

**GANGA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, KABLANA  
(JHAJJAR)**

**An Autonomous Institute (UGC)**

**Approved by AICTE, New Delhi and Affiliated to MDU, Rohtak**

**NAAC 'A' GRADE**

---



**SCHEME AND SYLLABI  
OF  
2-YEAR MASTERS OF BUSINESS  
ADMINISTRATION PROGRAM (MBA)  
WITH EFFECT FROM THE ACADEMIC SESSION  
2025-26**

## Scheme of Examination

### MBA – 3rd Semester

*w.e.f. 2025-26*

(STUDENT SHOULD SELECT ANY ONE OPTION FOR THE SECOND YEAR OF 2 YEAR PG PROGRAM)

**Option 1: (Only Course Work)**

**Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester**

Sr. No.	Category	Course Code	Course Title	Hours per week			Total Load Per Week	Credits	Examination Schedule (Marks)				Exam Duration in H
				L	T	P			Assessment	End Semester Examination	Practical/Viva Voce	Total	
1	Discipline Specific Course	DSC-MBA-201A	Strategic Management	3	1	0	4	4	40	60	-	100	3
2	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
3	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
4	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
5	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
6	Skill Enhancement Course-3	SEC-MBA-205A	Digital Marketing	3	0	0	3	3	25	50	-	75	3
		LC-MBA-207A	Digital Marketing Lab	0	0	2	2	1	10	-	15	25	3
	Internship-3	INT-MBA-209A	Summer Internship Report	-	-	-	-	4	50	-	50	100	3
	Project Work-1	PR-MBA-211A	Project Work	-	-	-	-	4	50	-	50	100	3
		<b>TOTAL CREDIT</b>						<b>24</b>				<b>600</b>	

**Note:**

- Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of **one third** students are required to offer any specialization area from any two groups. The specialization area opted for in the 3rd Semester would remain the same in the 4th semester also.

Group A	Course Code	Group B	Course Code	Group C	Course Code
Human Resource Management	DEC-HR	Marketing	DEC-MKT	Finance	DEC-FIN
Business Analytics	DEC-BA	Public Policy	DEC-PP	International Business	DEC-IB
Information Technology	DEC-IT	Agri-Business	DEC-AGB	Operations Management	DEC-OM

- Each student in the course of Digital Marketing will be given assignments such as developing an online business model/digital marketing strategies/employing digital marketing tactics for business expansion, etc. and the same will be evaluated by an external examiner from academia based on his/her expertise/specialization/area of interest recommended by the BOS of Department of Management Studies (GITAM) for practicum/viva-voce examination and one internal examiner recommended by the HOD department of Management Studies.

3. The students are required to choose either SEC-3 or Internship-3 or Project Work-1.
4. In case of Project Work, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the HOD department of Management Studies.

**Table-I**  
**Elective Courses for MBA 3<sup>rd</sup> Semester**

Sr. No.	Category	Course Code	Course Title	Hours per week			Total Load Per Week	Credits	Examination Schedule (Marks)					Exam Duration in H
				L	T	P			Assessment	End Semester Examination	Practical /Viva Voce	Total		
1	Discipline Elective Course-Marketing	DEC-MKT-MBA- 211A	Consumer Behavior	3	1	0	4	4	40	60	-	100	3	
2	Discipline Elective Course-Marketing	DEC-MKT-MBA- 213A	Social Media Marketing	3	1	0	4	4	40	60	-	100	3	
3	Discipline Elective Course-Marketing	DEC-MKT-MBA- 215A	Retail Management	3	1	0	4	4	40	60	-	100	3	
4	Discipline Elective Course-Marketing	DEC-MKT-MBA- 217A	Service Marketing	3	1	0	4	4	40	60	-	100	3	
5	Discipline Elective Course-Marketing	DEC-MKT-MBA- 219A	Marketing Research and Analytics	3	1	0	4	4	40	60	-	100	3	
6	Discipline Elective Course-Finance	DEC-FIN-MBA- 221A	Indian Financial System and Financial Services	3	1	0	4	4	40	60	-	100	3	
7	Discipline Elective Course-Finance	DEC-FIN-MBA- 223A	Project Management	3	1	0	4	4	40	60	-	100	3	
8	Discipline Elective Course-Finance	DEC-FIN-MBA- 225A	Business Taxation	3	1	0	4	4	40	60	-	100	3	
9	Discipline Elective Course-Finance	DEC-FIN-MBA- 227A	Behavioral Finance	3	1	0	4	4	40	60	-	100	3	
10	Discipline Elective Course-Finance	DEC-FIN-MBA- 229A	Insurance and Risk Management	3	1	0	4	4	40	60	-	100	3	
11	Discipline Elective Course-HR	DEC-HR-MBA- 231A	Compensation Management	3	1	0	4	4	40	60	-	100	3	
12	Discipline Elective Course-HR	DEC-HR-MBA- 233A	Management of Industrial Relations	3	1	0	4	4	40	60	-	100	3	
13	Discipline Elective Course-HR	DEC-HR-MBA- 235A	Cross Cultural Human Resource Management	3	1	0	4	4	40	60	-	100	3	

