNvbS9yc3M	

Catalogue prepared by	Professor Krishna Durbha
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3083	Course Title: PROGRAMMING FOR ANALYTICS Type of Course: DISCIPLINE ELECTIVE (Theory with Embedded Lab)	L- T-P-C	3	0	0	3

Version No.		2.0		
Course Pre-requisites		Fundamentals of Business Analytics is inclusive pre-requisite for this Course. In addition, Critical thinking, reasoning, and analytical skills are required.		
Anti-requisites		NIL		
Course Description		The course "Programming for Analytics" is to empower the Non analytics students with programming skills in Python. The programming skills with strong foundation towards analytics in business environment will be cultivated right from fundamentals to writing programs. This Course is covering competencies to handle data structures, file handling and essential skills for data analytics. Additionally addressing modeling issues for equipping the participants to couple judiciously with programming skills, in extracting data for business analytics. Participants' learning ranges from how to organize the work given, dissecting them and to refining the codes.		
Course Objectives		The Programming for Analytics course develops EMPLOYABILITY SKILLS through EXPERIENTIAL LEARNING methods		
Course Out Comes		On successful completion of the course the students shall be able to: CO1) Demonstrate programming skills in Python for business analytics. CO2) Solve messy data problems across data structures using Pandas CO3) Develop model for decision making and Visualization using Python CO4) Solve a business problem using python programming		
Course Content:				
Module 1	Introduction to Python	Quiz	Data types and Decision statements	Hours 10
	Python Language and programming basics, Google colab, Jupyter and Ipython, Understanding Data types, Datastructures and functions, Introduction to numpy arrays, Indexing and slicing in numpy, Computation on numpy arrays, Aggregation and Statistical methods, Advanced numpy operations			
Module 2	Data wrangling	Assignment and Case Study	Data Wrangling	Hours 10
	Introduction to pandas data structures, Data indexing, selection and filtering, Handling missing data and data transformation, Data wrangling: combining and reshaping datasets, Summarising data and descriptive statistics, Data loading storage and file formats, Timeseries analysis, Pandas for data visualization			
Module 3	Model Development and	Experiential Learning	Modelling Project	Hours

	Evaluation			10
	Introduction to data visualization with matplotlib, Plotting with matplotlib, Customizing matplotlib Data visualization with seaborn, Introduction to Machine Learning and Scikit learn, Model validation and Hyperparameter tuning, Feature engineering and naive bayes classification, Advanced machine learning techniques			
Module 4	Real world applications and datasets	Experiential Learning	Capstone Project	Hours 15
	Introduction to Real world applications and projects, Market Analysis Project, Financial Reports Project, Employee Data Project, Sales Dataflow Project, Supply chain Analysis project, Capstone Project			
	List of Experiments (Embedded Lab - Student's self-study): These experiments can be done using Python - NumPy, Pandas and Matplotlib Lab Experiments are to be conducted on the following topics Experiment1: Understanding data types Experiment2: The basics of Numpy Arrays Experiment3: Computation on arrays Experiment4: Introduction to pandas Experiment5: Data indexing and selection Experiment6: Working with Strings, Date and Time Experiment7: Data Wrangling Experiment8: Modelling			
	Targeted Application & Tools that can be used: Using NumPy, Pandas, Matplotlib, Seaborn, SciPy, Scikit learn or any other relevant Libraries to arrive at a model, students can employ the dataset which shall either be publicly available or primary in nature. The learners can use any algorithm for modelling			
	Project work/Assignment: Mention the Type of Project /Assignment proposed for this course			
	The MT & ET evaluations will be based on the two Individual Projects on modelling with presentation. The Project and the Presentation will have 70:30 split in the evaluation in this respect. The Project should be original and shall be using any dataset either secondary or primary source. However, the process of analysis and the conclusions should be original. The Project shall foot on either classification or regression problems. Project can include self learning components depending on the project but should be related to Business and Analytics domain. Students are encouraged to choose topics relevant to their specialization and are not allowed to take up any project that is not related to Business.			
	Text Book T1: Python for Data Science: A Hands-On Introduction , Yuli Vasiliev, 2022, no starch press, ISBN-13:			

9781718502208,

References:

R1   Machine Learning with Python Cookbook: Practical Solutions from Preprocessing to Deep Learning-Chris Albon, ISBN 978-1491989388

R2   Python for Probability, Statistics and Machine Learning (2e), Dr Jose Unpingco, ISBN-978-3030185442, Springer, 2019

Online Resources:

Articles

University E Resources

Yentl Van Tendeloo, Hans Vangheluwe, Romain Franceschini, December 2019 ,WSC '19: Proceedings of the Winter Simulation Conference Pages 1415–1429 , An introduction to modeling and simulation with (Python(P))DEVS

https://presiuniv.knimbus.com/openFullText.html?DP=http://dl.acm.org/doi/10.5555/3400397.3400511

Carrizosa, E., Guerrero, V. & Romero Morales, D. On mathematical optimization for clustering categories in contingency tables. Adv Data Anal Classif (2022)

https://link.springer.com/article/10.1007/s11634-022-00508-4

Hoang, T.B.N., Mothe, J. Prediction of brand stories spreading on social networks. Adv Data Anal Classif (2021)

https://link.springer.com/article/10.1007/s11634-021-00450-x

Case study link

https://www.futurelearn.com/info/courses/data-analytics-python-data-wrangling-and-ingestion/0/steps/186670

https://livebook.manning.com/book/think-like-a-data-scientist/chapter-4/17

https://www.projectpro.io/article/python-projects-for-data-science/462

Datasets and Codes for Experiential learning

https://www.kaggle.com/datasets/heptapod/titanic

https://www.kaggle.com/datasets/pavansubhasht/ibm-hr-analytics-attrition-dataset

https://www.kaggle.com/code/mysarahmadbhat/eda-on-netflix/notebook

		https://www.kaggle.com/code/aayushmishra1512/netflix-data-analysis-and-visualization/notebook
		https://fraud-detection-handbook.github.io/fraud-detection-handbook/Chapter_3_GettingStarted/SimulatedDataset.html
		Videos and Podcast
		https://www.youtube.com/watch?v=G9NmACvXh8w
		https://podcasts.google.com/feed/
		aHR0cHM6Ly9yZWFscHl0aG9uLmNvbS9wb2RjYXN0cy9ycHAvZmVlZA
Catalogue prepared by		Dr N Srikanth Reddy
Recommended by the Board of Studies on		
Date of Approval by the Academic Council		

Course Code: MBA2023	Course Title: DESIGN THINKING FOR BUSINESS INNOVATION	L	T	P	C
	Type of Course: Open Elective	3	0	0	3

Version No.	1.0
Course Pre-requisites	Decision making and problem-solving abilities.
Anti-requisites	NIL
Course Description	Innovation is the mantra of many fast moving and successful companies, especially in this world of high-speed interconnectivity. The question organizations face to stay relevant in today's environment is how to establish a culture of innovation and creative problem solving. Design thinking, an approach to both innovation and creative problem solving is becoming the go to approach for forward thinking organizations. What is design thinking? Design thinking is an iterative approach to solving problems with cross-functional teams led by facilitators. This course presents an introduction to the design thinking approach and mindset using highly interactive exercises that give the participants a flavor for some of the techniques and methods of design thinking that waken the innovative and problem-solving abilities. Throughout the course students will work on three different challenges; one focused on product design, one focused on service design and one focused on systems or business design. By starting with a very tangible challenge around product design, students will be able to hone their skills in the process before moving into more complex challenges around business and systems level design. All challenges will be addressed in partnership with a local business that poses a problem they are currently facing. In pilot programs for this class, businesses have implemented a number of ideas developed by students. The course will be teamwork-oriented, but students will also complete readings and independent activities that support the group work and ensure individual depth of knowledge.
Course Objective	To improve employability skills with experiential learning by immersing students into the world of innovation as a systematic process of tackling relevant business and/or social problems and provide a social and thinking space for the recognition of innovation challenges and the design of creative solutions through experiential and participative learning that develops employability and entrepreneurial skills.
Course Out Comes	On successful completion of the course the students shall be able to: C.O.1 Understand the concepts of design thinking approaches [Knowledge Level] C.O.2 Create physical prototypes / a visual representation of an idea [Comprehension] C.O.3 Apply critical thinking and design thinking in parallel to solve problems [Application Level] C.O.4 Apply some design thinking concepts to their daily work [Analysis Level]
Course Content:	

Module 1	Design Thinking Overview and General Approaches to Design Thinking	Quiz	Design Thinking Skills, Design Thinking Mindset, Principles and Steps of Design Thinking	12 Hours

Topics: Introduction to Design thinking, Introduction to Design Research Strategies, Design Thinking in the Workplace, Design Thinking Skills, Design Thinking Mindset, Principles of Design Thinking and case-based exercise

Module 2	Design Thinking Approaches and Stages	Articles & Case Study Discussion	Application of Concept with (Article Link are mention below)	12 Hours

Topics: The Basis for Design Thinking, Design Thinking Frameworks, Building a Design Thinking Framework, Design Thinking Team, Design Thinking Workshops and Meetings, Characteristics, Types of Workshops. Introduction to Synthesis, empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions, Ideation and Prototyping Strategies, User Testing, and case-based exercises

Module 3	Design Thinking Techniques and Practices	Assignment	Report on Prototype, Test Techniques, Visualization, Diagrams, & Story Telling Techniques.	12 Hours

Topics: Listening and Empathizing Techniques, Define and Ideation Techniques, Prototype and Test Techniques, Visualization Techniques and Diagrams, Story Telling Techniques, Pitfalls and Cautions in Design Thinking Workgroups, case-based exercises

Module 4	Business & Systems Design	Participative Learning	Business Simulation games on Product and Service Design, finding the gaps and filling the gaps and concept mapping from ideation to implementation.	9 Hours

Topics: Product and Service Design, finding the gaps and filling the gaps, Design Research - tools for observation and immersion, Business Model Canvas and Design Research, Journey of mapping from ideation to implementation, Developing Final Presentations, case-based exercises

Targeted Application & Tools that can be used:
This course helps in understanding the decision-making mindset of an individual through the application of design thinking knowledge.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Assignment based on self-study topics (Articles & Case Analysis as shown in course handouts)

Text Book
Maurício Vianna and Ysmar Vianna, Design Thinking for Business Innovation, 1st Edition, 2013, MJV Press, ISBN-13: 978-9332511170

A practical guide to design thinking, by Moritz Gekeler, 2nd Edition, 2019 – ISBN-10: 0138018812

Research Articles & Case Study References:
Sources: Presiuniv.knimbus.com, Sage Publications, SCI Elsevier & HBR