14	Discipline Elective Course-HR	DEC-HR-MBA-237A	Indian Labour Legislation	3	1	0	4	4	40	60	-	100	3
15	Discipline Elective Course-HR	DEC-HR-MBA-239A	Human Resource Metrics and Analytics	3	1	0	4	4	40	60	-	100	3
16	Discipline Elective Course-IT	DEC-IT-MBA-241A	E-Commerce and Applications	3	1	0	4	4	40	60	-	100	3
17	Discipline Elective Course-IT	DEC-IT-MBA-243A	Multimedia and Web Development	3	1	0	4	4	40	60	-	100	3
18	Discipline Elective Course-IT	DEC-IT-MBA-245A	Advanced Database Management System	3	1	0	4	4	40	60	-	100	3
19	Discipline Elective Course-IT	DEC-IT-MBA-247A	AI Applications in Management	3	1	0	4	4	40	60	-	100	3
20	Discipline Elective Course-IT	DEC-IT-MBA-249A	Information Security and Cyber Laws	3	1	0	4	4	40	60	-	100	3
21	Discipline Elective Course-IB	DEC-IB-MBA-251A	International Trade Theory and Practices	3	1	0	4	4	40	60	-	100	3
22	Discipline Elective Course-IB	DEC-IB-MBA-253A	Export Import Procedure and Documentation	3	1	0	4	4	40	60	-	100	3
23	Discipline Elective Course-IB	DEC-IB-MBA-255A	Foreign Exchange Management	3	1	0	4	4	40	60	-	100	3
24	Discipline Elective Course-IB	DEC-IB-MBA-257A	International Business Environment	3	1	0	4	4	40	60	-	100	3
25	Discipline Elective Course-IB	DEC-IB-MBA-259A	International Business Negotiation and Economic Blocks	3	1	0	4	4	40	60	-	100	3
26	Discipline Elective Course-AGB	DEC-AGB-MBA- 261A	Agri-Business Environment and Policy	3	1	0	4	4	40	60	-	100	3
27	Discipline Elective Course-AGB	DEC-AGB-MBA- 263A	Agri-Business Management	3	1	0	4	4	40	60	-	100	3
28	Discipline Elective Course-AGB	DEC-AGB-MBA- 265A	Agri-Business Entrepreneurship	3	1	0	4	4	40	60	-	100	3
29	Discipline Elective Course-AGB	DEC-AGB-MBA- 267A	Agricultural Economics	3	1	0	4	4	40	60	-	100	3
30	Discipline Elective Course-AGB	DEC-AGB-MBA- 269A	Agri-Business Finance	3	1	0	4	4	40	60	-	100	3
31	Discipline Elective Course-OM	DEC-OM-MBA- 271A	Technology and Innovation Management	3	1	0	4	4	40	60	-	100	3
32	Discipline Elective Course-OM	DEC-OM-MBA- 273A	Supply Chain and Logistics Management	3	1	0	4	4	40	60	-	100	3
33	Discipline Elective Course-OM	DEC-OM-MBA- 275A	Operations Research	3	1	0	4	4	40	60	-	100	3
34	Discipline Elective Course-OM	DEC-OM-MBA- 277A	R&D Management	3	1	0	4	4	40	60	-	100	3