Article 1 - B2B Design Thinking: Product Innovation when the User is a Network
https://thisisdesignthinking.net/2021/03/b2b-design-thinking-redesigning-product-innovation-when-the-user-is-a-network/

Article 2 - IBM: Design Thinking Adaptation and Adoption at Scale
https://thisisdesignthinking.net/2019/07/ibm-design-thinking-adaptation-adoption-at-scale/

Article 3 - Building Trust with Prototypes: An IoT solution at Piller
https://thisisdesignthinking.net/2019/07/ibm-design-thinking-adaptation-adoption-at-scale/

Article 4 - Design Thinking as an Entrepreneurs' Mindset.
https://thisisdesignthinking.net/2014/06/design-thinking-as-an-entrepreneurs-mindset/

Case 1 - Taking Risks, Earning Trust and Including Co-Workers: User-Centered Design at Deutsche Bahn Operations
https://thisisdesignthinking.net/2018/07/design-at-deutsche-bahn-operations/

Case 2 - How Design Thinking Turned One Hospital into a Bright and Comforting Place
https://thisisdesignthinking.net/2017/01/rotterdam-eye-hospital/

Case 3 - Reinventing Solar Energy Supply for Rural Africa: A Design Thinking Approach
https://thisisdesignthinking.net/2016/05/reinventing-solar-energy-supply-for-rural-africa/

Case 4 - How Design Thinking Enabled MLP to Speak the Customer's Language
https://thisisdesignthinking.net/2015/09/taking-off-the-tie-how-design-thinking-enabled-mlp-to-speak-the-customers-language/

Videos for Reference:

- Introduction to Design Thinking and Innovation https://www.youtube.com/watch?v=3RemkU4BH8U
- Design Thinking and Innovation At Apple – HBS Case Study https://www.youtube.com/watch?v=ir3E-TEUk48
- Speed up Innovation with Design Thinking, Guido Stompff | TEDxVenlo https://www.youtube.com/watch?v=ZBxZC9I6xyk

- The art of innovation | Guy Kawasaki | TEDxBerkeley https://www.youtube.com/watch?v=Mtjatz9r-Vc

Catalogue prepared by	Dr. S.Fakruddin Ali Ahmed
Recommended by the Board of Studies on	BOS Number:
Date of Approval by the Academic Council	Academic Council Meeting:

Course Code: MBA3117	Course Title: SUPPLY CHAIN ANALYTICS Type of Course: Discipline Elective - Theory	L	T	P	C
		2	0	0	2

Version No.		1.0
Course Pre-requisites		1. Basics of Production and Operations Management 2. Basics of Probability theory and regression analysis
Anti-requisites		Nil
Course Description		Many companies are faced with the problem of analyzing the data that is piling up day by day. Data serves as a useful source of information to be analyzed that will help managers to take decision and plan for the future. Various theories and concepts are modelled to understand and analyze the supply chain processes. Through this course students will learn how do forecast demand, how to sequence various jobs on machines to minimize the waiting and idle time. Students will also understand the vendor process and the methodology used to evaluate and select the vendors.
Course Out Comes		On successful completion of the course the students shall be able to: CO1) Analyze the demand in supply chain using various Forecasting methods. [Bloom – Analysis] CO2) Calculate least time for job scheduling in supply chains. [Bloom - Analysis] CO3) Interpret various vendor strategies using game payoffs.[Bloom-Application]
Course		The objective of this course is to make the students understand various aspects of Supply Chain Analytics through experiential mode of learning with the help of practical cases.

Objective		Students will learn through cases the techniques to deal with practical situations which will enhance their employability.
Course Content:		

Module 1	Supply Chain Demand Forecasting	Assignment/Quiz Participative learning	Programming/Simulation/Data Collection/any other such associated activity	10 Hours

Introduction to Forecasting, methods of forecasting, moving average method, weighted moving average method, regression method for demand forecasting, linear and non-linear analysis, constructing normal equations, understanding replacement time based on variations in forecasted demand, case study on demand forecasting.

Module 2	Supply Chain Job Sequencing & Assignment	Case Study Experiential learning	Programming/ Simulation/Data Collection/any other such associated activity	10 Hours

Sequencing basics, modeling Nx2 machine problems, modeling Nx3 machine problems, Calculating Make-Span of sequences, preparing Job Flow Charts, Job Scheduling, Calculating Idle time and Waiting time, Optimal Assignment of Jobs to Machines/Managers/Salesman NxN and MxN problems using HUNGARIAN method, Exercise and Case study: Traveling Salesman.

Module 3	Vendor Evaluation and Selection	Case Study Experiential learning	Programming/ Simulation/ Data Collection/ any other such associated activity	10 Hours

Identifying vendors, Criterions for selection of vendors, Choice of suppliers by applying Game analysis technique, analysing payoffs for multiple strategies between 2 suppliers, 2-person-zero-sum game, Vonn Neumann method, Saddle point problems. Maximin and Minimax criterion, Mixed and Pure strategy problems, Order distribution to vendors. Case Study.

	Targeted Application & Tools that can be used: Above concepts are helpful in understanding the analytical techniques that will help managers to interpret Supply Chain problems through activities related to job sequencing, job assignment, vendor evaluation and forecasting. Students will understand the techniques that are required to solve practical problems.
	Project work/Assignment: Mention the Type of Project /Assignment proposed for this course
	Assignment type : Case study on forecasting, job sequencing and vendor payoff analysis
	Text Book Supply Chain Management: Strategy, Planning and Operation – by Chopra, Mendl & Kalra, 4th edition, Pearson
	References i. Operations Research-An Introduction, By Hamdy A Taha, 8th Edition, Pearson Education, Prentice Hall i. Supply Chain Management – Concepts, Practices and Implementation- by Sunil Sharma, Oxford University Press i. Operations Research – J K Sharma Lib-e-resource-links: from Presidency University A. https://www.proquest.com/docview/2681641810/6B6EF8E078A34195PQ/1?accountid=177896 B. https://www.proquest.com/docview/2621365162/6B6EF8E078A34195PQ/4?accountid=177896 C. https://www.proquest.com/docview/2578264845/9E24ADE6888B43F3PQ/2?accountid=177896

Catalogue prepared by		Name/Names of the Faculty members prepared this catalogue Prof Krishna Durbha
Recommended by the Board of Studies on		Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council		Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3120	Course Title: Deep Learning Type of Course: Discipline Elective	L	T	P	C
		2	0	0	2
Version No.	1.0				
Course Pre-requisites	• Students should have the completed Fundamentals of Business Analytics course in Semester 2 • Students should have completed Programming for Analytics course in Semester 3 and have python programming knowledge				
Anti-requisites	**Nil**				
Course Description	The objective of a deep learning course is to equip MBA students with the latest Artificial Intelligence tools and techniques that are taking the world by storm and disrupting industries. The students will get a foundational understanding of how neural networks work, the concepts, mathematics and algorithms that are applied in basic deep learning models. The will be able to apply the concepts and code to large datasets effectively using Deep Learning tools like TensorFlow, Keras, Pytorch etc. and learn concepts behind Computer Vision, Large Language Models, applications to various industries and use cases. Throughout the course, students explore various deep learning concepts, methods, including those related to natural language processing (NLP) and neural networks. They gain practical experience by working with publicly available libraries and datasets, which helps them develop the skills needed for independent research and study. **Understand the basics of Deep Learning:** MBA students would learn the fundamental concepts of deep learning, including binary classification, logistic regression, gradient descent, derivatives, computation graphs, and vectorization. This foundational knowledge helps them grasp the underlying principles of deep learning techniques. **Implementing simple Deep Learning Models:** MBA students would gain practical experience by implementing various deep learning models to solve real-world problems. They would learn how to apply these models effectively, analyse optimization techniques, and understand generalization principles. **Practical Aspects and Applications:** MBA students would explore practical aspects of deep learning, such as handling train/dev/test sets, addressing bias/variance trade-offs, regularization, and dealing with vanishing/exploding gradients. Additionally, they would delve into specific applications like logistic regression, convolutional neural networks (CNNs),				

	recurrent neural networks (RNNs), and backpropagation.			
Course Objectives	This course promotes learners' employability skills using experiential learning using actual datasets, demonstrations of python code and online resources and hands-on practical examples done by students.			
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Describe core concepts of how Deep Learning works **[Comprehension]** CO2) Demonstrate how computer vision, NLP models work.**[Comprehension]** CO3) Apply DL algorithms on some real world use cases **[Application]**			
Course Content:				
Module 1	Introduction	Demonstration of Computer Vision (Experiential Learning)	Students are taught how Deep Learning works and asked to summarize their understanding	10 Hours
Topics: Introduction to Deep Learning and Neural Networks: learn the history, definitions and basics of deep learning, including neural network mathematics, activation functions, and backpropagation. Topics covered include feedforward neural networks, gradient descent, and the role of deep learning in business applications				
Module 2	Recurrent Neural Networks (RNN), and Natural Language Processing (NLP)	Lab & Theory (Problem Solving)	Using public datasets and python codes to build basic models for RNNs & NLP	10 Hours
Topics: RNNs are essential for sequence data, such as time series or text. In this module, students would delve into RNN architectures and their applications. NLP techniques, including word embeddings, sentiment analysis, and chatbots, would also be covered. Overview of Transformers & Generative Pretrained Transformers.				
Module 3	Computer Vision	Lab Experiments	Using public datasets and python codes to build basic models for CNNs	10 Hours
Topics: Convolutional Neural Networks (CNNs) for Image Analysis: This module focuses on CNNs, which are widely used for image classification, object detection, and other visual tasks. Also Single Shot Detectors, GANs. YOLO and other real time computer vision techniques.				
Targeted Application & Tools that can be used: Python, TensorFlow, Keras (GoogleColab), PyTorch				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				

- Taking up publicly available datasets like MNIST, image datasets etc. for Computer Vision
- Realtime traffic identification using YOLO etc.
- Demonstration of NLP Tools like sentiment analysis on YouTube comments etc.
- Using RNNs and LSTM on forecasting stock prices, crypto currencies etc.