35	Discipline Elective Course-OM	DEC-OM-MBA- 279A	Purchasing and Material Management	3	1	0	4	4	40	60	-	100	3
36	Discipline Elective Course-BA	DEC-BA-MBA- 281A	Basics of Business Analytics	3	1	0	4	4	40	60	-	100	3
37	Discipline Elective Course-BA	DEC-BA-MBA- 283A	Applied Multivariate Analysis	3	1	0	4	4	40	60	-	100	3
38	Discipline Elective Course-BA	DEC-BA-MBA- 285A	Information Economics and its Applications	3	1	0	4	4	40	60	-	100	3
39	Discipline Elective Course-BA	DEC-BA-MBA- 287A	Business Data Mining	3	1	0	4	4	40	60	-	100	3
40	Discipline Elective Course-BA	DEC-BA-MBA- 289A	Data Analytics Using R	3	1	0	4	4	40	60	-	100	3
41	Discipline Elective Course-PP	DEC-PP-MBA- 291A	Public Policy Formulation and Evaluation	3	1	0	4	4	40	60	-	100	3
42	Discipline Elective Course-PP	DEC-PP-MBA- 293A	Sustainable Development	3	1	0	4	4	40	60	-	100	3
43	Discipline Elective Course-PP	DEC-PP-MBA- 295A	Rural Development	3	1	0	4	4	40	60	-	100	3
44	Discipline Elective Course-PP	DEC-PP-MBA- 297A	Social Campaign Promotion	3	1	0	4	4	40	60	-	100	3
45	Discipline Elective Course-PP	DEC-PP-MBA- 299A	Indian Social and Political System	3	1	0	4	4	40	60	-	100	3

**Scheme of Examination**  
**MBA – 3rd Semester**  
*w.e.f. 2025-26*

**Option 2: (Coursework and Research)**

**Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester**

Sr. No.	Category	Course Code	Course Title	Hours per week			Total Load Per Week	Credits	Examination Schedule (Marks)				Exam Duration in H
				L	T	P			Assessment	End Semester Examination	Practical /Viva Voce	Total	
1	Discipline Specific Course	DSC-MBA-201A	Strategic Management	3	1	0	4	4	40	60	-	100	3
2	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
3	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
4	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
5	Discipline Elective Course	Refer Table No.-1		3	1	0	4	4	40	60	-	100	3
6	Skill Enhancement Course-3	SEC-MBA-205A	Digital Marketing	3	0	0	3	3	25	50	-	75	3
		LC-MBA-207A	Digital Marketing Lab	0	0	2	2	1	10	-	15	25	3
	Internship-3	INT-MBA-209A	Summer Internship Report	-	-	-	-	4	50	-	50	100	3
	Project Work-1	PR-MBA-211A	Project Work	-	-	-	-	4	50	-	50	100	3
		<b>TOTAL CREDIT</b>						<b>24</b>				<b>600</b>	

**Note:**

- Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of **one third** students are required to offer any specialization area from any two groups. The specialization area opted for in the 3rd Semester would remain the same in the 4th semester also.

Group A	Course Code	Group B	Course Code	Group C	Course Code
Human Resource Management	DEC-HR	Marketing	DEC-MKT	Finance	DEC-FIN
Business Analytics	DEC-BA	Public Policy	DEC-PP	International Business	DEC-IB
Information Technology	DEC-IT	Agri-Business	DEC-AGB	Operations Management	DEC-OM

- Each student in the courses of Digital Marketing will be given assignments such as developing an online business model/digital marketing strategies/employing digital marketing tactics for business expansion, etc. and the same will be evaluated by an external examiner from academia based on his/her expertise/specialization/area of interest recommended by the BOS of Department of Management Studies (GITAM) for practicum/viva-voce examination and one internal examiner recommended by the HOD

department of Management Studies.