WEB RESOURCES:

- https://presiuniv.knimbus.com/user#/home
- Deep Learning crash course for beginners
  https://www.youtube.com/watch?v=VyWAvY2CF9c

- Neural Network in 5 minutes.
  https://www.youtube.com/watch?v=bfmFfD2RIcg&list=PLEiEAq2VkUUIYQ-
  mMRAGilfOKyWKpHSip&index=2

- Sample Data Sets from https://www.kaggle.com/datasets/hojjatk/mnist-dataset

Text Book

- Deep Learning with Python, Second Edition, by Francis Chollet, Manning Publications

References

- Deep Learning From Scratch: Building with Python from First Principles by Seth Weidman published by O'Reilly

Catalogue prepared by	Prof. Krishna Durbha
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3122	Course Title: Digital Transformation Type of Course: Discipline Elective	L	T	P	C
		2	0	0	2
Version No.	1.0				
Course Pre-requisites	Technology Foundations for Business				
Anti-requisites	NIL				
Course Description	This course introduces business strategy and fundamentals of Digital Transformation. This is focused on real world examples of digital disruption and a playbook with tools for Digital Transformation. It covers why and how digital technologies (mobile, social, cloud, big data, internet of things, 3D printing, etc.) are reshaping value creation, growth, and delivering products or services around the world and how to master Digital Disruption. This course links business strategy, business models and digital features to develop students' business strategy and execution skills and critical thinking embedding digital knowledge and equips them with simple tools to manage Digital Disruption. The spread and scale of the topic is so significant that digital acumen is nowadays a core component of business strategy.				
Course Outcomes	On completion of this course, the student will be able to: CO1) Describe impact of digital technologies on organizations [Comprehension] CO2) Apply frameworks and tools to effectively plan Digital Transformation [Application] CO3) Outline the steps to effectively manage Digital Transformation [Analysis]				

Course Objective	This course promotes learners' employability skills using experiential learning with an understanding on the power and impact of digital for strategy analysis, design and execution, and equips learner with tools to manage business disruption in an organization. Digital Transformation is taught through Assignments/ Exercises/ Case Studies/ Projects.			
Module 1	Key trends in Emerging Tech	Quiz (E-review from resources)	Assignment and online demos	10 Hours

Topics: Introduce the latest advances in technology and implications, applications for business and SDLC. High level overview of disruptive technologies like mobile, social, AIML, cloud, big data, internet of things, AR&VR, 3D printing, Fintech, Blockchain, Marktech, Quantum Computing, Space, Biotech etc. Explain key reasons and drivers behind the rise of emerging technology. Discuss application and use cases of AI&ML in organization.

Module 2	Business Value Disruption	Case Analysis (Experiential learning)	Practical tools for Managing Digital Disruption	10 Hours

Topics: Driving Digital Strategy. Harness Customer Networks, Build Platforms - Not Just Products, Turn Data Into Assets, Innovate by Rapid Experimentation, Adapt Your Value Proposition- Model of business value - VRIO framework, Mastering Disruptive Business Models.

Module 3	Managing Tech based Digital Transformation.	Case Analysis	Strategy and the Internet (hbr.org)	10 Hours

Topic: Framework for Reinventing Your Business - Reimagine your business, Re-evaluate your value chain, Reconnect with your customer & Rebuild your Organization.

Targeted Application & Tools that can be used:
Students would be encouraged to take up live projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand project management.

Professionally Used Software: KNimbus library access, Online AI&ML tools

Project work/Assignment:
1. Lectures (20 Hours), review and bridging (4 Hours)
2. Assignment 1 with Project Presentations
3. Assignment 2 with Project Presentations
4. Case studies & how to use tools for Managing Digital Transformation

Text Books:
T1: Rogers, David L. The digital transformation playbook: Rethink your business for the digital age. Columbia University Press, 2016.

References
Driving Digital Strategy:A Guide to Reimagining Your Business By Sunil Gupta Published by Harvard Business Review Press

Journal
- The right digital strategy for your business: an empirical analysis of the design and implementation of digital strategies in SMEs and LSEs | SpringerLink
- Journal of Business Research
- International Journal of Information Management

Library E-resources:
- https://presiuniv.knimbus.com/openFullText.html?DP=https://www.emerald.com/insight/content/doi/10.1108/S1745-886220180000013009/pdfplus/html
- IB and Strategy Research on "New" Information and Communication Technologies: Guidance for Future Research | Emerald Insight
- Amazon,Alibaba: Internet Governance, Business Models, and Internationalization Strategies | Emerald Insight

Weblinks :
- Understanding Digital Strategy (hbr.org)
- The Digital Matrix with Venkat Venkatraman - YouTube
- (226) David Rogers - Create Your Digital Transformation Playbook - YouTube

Online Resources: https://presiuniv.knimbus.com/user#/home

Research Articles:

- Joel Mero, Anssi Tarkiainen, Juliana Tobon, Effectual and causal reasoning in the adoption of marketing automation, Industrial Marketing Management, Volume 86, 2020, Pages 212-222, ISSN 0019-8501. https://doi.org/10.1016/j.indmarman.2019.12.008
- Silva, S.C., Corbo, L., Vlačić, B. and Fernandes, M. (2023), "Marketing accountability and marketing automation: evidence from Portugal", EuroMed Journal of Business, Vol. 18 No. 1, pp. 145-164. https://doi.org/10.1108/EMJB-11-2020-0117
- Guercini, S. (2023), "Marketing automation and the scope of marketers' heuristics", Management Decision, Vol. 61 No. 13, pp. 295-320. https://doi.org/10.1108/MD-07-2022-0909

Multimedia (Videos):

- https://www.youtube.com/watch?v=G6c4-28FsAs
- https://www.youtube.com/watch?v=XXwaX0_rPp4
- https://www.youtube.com/watch?v=9qfKppGr2Uo
- https://www.youtube.com/watch?v=8m2StWkHwh0

Case Studies:

- https://www.mayple.com/blog/marketing-automation-case-studies
- https://www.linkedin.com/pulse/power-marketing-automation-real-world-case-studies-maryam-she-her-/
- https://www.markempa.com/marketing-automation-4-case-studies/

Catalogue prepared by	Prof. Krishna Durbha
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: MBA3129	Course Title: Healthcare Pharma IT and Analytics Type of Course: Discipline Elective	L	T	P	C
		2	0	0	2

Version No.	1.0
Course Pre-requisites	MBA2020 Fundamentals of Business Analytics
Anti-requisites	NIL
Course Description	Information technology (IT) plays a crucial role in pharmaceuticals and healthcare management, addressing challenges related to data quality, integrity, integration, confidentiality, and security. As India launches its nationwide Digital Health Platform and Highway through the National Digital Health Mission, students studying healthcare and pharma management, IT, and informatics will become acquainted with specialty-specific informatics within an integrated digital framework. Integrating technology into healthcare prevents medical errors, enhances decision-making, facilitates medical data collection and research, and safeguards patient privacy. Join this dynamic field and contribute to global healthcare. This knowledge will empower future management professionals in healthcare and pharma industries to serve in diverse capacities and contribute to reimagining digital healthcare.
Course Outcomes	On completion of this course, the student will be able to: 1) Describe the pivotal role of modern technologies including analytics in Healthcare & Pharmaceutical industry. [Comprehension] 2) Apply tools to various functions and use cases in Healthcare & Pharmaceutical Industry. [Application] 3) Analyze real case studies where IT & Analytics have transformed small & large firms in Healthcare & Pharmaceuticals. [Analysis]

Course Objective	This Healthcare and Pharma IT & Analytics elective, gives students a blend of knowledge, practical experiences and hands-on training in tools, frameworks and techniques in applying the latest IT platforms and tools to enhance business efficiency and success of Healthcare & Pharmaceutical organizations. This course is meant to skill professionals with conceptual, technical and managerial skill sets that give their future careers in Healthcare & Pharma industries, the growth it needs.			
Module 1	Core functions of Healthcare and Pharma organizations	Quiz (E-review from resources)	Assignment and online demos	10 Hours

Topics:
Core functions and processes in Healthcare & Pharma Industry and how latest technologies are being used to enhance patient outcomes, enhance efficiency, reduce cost and provide healthcare to the vulnerable population.

Module 2	Digital Innovation in Healthcare and Pharma	Case Analysis (experiential learning)	Practical tools for Managing Digital Disruption	10 Hours

Topics:
1. Pharmaceutical Analytics: Drug Discovery and Development: Data analytics accelerates drug discovery by identifying promising compounds from vast chemical collections. Machine learning and AI analyze biological data to pinpoint potential drugs that precisely target diseases. For example, Insilico Medicine used AI to advance the first AI-designed drug into clinical trials for Idiopathic Pulmonary Fibrosis (IPF) within 18 months1.
2. Clinical Trial Optimization: Predictive analytics tools analyse patient data (genetic information, clinical outcomes, biomarkers) to design more targeted and effective clinical trials, reducing time and costs.
3. Clinical Trials: Patient Recruitment and Trial Optimization: Data analysts use real-time monitoring through IoT devices (wearables) to optimize clinical trials. This streamlines drug development process.
4. Success Rate Prediction: Predictive analytics helps estimate clinical trial success rates, aiding in decision-making and resource allocation.
5. Disease Trend Prediction: Healthcare Data Analytics: By analysing patterns in healthcare data, pharma companies can predict disease trends. This enables better preparation for future health challenges and effective resource allocation2.

Module 3	Practical frameworks & tools to implement IT & Analytics in Healthcare & Pharma.	Demos, videos & datasets with code to demonstrate IT & analytics.	Kaggle and other online resources to demonstrate these concepts.	10 Hours

Use of Analytics for predictive healthcare use cases, study of various frameworks and platforms in healthcare, overview of AI&ML application in genomics & drug discovery, application of CRISPR and other cutting-edge technologies.

Targeted Application & Tools that can be used:
Students would be encouraged to take up projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand project management.

Professionally Used Software: KNimbus library access, Online AI&ML tools, YouTube videos

Project work/Assignment:
1. Lectures (22 Hours), review and bridging (4 Hours)
2. 2 Quizes
3. Assignment with Project Presentations
4. Datasets & coding for disease prediction

Text Books:
Understanding Health Information Systems for the Health Professions, JA Balgrosky, Jones & Bartlett Learning, 2019

References
- Healthcare Data Analytics, Chandan K. Reddy, Charu C. Aggarwal, Chapman and Hall/CRC, June 2019

Journal
- The use of Big Data Analytics in healthcare | Journal of Big Data | Full Text (springeropen.com)
- Data Science and Advanced Analytics in Commercial Pharmaceutical Functions: Opportunities, Applications, and Challenges | SpringerLink
- Data Analytics in Healthcare: A Tertiary Study | SN Computer Science (springer.com)

Library E-resources:
- The use of Big Data Analytics in healthcare | Journal of Big Data | Full Text (springeropen.com)

Weblinks :
- https://ai-cases.com/health/
- Pharma Analytics: 7 Transformative Use Cases in the Industry (pixelplex.io)
- 8 Use Cases For Data Analytics In Pharmaceutical Industry (polestarllp.com)https://cen.acs.org/physical-chemistry/computational-chemistry/Insilico-reveals-soup-to-nuts-process-for-AI-generated-lung-fibrosis-

drug/102/web/2024/03#:~:text=Insilico%20Medicine%2C%20a%20developer%20of,idiopathic%20pulmonary%20fibrosis%20(IPF).

Online Resources:
    https://presiuniv.knimbus.com/user#/home

Research Articles:

Multimedia (Videos):
- https://www.youtube.com/watch?v=OUE6CgXx_N0
- **https://www.youtube.com/watch?v=PBq8QJYrvWc**

Case Studies:
- **https://swayamhealth.com/**
- **https://pharmeasy.in/**

Catalogue prepared by	Prof. Krishna Durbha
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: **MBA3141**	**Course Title: Website Data Analytics** **Type of Course: Discipline Elective**	**L**	**T**	**P**	**C**
		2	**0**	**0**	**2**
Version No.	2.0				
Course Pre-requisites	Digital Marketing Course				
Anti-requisites	NIL				
Course Description	Web analytics course covers the basics concepts of digital marketing, eCommerce and drives students into learning digital analytics from both a managerial and technical perspective. It examines a variety of digital tools, definitions, techniques and properties that can be applied across various channels including Google Analytics web platform other online tools including Adobe Analytics. Students will be assigned topics on which they will provide analytics using Adobe and Google Analytics software and create use cases for analytics. The course will consist of both lectures and hands on project. Students will learn essential and advanced areas in web analytics dealing with set-up, implementation, tag management, funnels, KPI's, conversions and campaign tracking and bet practices. Students will be encouraged to complete Google Ads Measurement course online & get certified.				
Course Outcomes	On completion of this course, the student will be able to: CO1) Describe basic measures and concepts of web Analytics. [Comprehension] CO2) Apply web analytics tools for various real-world business cases. [Application] CO3) Apply Website metrics using Google Analytics (GA4) to solve business scenarios [Application]				
Course Objective:	The course web aims to enhance Employability Skills of students using Experential Learning tools including example of analytical tools used to serve as a business metric for promoting specific products to the customers who are most likely to buy them and to determine which products a specific customer is most likely to purchase. This can improve ratio of revenue to marketing costs.				
Module 1	Introduction: Definition and concepts	Interactive Discussion and Online Resources	https://skillshop.withgoogle.com/	10 Hours	

Topics: Definitions in Analytics, Digital Marketing, Why Web Analytics, Web 1.0 vs. 2.0, Theory of Customer Value, Buyer Psychology, Tracking and Cookies, Types of data, Funnel B2C & B2B [Blooms Level: Comprehension] Digital Marketing, Why Web Analytics, Web 1.0 vs. 2.0, Theory of Customer Value, Buyer Psychology, Tracking and Cookies, Types of data, Funnel B2C & B2B [7 hours - Blooms Level: Comprehension]

Module 2	KPI's, Metrics, Data collection, benchmarking	Interactive Discussion and Online Resources	Analysis of Real World Data	10 Hours

Topics: KPIs & metrics web, Digital Ads and eCommerce, Visit & Content, Conversion metrics, ML Pipeline & missing values, Data Collection, Scraping data – tools, Eg: YouTube Sentiment analysis, online resources for benchmarking, [7 hours – Blooms: Application]

Module 3	Web Analytics platforms & GA4	Assignment	Hands on training on Google Analytics	10 Hours

Topics: Hits, Page views, Visits, Unique visitors, Unique page views, Bounce, Bounce rate, Page/visit, Average time on site, New visits; Optimization (e-commerce, non e-commerce sites): Improving bounce rates, Optimizing adwords campaigns; Real time report, Audience report, Traffic source report, Custom campaigns, Content report, Google analytics, Introduction to KPI, characteristics, Need for KPI, Perspective of KPI, Uses of KPI.

Project work/Assignment:

Project/ Assignment:

Assignment: 1] Calculate ROI from Web Data Analytics – case study from Text book

Assignment: 2] Google Analytics 4: Measure Google Merchandize metrics, funnel measurement, etc.

Assignment: 3] Google Analytics Reports : Google Analytics: Reports, Actionable Data with GA4 Platform Principles ,Google Analytics: Using Google Analytics Data,

Experiential Learning Activity: Demonstrate learning by doing project work using tools

Text Book

T1. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc.2nd ed.

References Books:

1. R1 Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
2. R2 Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons

PU Library References :Web Analytics

- E1.   EBSCO: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJRDM-06-2017-0130/full/html
- E2.   https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JSOCM-06-2014-0043/full/html
- E3. https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJTC-03-2021-0039/full/html
- E4. https://zerogravity.photography/locations/wedding-photographers-in-bangalore/

Blogs and other sources

- https://blog.hubspot.com/marketing/guide-to-web-analytics-traffic-terms
- http://neilpatel.com/ubersuggest/
- https://www.huffpost.com/entry/10-ways-to-use-analytics_b_9254166
- https://moz.com/
- https://www.semrush.com/
- https://experienceleague.adobe.com/docs/analytics-learn/tutorials/overview.html
- https://skillshop.withgoogle.com/
- https://github.com/

Catalogue prepared by	Prof. Krishna Durbha
Recommended by the Board of	BOS NO:

Studies on	
Date of Approval by the Academic Council	Academic Council Meeting No. :

Course Code: MBA4088	Course Title: Retail Analytics Type of Course: Discipline Elective		L	T	P	C
			2	0	0	2

Version No.	2.0			
Course Pre-requisites	Familiarity with fundamental business concepts, such as marketing, finance, and operations. Retail analytics involves solving business problems using data, which requires basic critical thinking and problem-solving Skills.			
Anti-requisites	NIL			
Course Description	This course is designed to equip students with the skills and knowledge necessary to leverage data for solving complex business challenges in the retail industry. Participants will learn to apply analytical techniques to make informed decisions, optimize operations, and enhance the overall performance of retail businesses			
Course Outcomes	On successful completion of this course the students shall be able to: CO1) Describe functions of retail industry, consumer behaviour, and global trends. [Comprehension] CO2) Demonstrate ability to extract insights from e-Commerce data with help of analytics tools. [Application] CO3) Apply analytical tools to optimization challenges like store operations, inventory, and pricing for efficiency and profitability [Application]			
Course objective	This course will enhance SKILL DEVELOPMENT through EXPERIENTIAL LEARNING methods using tools like R/excel/python/tableau/power bi etc.			
Course Content:				
Module 1	Introduction to Retail Analytics	Assignment	Understanding Retail Business	10 Hours
The Evolution of Retailing, Retail Industry Structure and Formats, Understanding Consumer Behavior, Global Retailing and Emerging Markets. Retail Marketing and Branding- Retail Marketing Strategy and Channel Management, Customer Relationship Management, RFM Analysis				
Module 2	E-Commerce Analytics in Retail	Assignment	Analysis of retail e-commerce data	10 Hours
Web Analytics - Track trends related to your industry, compare your brand with competitors, Traffic analysis, Product Analytics - Product analytics framework, Product Analysis using A/B Testing, Customer Segmentation - Identify and group customers based on behaviour.				
Module 3	Retail Analytics Use cases	Assignment	Application of retail data analytics to solve retail business issues	10 Hours
Sales Analytics -Demand Forecasting, Inventory Analytics – Supply Chain Management, Pricing Optimization, Recommendation system, SCANPRO and models to optimize Sales Retail Operations and Logistics – Trade Area Analysis, Store Location and Design, Managing Store Operations and Customer Service, Purchasing, Inventory and Pricing.				

Targeted Application & Tools that can be used:
Above concepts are helpful in understanding the analytical techniques that will help managers to interpret Retail bith physical & eCommerce business challenges and solutions, through activities related to decision making, optimization, visualization, interpretation, recommendation etc.. Students will understand the techniques that are required to solve practical problems.

Project work/Assignment: Multiple datasets from open sources like Kaggle will be used.

Assignment type : Case study on eCommerce and retail analytics, Trade Area Analysis, Location Analytics. Will require the use of large datasets and tools like Excel, Python & other visualization tools.

Textbook

Retail Analytics: The Secret Weapon Book by Emmett Cox;

References
1. Analytics for Retail: A Step-by-Step Guide to the Statistics Behind a Successful Retail Business by Rhoda Okunev
2. Retailing: Integrated Retail Management" by James R. Ogden, Mark E. Goh, and Denise T. Ogden
3. Web Analytics for Beginners by Stephan Schwarz
4. Data Science for Business and Decision Making" by Robert Nisbet, Gary Miner, and Ken Yale
5. Microsoft Excel 2019 Bible: The Comprehensive Tutorial Resource; John Wiley & Sons Inc.
6. The Art of R Programming – A Tour of Statistical Software Design Written By – Norman Matloff
7. Fischer W.; *Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office)*; CreateSpace Independent Publishing Platform.
8. Data Analytics using Python by Bharti Motwani (Author)

Web pages
1. https://www.udemy.com/course/retail-for-business-analysts-and-management-consultants/
2. https://www.udemy.com/course/marketing-analytics-marketing-strategy-models-in-excel/
3. https://www.udemy.com/course/product-analytics/
4. https://www.researchgate.net/publication/332795401_Big_Data_and_Analytics_in_Retailing

Library E –resource

Catalogue prepared by	Prof. Visvesaran V and Prof. Krishna Durbha
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3155	Course Title: Text Mining Type of Course: Lab Based Course	L- T-P- C	3	0	0	3
Version No.	1.1					
Course Pre-requisites	NIL. Students are expected to have numerical ability and understanding of Basic Statistics and either R or Python Code					
Anti-requisites	NIL					
Course Description	This course will cover the major techniques for mining and analyzing text data to discover interesting patterns, extract useful knowledge, and support decision making, with an emphasis on statistical approaches that can be generally applied to arbitrary text data in any natural language with no or minimum human effort. Detailed analysis of text data requires an understanding of natural language text, which is known to be a difficult task for computers. However, a number of statistical approaches have been shown to work well for the "shallow" but robust analysis of text data for pattern finding and knowledge discovery. You will learn the basic concepts, principles, and major algorithms in text mining and their potential applications					

Course Objective	This course will enhance EMPLOYABILITY through EXPERENTIAL LEARNING through lab tutorials.
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Describe how text is handled in Python[Comprehension] CO2) Apply basic natural language processing methods [Application] CO3) Illustrate text-based advanced data processing and visualization.[Application] CO4) Analyse how latest AI tools are being used in Industry [Analysis]
Course Content	

Module 1	Introduction to Mining	Text Mining characteristics	Ability to identify the patters	09 Hours

Text Mining - characteristics, trends -Text Processing using Base Python & Pandas, Regular Expressions-Text processing using string functions & methods-Understanding regular expressions - Identifying patterns in the text using regular expressions

Text Mining With R/Python

Module 2	Initial Data Processing	Reading Data from Folder/File	Finding Associations	12 Hours