3. The students are required to choose either SEC-3 or Internship-3 or Project Work-1.
4. In case of Project Work, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the HOD department of Management Studies.

**Table-I**  
**Elective Courses for MBA 3<sup>rd</sup> Semester**

Sr. No.	Category	Course Code	Course Title	Hours per week			Total Load Per Week	Credits	Examination Schedule (Marks)				Exam Duration in H
				L	T	P			Assessment	End Semester Examination	Practical /Viva Voce	Total	
1	Discipline Elective Course-Marketing	DEC-MKT-MBA- 211A	Consumer Behavior	3	1	0	4	4	40	60	-	100	3
2	Discipline Elective Course-Marketing	DEC-MKT-MBA- 213A	Social Media Marketing	3	1	0	4	4	40	60	-	100	3
3	Discipline Elective Course-Marketing	DEC-MKT-MBA- 215A	Retail Management	3	1	0	4	4	40	60	-	100	3
4	Discipline Elective Course-Marketing	DEC-MKT-MBA- 217A	Service Marketing	3	1	0	4	4	40	60	-	100	3
5	Discipline Elective Course-Marketing	DEC-MKT-MBA- 219A	Marketing Research and Analytics	3	1	0	4	4	40	60	-	100	3
6	Discipline Elective Course-Finance	DEC-FIN-MBA- 221A	Indian Financial System and Financial Services	3	1	0	4	4	40	60	-	100	3
7	Discipline Elective Course-Finance	DEC-FIN-MBA- 223A	Project Management	3	1	0	4	4	40	60	-	100	3
8	Discipline Elective Course-Finance	DEC-FIN-MBA- 225A	Business Taxation	3	1	0	4	4	40	60	-	100	3
9	Discipline Elective Course-Finance	DEC-FIN-MBA- 227A	Behavioral Finance	3	1	0	4	4	40	60	-	100	3
10	Discipline Elective Course-Finance	DEC-FIN-MBA- 229A	Insurance and Risk Management	3	1	0	4	4	40	60	-	100	3
11	Discipline Elective Course-HR	DEC-HR-MBA- 231A	Compensation Management	3	1	0	4	4	40	60	-	100	3
12	Discipline Elective Course-HR	DEC-HR-MBA- 233A	Management of Industrial Relations	3	1	0	4	4	40	60	-	100	3
13	Discipline Elective Course-HR	DEC-HR-MBA- 235A	Cross Cultural Human Resource Management	3	1	0	4	4	40	60	-	100	3
14	Discipline Elective Course-HR	DEC-HR-MBA- 237A	Indian Labour Legislation	3	1	0	4	4	40	60	-	100	3