Reading data from file folder/from text file, from the Internet & Web scrapping, Data Parsing -Cleaning and normalization of data- Sentence Tokenize and Word Tokenize, Removing insignificant words("stop words"), Removing special symbols, removing bullet points and digits, changing letters to lowercase, stemming /lemmatization/chunking - Creating Term-Document matrix- Tagging text with parts of speech - Word Sense Disambiguation - Finding associations - Measurement of similarity between documents and terms- Visualization of term significance in the form of word clouds

Module 3	Advanced data processing and visualization with R/ Python	Assignment	Data Pre Processing for Text Analytics	12 Hours

Vectorization (Count, TF-IDF, Word Embedding's) - Sentiment analysis (vocabulary approach) - Name entity ecognition (NER) - Methods of data visualization - word length counts plot - word frequency plots - word clouds, correlation plots, letter frequency plot, Heat map, Text Summarization

Module 4	Examples in Text Mining	Assignment/Mini Project	Practical Examples	12 Hours

Practical and Business applied examples and case studies with Text Analytics

Targeted Application & Tools that can be used:

Targeted Application: Text Analytics

Tools: R or Python

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Assignment 1: Reading and capturing text
2. Assignment 2: Collecting Journal Articles as input text
3. Assignment 3: Text Mining Methods, Preparing Word Cloud

Text Book

Blueprints for Text Analytics Using Python: Machine Learning-Based Solutions for Common Real World (NLP) Applications

Jens Albrecht , Sidharth Ramachandran, O'Reilly

Reference Books

R1: Applied Text Analysis with Python, Benjamin Bengfort Oreilly

R2: Text Mining with R, A tidy Approach , Julia Silge, O'Reilly

Web Links and Case Study Links	
Catalogue prepared by	R Muruganandham
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: MBA3038	Course Title: TEAM DYNAMICS Type of Course: Open Elective and Theory Only course	L- P- T-C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Basic understanding of organization and organizational functions.					
Anti-requisites	NIL					
Course Description	Teams, teamwork and collaboration are essential to any modern organization. This course is being packed with information from psychology, sociology and business management helps the students to master the art of being a team member as well as a team leader. The purpose of the course is to impart all the necessary skills in team building, leading and motivating teams, bringing out the best team performance. This course, more specifically explains how to form, lead, motivate and assess teams. We live and work in an interconnected and integrated economies and business thus, it is very much necessary to have an understanding on the characteristics of multicultural and virtual teams. This course offers the same to enable students to work with and manage a highly diversified and geographically dispersed teams.					
Course Out Comes	**On successful completion of the course the students shall be able to:** CO1: Describe the basic concepts of teams and team work. (Understanding) CO2: Examine the process of team building and development. (Applying) CO3: Analyze the challenges of team leadership and team empowerment. (Analyze) CO4: Assess the skills required to assess team performance and manage work behaviors in the diversified teams. (Evaluate)					

Course Objectives	Objective of this course is to enhance **Employability Skills** using **Participative Learning** Methods.			
Course Content:				
Module 1	**Introduction to teams**	Assignment	Participative Learning	09 Hours
Topics: Understanding Teams – Definition, Types of teams, teams vs groups, Components of a team, benefits and problems from teams, What makes teams unique; Understanding team work – Team work, Decision making process, The role and importance of shared identity, trust, collaboration, Ethics and values in teams; Team life cycle. **(Bloom's Level-Understanding)**				
Module 2	**Team building**	Assignment	Class activity	12 Hours Hours
Topics: Team composition; Team cohesion; Team development theories – The Tuckman team model, Punctuated equilibrium model, Taxonomy of team process; Team building interventions; Multiteam systems and temporal dynamics; Creating shared values, identity, trust and collaboration; individual and collective team behaviour; Creating high-performance, synergy, collaboration, knowledge sharing. **(Bloom's Level- Applying)**				
Module 3	**Team Leadership**	Data Analysis	Case study	12 Hours Hours
Topics: Leadership qualities; Changing landscape of leading teams; Transition and Action phase leadership function; Challenges of team leadership; 3D team leadership – Individual, Team, Subteam; Leading and motivating team members; Individual and team empowerment; Team leadership across culture; Leadership in virtual teams. **(Bloom's Level- Analyze)**				
Module 4	**Analysing Team performance**	Assignment	Participative Learning	12 Hours Hours
Topics: **-** Assessing team performance; Developing & applying effective communication methods & practices; Teams and Organization politics; Role of culture in team development; Benefits of cultural diversity to teams; Nine Belbin team roles; Social Loafing and other counterproductive work behaviors, Reasons for a team failure. **(Bloom's Level- Evaluate)**				
Targeted Application & Tools that can be used: This course help the students to learn the skills to be a good team player as well as team leader and empower them to work with and manage a highly diversified and geographically dispersed teams. Tools: Resources that employers use to improve team development and collaboration. Employee Engagement Platforms, Brainstorming & Collaboration Team Building, Goal Setting, Virtual Meeting Platforms, Joint Calendars, Paperless Post, Activities, Intentional Encouragement & Google Forms.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course: Participative Learning				
Assignment 1(Individual): Identify any two organizations and compare the team structures with detailed analysis between those organizations and submit a report.				
Assignment 2: (Group) Prepare a poster presentation on effective team building theme with your group by working on creative ideas and submit. Presentation is mandatory from entire group.				
Assignment 3: Refer to any one research article from the list in the reference and write a review report on the referred article and submit. (Review of e-resource from Presidency University – Link is mentioned in references section. Mandatory				

to submit screenshot of accessing digital resource. Otherwise, it will not be evaluated).		
Text Book		
T1: Levi, Daniel (2020). Group Dynamics for Teams, Fifth edition, SAGE Publications India Pvt Ltd, New Delhi		
References R1: Eduardo Salas (2017). Team Dynamics over time, e-Book, Bingley: Emerald Publishing Limited. R2: Bradley L. Kirkman (2017). 3D Team Leadership, e Book, Stanford, California: Stanford Business Books.		
Catalogue prepared by	Dr.R.Sethumadhavan	
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS	
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting: .: PU/AC-21.17/SOM16/MBA/2024-26	

Course Code: MBA3046	Course Title: Game Theory in Business	L – T – P - C
	Type of Course: Open Elective Theory Only Course	3 – 0 – 0 - 3
Version No.	1.0	
Course Pre-requisites	Economics Statistics for Research Quantitative Techniques	
Anti-requisites	NIL	
Course Description	**Game theory** is the study of **strategic decision-making** used to analyze competitive and cooperative scenarios among individuals or organizations. This course provides students with the tools to **evaluate** and **strategize** interactions involving multiple decision-makers, emphasizing its practical applications in **business contexts** such as **market competition, negotiations, pricing strategies,** and **decision-making under uncertainty.**	
Course Outcomes	**On successful completion of this course, students will be able to:** CO1**: Explain** fundamental concepts of game theory and their applications in business (Knowledge Level). CO2: **Analyze** and solve strategic decision-making scenarios using game theory principles (Analysis Level).	

	CO3: **Develop** optimal strategies in complex and uncertain environments using tools such as Nash equilibrium and Bayesian games (Application Level). CO4: **Critically** evaluate cooperative and competitive interactions to improve business outcomes (Evaluation Level).			
Course Objective	1. Introduce students to the fundamental concepts and tools of game theory. 2. Enhance students' analytical and strategic thinking abilities to evaluate complex business interactions. 3. Provide experiential learning opportunities through case studies and simulations to apply game theory in real-world business contexts.			
Module 1	**Strategic Thinking and Simultaneous Games**	Assignment (Participative Learning)	Hands-on learning	**09 Hours**
Topics:				
Introduction to strategic thinking, Interdependence in decision-making, Types and elements of games, Simultaneous-move games (Prisoner's Dilemma, Dominated Strategies), Best Responses, and Iterated Elimination. Case Studies: Analyzing market competition scenarios. Delivery: Lecture, Case Study Analysis, Group Activities.				
Module 2	Games of Coordination	Assignment (Participative Learning)	Hands-on projects	**12 Hours**
Topics:				
Topics: Coordination challenges, Sharing the Pie, Assurance Game, Payoff Dominant Equilibria, Cooperative Games, Chicken Game, Hawk-Dove Game. Application of game theory in pricing strategies and resource sharing. Hands-On Activities: Role-playing games to understand payoff structures.				
Module 3	**Randomized Strategies and Mixed Strategies**	Assignment (Participative Learning)	Workshops	**12 Hours**
Topics: Randomized Strategies in games, Expected Value Calculation, Mixed and Pure Strategy Equilibria, Strategic Randomization, Monitoring Games, War of Attrition. Case Studies: Game-based decision-making under uncertainty.				
Module 4	**Dynamic Sequential-Move and Bayesian Games**	**Assignment (Participative Learning)**	Simulation exercises	**12 Hours**
Topics: Game Tree Structures, Subgame Perfect Nash Equilibrium, Sequential-Move Games, Bayesian Games, Risk Sharing,				

Limit Pricing Strategies. Application in business scenarios such as market entry and pricing wars.

Activities: Simulation exercises and real-world application projects.

Targeted Application & Tools that can be used:

Students would be encouraged to take up live projects and through experiential learning activities in the classroom.

Professionally Used Software: N/a

Delivery Procedure: This course follows a student-centric pedagogy involving interactive Hours, case-based learning, and experiential projects.

Methods include:

1. Conceptual Lectures: Introduction to theoretical frameworks.

2. Case Studies: In-depth analysis of real-world applications.

3. Group Discussions: Collaborative learning and problem-solving.

4. Simulation Exercises: Hands-on activities to practice game theory applications.

5. Project Work: Individual projects focusing on competitive strategies using game theory.

Project work/Assignment:

Assignment 1:

Ptalk.com conducted;

a) Ad campaign of 180 × 150 banner size to its client Whitefield Volkswagen Bangalore and the Cost per 1000 impression is Rs.25 and the impressions to be served is 600000, what will be the actual cost to the advertiser?

b) Ptalk.com did an Ad campaign having 728 × 90 banner size having served 20000 impressions and has generated 200 clicks, calculate the CTR of that Ad?

c) Ptalk.com is ready to spend Rs.20000 for Display Ad campaign having 160 × 600 size banner with number of clicks the Ad generated is 200, so what will be the Cost per Click?

d) If Ptalk.com PPC is worth Rs.10, number of Impressions is 20000, CTR is 6% and CR is 3%. Calculate the CPA to an advertiser?

e) Ptalk.com spends Rs.10,000 and media buy at Rs.10 CPM, to serve 500000 impressions and CTR on the ad is 0.1% with Landing Page Conversion Rate = 10%, calculate the number of leads and CPL? **Assignment 2:**

Amazon.com conducted a Ad campaign of 200 × 180 banner size to its client Whitefield Volkswagen Bangalore and the Cost per 5000 impression is Rs.15 and the impressions to be served is 900000, what will be the actual cost to the advertiser?

b) Amazon.com did an Ad campaign having 900 × 100 banner size having served 40000 impressions and has generated 500 clicks, calculate the CTR of that Ad?

c) Amazon.com is ready to spend Rs.80000 for Display Ad campaign having 260 × 900 size banner with number of clicks the Ad generated is 900, so what will be the Cost per Click?

d) Amazon.com PPC is worth Rs.40, number of Impressions is 80000, CTR is 8% and CR is 5%. Calculate the CPA to an advertiser?

e) Amazon.com spends Rs.50,000 and media buy at Rs.50 CPM, to serve 500000 impressions and CTR on the ad is 0.5% with Landing Page Conversion Rate = 50%, calculate the number of leads and CPL?