15	Discipline Elective Course-HR	DEC-HR-MBA-239A	Human Resource Metrics and Analytics	3	1	0	4	4	40	60	-	100	3
16	Discipline Elective Course-IT	DEC-IT-MBA-241A	E-Commerce and Applications	3	1	0	4	4	40	60	-	100	3
17	Discipline Elective Course-IT	DEC-IT-MBA-243A	Multimedia and Web Development	3	1	0	4	4	40	60	-	100	3
18	Discipline Elective Course-IT	DEC-IT-MBA-245A	Advanced Database Management System	3	1	0	4	4	40	60	-	100	3
19	Discipline Elective Course-IT	DEC-IT-MBA-247A	AI Applications in Management	3	1	0	4	4	40	60	-	100	3
20	Discipline Elective Course-IT	DEC-IT-MBA-249A	Information Security and Cyber Laws	3	1	0	4	4	40	60	-	100	3
21	Discipline Elective Course-IB	DEC-IB-MBA-251A	International Trade Theory and Practices	3	1	0	4	4	40	60	-	100	3
22	Discipline Elective Course-IB	DEC-IB-MBA-253A	Export Import Procedure and Documentation	3	1	0	4	4	40	60	-	100	3
23	Discipline Elective Course-IB	DEC-IB-MBA-255A	Foreign Exchange Management	3	1	0	4	4	40	60	-	100	3
24	Discipline Elective Course-IB	DEC-IB-MBA-257A	International Business Environment	3	1	0	4	4	40	60	-	100	3
25	Discipline Elective Course-IB	DEC-IB-MBA-259A	International Business Negotiation and Economic Blocks	3	1	0	4	4	40	60	-	100	3
26	Discipline Elective Course-AGB	DEC-AGB-MBA- 261A	Agri-Business Environment and Policy	3	1	0	4	4	40	60	-	100	3
27	Discipline Elective Course-AGB	DEC-AGB-MBA- 263A	Agri-Business Management	3	1	0	4	4	40	60	-	100	3
28	Discipline Elective Course-AGB	DEC-AGB-MBA- 265A	Agri-Business Entrepreneurship	3	1	0	4	4	40	60	-	100	3
29	Discipline Elective Course-AGB	DEC-AGB-MBA- 267A	Agricultural Economics	3	1	0	4	4	40	60	-	100	3
30	Discipline Elective Course-AGB	DEC-AGB-MBA- 269A	Agri-Business Finance	3	1	0	4	4	40	60	-	100	3
31	Discipline Elective Course-OM	DEC-OM-MBA- 271A	Technology and Innovation Management	3	1	0	4	4	40	60	-	100	3
32	Discipline Elective Course-OM	DEC-OM-MBA- 273A	Supply Chain and Logistics Management	3	1	0	4	4	40	60	-	100	3
33	Discipline Elective Course-OM	DEC-OM-MBA- 275A	Operations Research	3	1	0	4	4	40	60	-	100	3
34	Discipline Elective Course-OM	DEC-OM-MBA- 277A	R&D Management	3	1	0	4	4	40	60	-	100	3
35	Discipline Elective Course-OM	DEC-OM-MBA- 279A	Purchasing and Material Management	3	1	0	4	4	40	60	-	100	3

36	Discipline Elective Course-BA	DEC-BA-MBA- 281A	Basics of Business Analytics	3	1	0	4	4	40	60	-	100	3
37	Discipline Elective Course-BA	DEC-BA-MBA- 283A	Applied Multivariate Analysis	3	1	0	4	4	40	60	-	100	3
38	Discipline Elective Course-BA	DEC-BA-MBA- 285A	Information Economics and its Applications	3	1	0	4	4	40	60	-	100	3
39	Discipline Elective Course-BA	DEC-BA-MBA- 287A	Business Data Mining	3	1	0	4	4	40	60	-	100	3
40	Discipline Elective Course-BA	DEC-BA-MBA- 289A	Data Analytics Using R	3	1	0	4	4	40	60	-	100	3
41	Discipline Elective Course-PP	DEC-PP-MBA- 291A	Public Policy Formulation and Evaluation	3	1	0	4	4	40	60	-	100	3
42	Discipline Elective Course-PP	DEC-PP-MBA- 293A	Sustainable Development	3	1	0	4	4	40	60	-	100	3
43	Discipline Elective Course-PP	DEC-PP-MBA- 295A	Rural Development	3	1	0	4	4	40	60	-	100	3
44	Discipline Elective Course-PP	DEC-PP-MBA- 297A	Social Campaign Promotion	3	1	0	4	4	40	60	-	100	3
45	Discipline Elective Course-PP	DEC-PP-MBA- 299A	Indian Social and Political System	3	1	0	4	4	40	60	-	100	3

## Scheme of Examination

### MBA – 3<sup>rd</sup> Semester

*w.e.f. 2025-26*

**Option 3: (Only research work-only the students who have completed 3 years Bachelor's Programme)**

**Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester**

Sr. No.	Category	Course Code	Course Title	Hours per week			Total Load Per Week	Credits	Examination Schedule (Marks)				Exam Duration in H
				L	T	P			Assessment	End Semester Examination	Practical/ Viva Voce	Total	
1	Skill Enhancement Course-3	SEC-MBA-205A	Digital Marketing	3	0	0	3	3	25	50	-	75	3
		LC-MBA-207A	Digital Marketing	0	0	2	2	1	10	-	15	25	3
2	Internship-3	INT-MBA-209A	Summer Internship Report	-	-	-	-	4	50	-	50	100	3
3	Research Thesis/Project-1	RT-MBA-201A	Research Thesis/Project	-	-	-	-	20	200	200	100	500	3
		TOTAL CREDIT						24				600	