Text Books:

T1: Display Advertising (An Hour a Day) By David Booth and Corey Koberg, John Wiley & Sons, Inc. 2013.

References:

R1. Chadha A. (2016). Game Theory for Managers: Doing Business in a Strategic World. PHI Learning.

R2. Barron E.N. (2014). Game Theory: An Introduction. Wiley India Pvt Ltd.

Online Resources:

https://presiuniv.knimbus.com/user#/home **Research Articles:**

- Abedian, M., Amindoust, A., Maddahi, R. and Jouzdani, J. (2022), "A game theory approach   to selecting marketing-mix strategies", Journal of Advances in Management Research, Vol. 19 No. 1, pp. 139-158. https://puniversity.informaticsglobal.com:2068/10.1108/JAMR-10-2020-0264 Download as .RIS
- https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/JAMR-10-2020-0264/full/html
- https://webpages.math.luc.edu/~enb/gamebook.pdf
- https://mathematicalolympiads.files.wordpress.com/2012/08/martin_j-_osborne-an_introduction_to_game_theory-oxford_university_press_usa2003.pdf
- http://www.ru.ac.bd/wp-content/uploads/sites/25/2019/03/405_01_Thie_An_Introduction_to-linear-programming-and-game-theory.pdf
- https://www.nature.com/articles/s41598-022-11654-2

Case Studies:

The right Game: Use Game Theory to Shape Strategy (HBR).

http://thuvien.bkc.vn/Ebook/Ebook-2/Kinh-Te-Quan-Tri/Tieng%20Anh/Harvard%20-%20Business%20-%20Game%20Theory%20-%20Using%20Game%20Theory%20to%20Shape%20Strategy.pdf.

Ma Making game theory work for Manager (McKinsey & Company,2009).

http://thuvien.bkc.vn/Ebook/Ebook-2/Kinh-Te-Quan-Tri/Tieng%20Anh/Harvard%20-%20Business%20-%20Game%20Theory%20-%20Using%20Game%20Theory%20to%20Shape%20Strategy.pdf.

F From Strategy to Business Models and to Tactics (HBR, Working Paper).

https://www.hbs.edu/ris/Publication%20Files/10-036.pdf

Catalogue prepared by	Dr. Rajib Sanyal
Recommended by the Board of Studies on	BOS NO: BOS held on 13-01-2024
Date of Approval by the Academic	Academic Council Meeting No., Dated

Council	

Course Code:	Course Title: Data Story Telling (with Tableau and PowerBI)	L	P	T	C
MBA3047	Type of Course: Open Elective (Theory with Embedded Lab)	3	0	0	3

Version No.	1.1
Course Pre-requisites	• Should have basic mathematics and statistics knowledge • Should have completed Fundamentals of Business Analytics (FBA) Sem2
Anti-requisites	**NIL**
Course Description	One of the key skills of Managers is to be able to collate, analyse and present data to accurately reflect the state of the business, take decisions based on data and finally present highly impactful visualizations of the state of business and its future. The course will aim to provide necessary skills to students of Analytics to be able to collate, clean data, derive insights and present compelling visualizations, dashboards using industry top software like Tableau and PowerBI. These are very valuable skills for any Business Analytics professional today. All participants who successfully complete this course will get a certificate of participation by KPMG.
Course Out Comes	On successful completion of the course the students shall be able to: CO1) Identify right business issues & data required to solve these **[Knowledge]** CO2) Describe relevant aspects of business for management action. **[Comprehension]** CO3) Prepare impactful management reports, dashboards using Tableau and PowerBI. **[Apply]** CO4) Evaluate various business solutions using data and recommend action. **[Analyze]**
Course Content:	

Module 1	Data Visualization and Charts using PowerBI	Report – E review	12 Hours	Knowledge

Introduction to PowerBI Interface, Connecting data sources in PowerBI and Key components, filters - visual level, page level and report level, Charts- Line and stacked column chart, Line and clustered column chart, Doughnut chart, Heat map, Histogram, pareto, Box and Whiskers, Scatter plot, bubble chart, Text tables, Scatter chart, Map, Filled Map, Gauge, Card

Module 2	Data cleansing and Dashboard using PowerBI	Assignment	10 Hours	Comprehension

Data cleaning in power BI, report building using Power BI, DAX expression and Dashboard Creation in PowerBI

Module 3	Data Visualization, Charts using Tableau	Practical	12 Hours	Application

Introduction and Importance of Data Visualization, Introduction to Tableau Interface, creating user profiles and cloud interface, Connecting data sources in Tableau. Types of charts in visualization (Line and stacked column chart, Line chart, Area chart, Histogram)

Module 4	Building Advance Charts& Dashboard using Tableau	Assignment	11 Hours	Analysis

Types of charts in visualization (pareto, Box and Whiskers, Scatter plot, bubble chart, Text tables), Basic and advanced filters in Tableau,Creating calculated fields, Parameters, sets and groups in Tableau, Data joins and Data blending, Dashboard Creation in Tableau (Layout, Designs, Elements, Objects, filters on dashboard) Story cards in Tableau

List of Laboratory Tasks:

Experiment No 1: Connect to data and edit the connection properties

Level 1: with connections to a flat file using live connection and rename the canvas connection

Level 2: with connection to a flat file using extract and rename through edit connection

Experiment No 2: For the given business data related to sales of cycles across the world

Level 1: Create a calculated field on single sheet-based data from within data source

Level2: Create a calculated field based on a multiple data source

Targeted Application & Tools that can be used: Tableau Desktop, Tableau Public, Tableau online, Tableau and PowerBI.
Please note – only free trial versions will be installed in lab computers and not paid versions. IT support and help must be provided to ensure effective delivery of the course using authorized software.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

1. Assignment1: Collect data from open source data sites for a typical business event and apply visualization and analytics techniques
2. Assignment2: Prepare Dashboard report on stock profitability for a given stock exchange
3. Analyzing data for Customer Analytics, Pricing Analytics, Churn etc.
4. Presentation on effective dashboards using Tableau and PowerBI.

Text Book

T1. Information Dashboard Design, 2nd e, Stephen Few, Analytics Press, 2013

T2. Mastering Tableau – David Baldwin, November 2016, Packt Publishing, ISBN: 978-1-78439-769-2

References

1. *Practical Tableau* - Ryan Sleeper, 2018, O'Reilly Media Inc, ISBN 978-1-491-97731-6
2. *Tableau Your Data* - Danieal G Murray, 2013, John Wiley & Sons, ISBN 978-1-18-61204-0
3. *Introducing Microsoft PowerBI* -Alberto Ferrari and Marco Russo 2016, Microsoft Press, ISBN: 978-1-5093-0228-4

Online Resources:

Articles

University E Resources

Jensen, R.W., Limbu, Y.B. and Spong, Y. (2015), "Visual Analytics of Twitter Conversations about Corporate Sponsors of FC Barcelona and Juventus at the 2015 UEFA Final", International Journal of Sports Marketing and Sponsorship, Vol. 16 No. 4, pp. 3-9.

https://presiuniv.knimbus.com/openFullText.html?DP=https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJSMS-16-04-2015-B002/pdfplus/html.

Carrizosa, E., Guerrero, V. & Romero Morales, D. On mathematical optimization for clustering categories in contingency tables. Adv Data Anal Classif (2022)

https://link.springer.com/article/10.1007/s11634-022-00508-4

Hoang, T.B.N., Mothe, J. Prediction of brand stories spreading on social networks. Adv Data Anal Classif (2021)

https://link.springer.com/article/10.1007/s11634-021-00450-x

Case study link

https://www.datasciencecentral.com/how-a-good-data-visualization-could-save-lives/

Datasets and Codes for Experiential learning

https://www.kaggle.com/datasets/heptapod/titanic

https://www.kaggle.com/datasets/pavansubhasht/ibm-hr-analytics-attrition-dataset

https://www.kaggle.com/code/mysarahmadbhat/eda-on-netflix/notebook

https://www.kaggle.com/code/aayushmishra1512/netflix-data-analysis-and-visualization/notebook

https://fraud-detection-handbook.github.io/fraud-detection-handbook/Chapter_3_GettingStarted/SimulatedDataset.html

Excellent visualization & reports. *https://www.gapminder.org/*

Videos and Podcast

https://www.youtube.com/watch?v=loYuxWSsLNc

https://podcasts.google.com/feed/aHR0cHM6Ly9kYXRhdml6dG9kYXkubGlic3luLmNvbS9yc3M

Catalogue prepared by	Dr. Varalakshmi Dandu
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS

Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

Course Code: **MBA3048**	**Course Title: Environmental Sustainability and Value Creation** **Type of Course: Open Elective & Theory only**	**L- P- T-C**				
			3	0	0	3
Version No.	1.0					
Course Pre-requisites	**Knowledge of basic concepts of Economics and business management is an advantage.**					
Anti-requisites	**NIL**					
Course Description	This course provides an overview of topics related to business sustainability with a focus on how environmentally sustainable approaches can create value for the firm. We will explore trends in corporate practices and consider specific examples to examine the interactions between the firm and the environment. This course has three objectives: to increase students' knowledge of sustainability practices and their impact on firm performance; to teach students to think strategically and act entrepreneurially on environmental issues; to help students design business approaches to improve environmental outcomes, while simultaneously creating value.					
Course Objectives	This course is designed to improve the learners' **ENTREPRENUERSHIP SKILLS** by using **PARTICIPATIVE LEARNING** techniques.					
Course Outcomes	On successful completion of this course the students shall be able to: (1) Discuss important topics associated with Sustainability, Business and Policies for sustainable business 2) Apply the environmental impact assessment on real-time problems 3] Estimate climate-based risk to the business sector and strategize adaptation and resilient measures 4] Summarize the circular economy concept for eco-entrepreneurship					
Course Content:						

Module 1	Sustainability, Business, and Public Policy	Assignment (Participative Learning)	Track your carbon footprint for a week.	**10 Hours**

Topics: Basic concept of Sustainability, Sustainable business, policy initiatives at the international and national level, Definition of sustainability in the business context, Triple Bottom Line (TBL): Economic, Environmental, and Social Sustainability, The global sustainability agenda: UN SDGs and the role of business, Concepts and approaches for accessing the sustainability of Business, Sustainability Metrics**,** Sustainable competitive advantage: theory and practice,   The role of leadership in driving sustainability

Module 2	Measuring the Environment	Off class room activity (Experiential Learning)	Zero Trash Day and evaluate the value	**10 Hours**

			proposition	

Topics:

Understanding the environmental impact of business operations, Concepts in measuring the environment value. Benefit-Cost Analysis, Contingent Valuation Method: Travel Cost Method, Hedonic Price method, Preventive Expenditure method, Surrogate Markets, Property Value method, Wage-differential Approach, and Opportunity Cost Method, Assessing environmental risk and the cost of inaction, Sustainable competitive advantage: theory and practice, Companies successfully using sustainability as a competitive tool.

Module 3	Managing Climate Risks	QUIZ	Climate adaptation strategy	**13 Hours**

Topics:

Climate change preparedness and Business sector, Types of risks, resource depletion, and biodiversity loss Economic risk of climate change, Climate Adaptation and Resilience, Crisis Management and Communication, Managing climate risks, Enterprise risk management, Financial risk management, climate risk mitigation strategies, Adaptation strategies, Policy engagement and advocacy, KPI's for managing climate risks, Tools and frameworks for managing climate risks.

Module 4	The Circular Economy	Mini Project (Experiential Learning)	**Eco-entrepreneurship Business Idea challenge**	**12 Hours**

Topics: Basic Concepts of circular economy and business reality, Linear Vs circular economy model, Value propositions generation and creation, Design Innovation and Eco-entrepreneurship, Challenges of eco-entrepreneurship. Opportunities for eco entrepreneurship, Sustainable Business Model- Product-service systems, cradle-to-cradle, and B Corp models, Sustainable competitive advantage: theory and practice, Value creation through eco-efficiency and innovation, Corporate Social Responsibility (CSR) and its evolution to strategic sustainability.

Targeted Application & Tools that can be used:

Application Area is SMEs, Large corporates and Social Entrepreneurship

Project work/Assignment:

Project Assignment: Track your carbon footprint for a week:carbonfootprint.com - Carbon Footprint Calculator

Zero Trash Day and evaluate the value proposition

Climate Variability and Business -Quiz

Eco-entrepreneurship Business Idea challenge

Corporate Sustainability: Samuel O. Idowu & Rene´ Schmidpeter,Springer

References

1) https://www.goodreads.com/book/show/21913812-this-changes-everything

2) https://www.goodreads.com/book/show/56268863-the-book-of-hope

 3) https://www.goodreads.com/book/show/54870131-the-day-the-world-stops-shopping

Towards the Circular Economy: Business Rationale for an Accelerated Transition, Ellen MacArthur Foundation, 2015

Sustainability's deepening imprint | McKinsey

A Road Map for Natural Capitalism (hbr.org)

How Do Economists Really Think About the Environment? (rff.org)

(66) How to be a sustainable entrepreneur Part 1 - YouTube

(66) The Story of EcoPreneurship - YouTube

(66) Eco preneurship Opportunities & Challenges By Prof Manoj Kumar Pandey - YouTube

(66) Explaining the Circular Economy and How Society Can Re-think Progress | Animated Video Essay - YouTube

THE 17 GOALS | Sustainable Development (un.org)

Case Studies:

https://www.patagonia.com/activism/

https://www.unilever.com/files/92ui5egz/production/16cb778e4d31b81509dc5937001559f1f5c863ab.pdf

https://ijefm.co.in/v5i12/10.php#:~:text=Tesla%20is%20considered%20the%20leading,2)%20Armstrong%2C%20M.%20(

 Videos:

Unilever : https://www.youtube.com/watch?v=OalF6p5sLSA

Tesla : https://www.youtube.com/watch?v=GQ_fF6kFQlk

IKEA: https://www.youtube.com/watch?v=FY9H-Jxxn0o

University Library links

The Tragedy of the Commons on JSTOR

Catalogue prepared by	Dr.Akhila R Udupa
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA3049	Course Title: Industry 4.0 Type of Course: Open Elective – Theory Only Course		L-P-T-C	3	0	0	3
Version No.	1.0						
Course Pre-requisites	No prior technical background is required.						
Anti-requisites	NA						
Course Description	The world is on the verge of the Fourth Industrial Revolution, which will be fueled by advances in decision-making and process automation. Advances in information and communication technology (ICT) have resulted in significant increases in computational capacity and move towards complete digital transformation, as well as improved capabilities in connecting the dots in an increasingly networked society. Cloud-based digital platforms are ideal for developing new business models and using intelligent algorithms to analyze data and derive information for usage by Cyber-Physical Systems (CPS), Internet of Things (IoT), and Industrial IoT. This course covers the role of data, production systems, various Industry 4.0 technologies, applications, and case studies, among other topics which will enhance and enable the students to understand the need for business analysis and observation in the current industrial revolution 4.0. In particular, to understand the opportunities and challenges brought about by Industry 4.0, as well as how organizations and knowledge workers may better prepare to benefit from this transformative revolution.						
Course Out Comes	On successful completion of the course the students shall be able to: 1. Understand the drivers and enablers of Industry 4.0 **[Comprehension Level]** 2. Demonstrate the knowledge on smart manufacturing, smart products, and services, while making complex business decisions **[Application Level]** 3. Recognise the opportunities, challenges brought about by Industry 4.0 and how organizations and individuals should prepare to reap the benefits **[Comprehension Level]** 4. Formulate the deep insights on how smartness is being harnessed from data and appreciate what needs to be done to overcome some of the challenges. **[Application Level]**						
Course Objective	The main objective of the course is to develop both employability and entrepreneurial skills through participative learning and experiential learning using case study and article reviews.						
Module 1	Introduction and pavement to Industry 4.0	Quiz	Smart Business Transformation, Internet of Things (IoT), Industrial Internet of Things (IIoT)		09 Hours		

1.1 Concepts of Various Industrial Revolutions, Digitalization and the Networked Economy, Drivers, Enablers, Compelling Forces of Industry 4.0, The Journey so far: Developments in India, USA, China, European and other countries.

1.2 Trends on Smart Business Transformation, Internet of Things (IoT), Industrial Internet of Things (IIoT), Internet of Services (IoS), Internet of People (IoP), Internet of Everything (IoE), Smart Manufacturing, Smart Logistics, Smart Devices / Goods and Services, Smart Cities, Smart Cities and Geospatial Technology.

Module 2	Systems and Technologies Enabling Industry 4.0	Articles & Case Study Discussion	Link in the Reference description below	12 Hours

2.1 Concepts of Cyber-Physical Systems (CPS), Internet of Things (IoT) Architecture & Infrastructure, Cloud Computing

(Fundamentals), Collaborative Platform and Product Lifecycle Management in Industry 4.0

2.2 Digital Technologies - Robotics, Robotic Process Automation, Data Analytics, Artificial Intelligence and Machine Learning, Blockchain, Augmented Reality (AR) and Virtual Reality (VR), 3D Printing, 5G Net, and Cyber Security, Disruptive Inventions supporting Industry 4.0 - Digital and Social Media Services, Internet & Mobile, Industry 4.0 Value Creation & Value Innovation.

Module 3	**Role of Data, Information, and Knowledge in Industry 4.O World and Application Domains of Industry 4.O**	Assignment	Report Writing on Application Domains of Industry 4.O with reference to any industry as specified below.	12 Hours

3.1 Concepts of Resource-Based View of a Firm, Data, and Information as a Resource for Organizations, Harnessing and Sharing Knowledge in Organizations, Linked with Cloud Computing.

3.2 Application Domains of Industry 4.O: Engineering, Design and Development, Sales, Inventory Management, Quality Control, Plant Safety and Security, Facility Management and Customer Service.

Module 4	**Opportunities, Challenges and Strategies in Industry 4.0 and Future Industrial Revolution 5.0**	Experiential Learning	Interacting with industry technology experts and submitting report on Strategies for Competing in an Industry 4.0 World, Skills for Workers in the Industry 4.0 & 5.0	12 Hours

4.1 Opportunities and Challenges, Strategies for Competing in an Industry 4.0 World, Skills for Workers in the Industry 4.0

4.2 Concept on Future Industrial Revolution (Industry 5.0), Future of Works and Skills for Workers in the Industry 5.0 era

Targeted Application & Tools that can be used:

This course helps in understanding contemporary aspects of innovation for business to sustain in the market.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Assignment based on self-study topics (Articles & Case Analysis as shown in the course handouts)

Text Book

T1: Alp Ustundag and Emre Cevikcan (2018). *Industry 4.0: Managing the Digital Transformation.* Springer Publishers.

References

R1: Klaus Schwab (2017). *The Fourth Industrial Revolution*. Portfolio Penguin Publisher

R2: Alasdair Gilchrist (2016). *Industry 4.0: The Industrial Internet of Things*. Apress Publishers,

R3: Sudip Misra, Anandarup Mukherjee and Chandana Roy (2020). *Introduction to Industrial Internet of Things and Industry 4.0.* CRC Press

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment)

Research Articles in Journals

https://presiuniv.knimbus.com/user#/home

Research Articles & Case Study References

Sources: Presiuniv.knimbus.com, Sage Publications, SCI Elsevier & HBR

1. Moving from Industry 2.0 to 4.0 in India
   https://www.sciencedirect.com/science/article/pii/S235197891830209

2. Opportunities of Sustainable Manufacturing in Industry 4.0
   https://www.sciencedirect.com/science/article/pii/S221282711600144X

3. Pros & Cons of Implementing Industry 4.0 for the Organizations
   https://www.tandfonline.com/doi/full/10.1080/21693277.2020.1781705?cookieSet=1

4. A Complexity View of Industry 4.0

   https://journals.sagepub.com/doi/full/10.1177/2158244016653987

5. Industry 4.0: The Future of Productivity & Growth in Manufacturing Industries
   https://www.bcg.com/publications/2015/engineered_products_project_business_industry_4_future_productivity_growth_manufacturing_industries

6. Characteristics and Skills of Leadership in the Context of Industry 4.0
   https://www.sciencedirect.com/science/article/pii/S2351978920307472

7. Renault - An Industry 4.0 Case Study
   https://www.thedigitaltransformationpeople.com/channels/the-case-for-digital- transformation/renault-an-industry-4-0-case-study/

8. Revisiting Industry 4.0 with a Case Study
   https://ieeexplore.ieee.org/document/8726697

9. Industry 4.0: Optimize Operations and Shape Future Innovation Industry 4.0: Optimize Operations and Shape Future Innovation.
   https://www.ptc.com/en/solutions/digital-manufacturing/industry-4-0#:~:text=Industry%204.0%20is%20the%20application,additive%20manufacturing%2C%20and%20IoT%20analytics.