#### Note:

- Students completing the program successfully shall be awarded a 2-year PG Degree in Business Administration upon securing 88 credits.
- Each student in the courses of Digital Marketing will be given assignments such as developing an online business model/digital marketing strategies/ employing digital marketing tactics for business expansion, etc. and the same will be evaluated by an external examiner from academia based on his/her expertise/specialization/area of interest recommended by the BOS of Department of Management Studies (GITAM )for practicum/viva-voce examination and one internal examiner recommended by the Director GITAM.
- Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners.
- The viva voce in respect of the Research Thesis/Project shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel recommended by the BOS of Department of Management Studies of GITAM. (two members shall form the quorum).

Course Code	DSC-MBA-201A				
Category	Discipline Specific Course				
Course Title	Strategic Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the foundational concepts, processes, and significance of business policy and strategic management.</li><li>2. To understand various strategy types and their application at the corporate, business, and functional levels.</li><li>3. To understand the implementation aspects of strategy, including structural, behavioral, and functional dimensions.</li><li>4. To understand techniques for evaluating and controlling strategies, including McKinsey’s 7S Framework.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the framework of strategic management, including strategic intent, environmental and organizational appraisal, types of strategies, implementation methods, evaluation, and control techniques.	Level-2 Understand
CO2	<b>Apply</b> strategic tools and models such as SWOT, PEST, Porter's Five Forces, BCG Matrix, GE 9-cell Matrix, McKinsey's 7s Framework to formulate strategies, implement them through resource and structural planning, and evaluate their effectiveness using control techniques.	Level-3 Apply
CO3	<b>Analyze</b> the internal and external environment, strategic alternatives at corporate, business, and functional levels, as well as implementation challenges related to structure, culture, leadership, and ethics, and apply strategic control systems.	Level-4 Analyze
CO4	<b>Evaluate</b> strategic decisions using integrated frameworks by aligning vision, mission, goals, and strategic choices with organizational capabilities, external dynamics, implementation realities, and performance control systems.	Level-5 Evaluate

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<p><b>Introduction to Business Policy and Strategic Management:</b> Definition, Concept, Objective and Significance, The levels at which strategy operates, Characteristics of Strategic Management, An Overview: Strategic Management Process, Concept of Strategic Decision Making. Defining strategic intent: Vision, Mission, Business definition, Goals, and Objectives.</p> <p><b>Environment Appraisal:</b> Concept and Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts and Capability Factors; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities, Strategic Agility in a VUCA World (Volatile, Uncertain, Complex, Ambiguous).</p>

<b>Unit-II</b>	<b>Type of Strategies:</b> Corporate Level (Concept of Grand Strategies), Business Level, and Functional Level, Guidelines for Crafting Successful Business Strategies. Strategy Analysis and Choice: Corporate Level Strategy Analysis: BCG Matrix and GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis, Blue Ocean Canvas in Today's Industries, Concept of Strategic Decision Making, Subjective Factors in Strategic Choice, and Process of Strategic Choice; Role of AI in enhancing strategic planning and competitive analysis.
<b>Unit-III</b>	<b>Strategy Implementation:</b> Interrelation Between Strategy Formulation and Implementation, Aspects of Strategy Implementation, An overview of Project, Procedural Implementation, Resource Allocation, Structural Implementation: An overview of: Structural Consideration, Structure for Strategies, Behavioural Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics, Functional /Operational Implementation: An overview of: Functional Strategies.
<b>Unit-IV</b>	<b>Strategy Evaluation and Control:</b> An Overview of Strategic Evaluation and Control, Strategic Control and Operational Control, Techniques for Strategic Evaluation and Control, Role of Organizational Systems in Evaluation, McKinsey's 7s Framework