10. Challenges and Driving Forces for Industry 4.0 Implementation
    https://www.mdpi.com/2071-1050/12/10/4208

11. How Leaders are Navigating the Fourth Industrial Revolution
    https://hbr.org/sponsored/2019/03/how-leaders-are-navigating-the-fourth-industrial-revolution

12. Manufacturing Next
    https://hbr.org/sponsored/2019/11/manufacturing-next#:~:text=Manufacturing%20is%20in%20the%20midst,internet%20of%20things%20(IoT).

Videos for Reference:

•   What is the Fourth Industrial Revolution? | CNBC Explains

    https://www.youtube.com/watch?v=v9rZOa3CUC

•   Industry 4.0 – KPMG

Catalogue prepared by	Dr. Aurobindo K S
Recommended by the Board of Studies on	BOS NO: xxth. BOS held on dd/mm/yyyy
Date of Approval by the Academic Council	Academic Council Meeting No. 14, Dated dd/mm/yyyy

Course Code: MBA3037	Course Title: Personal Wealth Management Type of Course: Open Electives	L	T	P	C
		3	0	0	3
Version No.	2.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course equips students with the knowledge and skills required to effectively manage personal finances and build long-term wealth. It covers fundamental concepts of financial planning, saving, budgeting, investment strategies, risk management, insurance, taxation, and retirement planning. Students will explore various financial instruments such as equities, bonds, mutual funds, real estate, and alternative investments, while learning how to evaluate risk-return trade-offs and align financial decisions with life goals.				
Course Objective	This course is designed to improve the learners' SKILL DEVELOPMENT by using PARTICIPATIVE LEARNING techniques.				
Course Out Comes	**On successful completion of the course the students shall be able to:** 1. **Explain** the principles of personal financial planning, including budgeting, saving, investment, insurance, and retirement. *(Understanding)* 2. **Analyze** various investment avenues (equities, bonds, mutual funds, real estate, etc.) to **assess** their risk-return characteristics. *(Analyzing)* 3. **Apply** financial tools and techniques to **design** a personalized wealth management plan aligned with life goals. *(Applying / Creating)* 4. **Evaluate** tax implications, risk management strategies, and portfolio performance to **recommend** effective wealth-building approaches. *(Evaluating)*				
Course Content:					
Module 1	Fundamentals of Personal Financial Planning	Assignment using E Library (Participative Learning)	Assessment 1 - Quiz	11 Sessions	
Basics of personal finance, including goal setting, budgeting, saving, and understanding cash flow. Students learn how to evaluate their financial situation, prioritize objectives, and lay the foundation for wealth accumulation.					
Module 2	Investment Planning and Portfolio Management	Assignment (Participative Learning)	Assessment 2 – Assignment	12 Sessions	
Various investment instruments such as equities, bonds, mutual funds, real estate, and alternative investments. Topics include risk-return analysis, asset allocation, diversification, and portfolio optimization strategies.					
Module 3	Risk Management and Insurance Planning	Case study (Participative Learning)	Assessment 3 – Case Analysis	11 Sessions	

Risk assessment and management techniques, including life, health, and property insurance. Students learn to select appropriate insurance products and integrate risk mitigation into overall financial planning.				
Module 4	Tax Planning, Retirement, and Wealth Preservation	Assignment (Participative Learning)	Assessment 4 – Mini Project	11 Sessions

Emphasizes tax-efficient strategies, retirement planning, estate planning, and long-term wealth preservation. Students learn to design comprehensive financial plans, monitor portfolio performance, and make adjustments aligned with life stages and goals.

Targeted Application & Tools that can be used:
Digital & AI Tools

- **Budgeting & Expense Tracking**: Mint, YNAB (You Need A Budget), Walnut
- **Investment & Portfolio Management**: Zerodha Coin, Groww, Upstox, ET Money
- **Financial Planning & Advisory Tools**: Personal Capital, SmartAsset, Wealthfront
- **AI-Powered Tools for Insights**: ChatGPT for scenario analysis, robo-advisors (Kuvera, Scripbox)
- **Analytics & Visualization**: Excel, Tableau, Power BI for portfolio analysis and risk assessment
- **Tax & Retirement Planning**: ClearTax, H&R Block, retirement calculators

Project work/Assignment:

1. **Personal Financial Plan Development:** Students prepare a comprehensive financial plan for a hypothetical individual or family, including budgeting, savings, investment, insurance, and retirement strategies.
2. **Investment Portfolio Analysis:** Construct a simulated investment portfolio using equities, bonds, mutual funds, and other instruments. Analyze risk-return, diversification, and portfolio performance over a selected period.
3. **Risk and Insurance Assessment:** Evaluate the insurance needs (life, health, property) for a case study client. Recommend an optimal insurance strategy aligned with financial goals and risk profile.
4. **Tax Planning Simulation:** Analyze a client's income, investments, and expenses to propose tax-efficient strategies, including deductions, exemptions, and long-term tax-saving investments.

Text Book
T1: **Kapoor, J.R., Dlabay, L.R., Hughes, R.J.** – *Personal Finance* (McGraw-Hill, Latest Edition) *Covers financial planning, budgeting, investments, insurance, retirement, and tax planning with practical examples.*
T2: **Gitman, L.J., Joehnk, M.D.** – *Personal Financial Planning* (Cengage Learning, Latest Edition) *Focuses on integrating personal finance concepts with wealth management strategies.*

References
R1: **Bodie, Z., Kane, A., Marcus, A.J.** – *Investments* (McGraw-Hill, Latest Edition) *Provides in-depth coverage of investment instruments, portfolio theory, and risk-return analysis.*
R2: **Reilly, F.K., Brown, K.C.** – *Investment Analysis & Portfolio Management* (Cengage, Latest Edition) *Detailed approach to investment decisions, portfolio management, and asset allocation.*

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: xxth. BOS held on dd/mm/yyyy
Date of Approval by the Academic Council	Academic Council Meeting No. 14, Dated dd/mm/yyyy

Course Code: MBA3039	Course Title: Market Research Type of Course: Open Electives		L	T	P	C
			3	0	0	3
Version No.	2.0					
Course Pre-requisites	**Nil**					
Anti-requisites	**Nil**					
Course Description	This course introduces the concepts and techniques of market research used in business decision-making. It covers problem definition, research design, data collection methods, analysis, and interpretation. Students will learn how to gather consumer and market insights, apply qualitative and quantitative tools, and present findings effectively. Emphasis is on practical applications through projects and case studies to develop skills for real-world marketing and management decisions.					
Course Objective	This course is designed to improve the learners' <mark>SKILL DEVELOPMENT</mark> by using <mark>PARTICIPATIVE LEARNING</mark> techniques.					
Course Out Comes	**On successful completion of the course the students shall be able to:** • **Identify** market research problems and **explain** appropriate research designs for different business contexts. *(Remembering / Understanding)* • **Apply** qualitative and quantitative research methods to **collect and organize** relevant data. *(Applying)* • **Analyze** consumer behavior and market trends using statistical tools to **interpret** findings. *(Analyzing)* • **Evaluate** research results and **create** actionable insights to support marketing decisions. *(Evaluating / Creating)*					
Course Content:						

Module 1	Introduction to Market Research	Assignment using E Library (Participative Learning)	Assessment 1 - Quiz	11 Sessions

This unit introduces the nature, scope, and importance of market research in business decision-making. It covers the research process, problem definition, objectives formulation, and the role of research in identifying opportunities, reducing risk, and supporting strategic planning.

Module 2	Research Design and Data Collection	Assignment (Participative Learning)	Assessment 2 – Assignment	12 Sessions

This unit focuses on research design types—exploratory, descriptive, and causal—and their applications. It explores data collection methods including surveys, interviews, focus groups, observation, and experiments. Sampling techniques, questionnaire design, and scaling methods are emphasized to ensure accuracy and reliability.

Module 3	Data Analysis and Interpretation	Case study (Participative Learning)	Assessment 3 – Case Analysis	11 Sessions

This unit introduces the use of statistical tools and software for analyzing collected data. Topics include coding,

tabulation, descriptive statistics, hypothesis testing, correlation, regression, and multivariate analysis. The focus is on interpreting data to derive meaningful insights into consumer behavior and market trends.

Module 4	Reporting and Applications of Market Research	Assignment (Participative Learning)	Assessment 4 – Mini Project	11 Sessions

This unit emphasizes the preparation and presentation of research reports. It covers effective communication of findings, visualization of data, and use of insights for decision-making in marketing areas such as product development, branding, pricing, distribution, and advertising. Case studies and projects are used to link research outcomes with real-world business applications.

Targeted Application & Tools that can be used:
Digital & AI Tools for Marketing

- **Data Collection Tools**: Google Forms, SurveyMonkey, Qualtrics

- **Social Media & Listening Tools**: Hootsuite, Brandwatch, Sprinklr

- **Web & Digital Analytics**: Google Analytics, SimilarWeb, SEMrush

Project work/Assignment:
Consumer Behavior Study
Conduct a survey using tools like Google Forms or SurveyMonkey to understand consumer preferences for a chosen product/service. Analyze results with Excel/SPSS and prepare insights.
Social Media Listening Project
Use tools such as Hootsuite or Brandwatch to track customer sentiment about a brand over a week. Prepare a report highlighting trends, sentiment analysis, and recommendations.

Text Book
T1: **Malhotra, N.K. & Dash, S.** – *Marketing Research: An Applied Orientation* (Pearson, Latest Edition)
Widely used reference with detailed coverage of research methods, case studies, and Indian examples.
T2: **Burns, A.C., Bush, R.F. & Veeck, A.** – *Marketing Research* (Pearson, Latest Edition)
Focuses on both qualitative and quantitative approaches with practical applications.

References
R1: Kumar, V. – 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization (Wiley)
Useful for understanding research-driven innovation and design thinking approaches.
R2: Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M. – Business Research Methods (Cengage Learning, Latest Edition)

Catalogue prepared by	Dr. Uma P Jaidev
Recommended by the Board of Studies on	BOS NO: xxth. BOS held on dd/mm/yyyy
Date of Approval by the Academic Council	Academic Council Meeting No. 14, Dated dd/mm/yyyy