### Suggested Readings:

- Business Policy and Strategic Management by Azhar Kazmi, Tata McGraw-Hill, New Delhi.
- Strategic Management and Business Policy by Wheelen and Hunger, Pearson Education.
- Strategic Management by Chandrasekharan, Oxford University Press.
- Crafting and Executing Strategy: The Quest for Competitive Advantage by A. Thompson Jr., A. J. Strickland III, and J. E. Gamble, Tata McGraw-Hill.
- Strategic Management: Concepts and Cases by Fred R. David, Pearson Education.
- Strategic Management: Competitiveness and Globalization by M. A. Hitt, R. D. Ireland, and R. E. Hoskisson, Thomson Asia Pvt. Ltd.
- Strategic Management: Strategy Formulation and Implementation by J. A. Pearce II and R. B. Robinson Jr., AITBS Publishers and Distributors, Delhi.
- Management Policy and Strategic Management: Concepts, Skills and Practices by R. M. Srivastava, Himalayan Publishing House.
- Managing in a Time of Great Change by Peter F. Drucker, Truman Talley Books / Plume, Penguin Group.

### Useful Video Links:

Unit no	Topics	Links
Unit-I	Strategic Management Process	<a href="https://nptel.ac.in/courses/110108047">https://nptel.ac.in/courses/110108047</a>
	Environment Appraisal	<a href="https://nptel.ac.in/courses/110107509">https://nptel.ac.in/courses/110107509</a>
Unit-II	Corporate Level and Business Level Strategies	<a href="https://nptel.ac.in/courses/110105161">https://nptel.ac.in/courses/110105161</a>
Unit-III	Strategy Implementation	<a href="https://nptel.ac.in/courses/122105024">https://nptel.ac.in/courses/122105024</a>
	Case Study	<a href="https://nptel.ac.in/courses/122105024">https://nptel.ac.in/courses/122105024</a>
Unit-IV	McKinsey's 7s Framework	<a href="https://nptel.ac.in/courses/110108161">https://nptel.ac.in/courses/110108161</a>

Course Code	DEC-MKT-MBA-211A				
Category	Discipline Elective Course-Marketing				
Course Title	Consumer Behavior				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the consumer behavior and the factors that influence individual and group decision-making in marketing contexts.</li><li>2. To understand the psychological, cultural, social, and personal aspects of consumer behavior.</li><li>3. To understand the consumer research methods, decision-making models, motivational drivers.</li><li>4. To understand the effective marketing strategies and enhancing customer satisfaction and loyalty in both domestic and global markets.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts, influences, and models of consumer behavior in marketing contexts.	Level-2 Understand
CO2	<b>Apply</b> consumer behavior theories to real-world purchase situations and marketing strategies.	Level-3 Apply
CO3	<b>Examine</b> the impact of branding, retailing, and advertising on consumer loyalty and opinion.	Level-3 Apply
CO4	<b>Analyze</b> the influence of psychological, social, and cultural factors on consumer decision-making and their impact on buying behavior.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Consumer Behavior</b> and consumer research; importance of consumer Behavior; evolution of consumer Behavior; methods of studying consumer Behavior; customer centric organizations; market analysis; market segmentation, marketing mix strategies; value of brands in marketing strategy; customer loyalty and retention strategy; global marketing strategy; global marketing strategy; global advertising effectiveness; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving; pre-purchase processes; need recognition; internal and external search; pre-purchase evaluation

<b>Unit-II</b>	<b>Different types of purchase situations;</b> retailing and the purchase process, determinants of retail success or failure; point -of-purchase materials; consumer logistics; location based retailing; direct marketing consumption Behaviors; consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer Behavior; economic resources and consumer Behavior; personality and consumer Behavior; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer
<b>Unit-III</b>	<b>Importance of consumer knowledge;</b> types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions; culture and its effect on consumer Behavior; changing values and its effect on consumer Behavior; changing values and its effect on marketing; determinants of social class; social class and consumer Behavior; importance of families and households on consumer Behavior; role Behavior and its influence on the decision process; family life cycles; changing roles of women; children and household consumer Behavior
<b>Unit-IV</b>	<b>Group and personal influences on individuals;</b> reference group and its influence on individuals; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumer's opinion; opinions change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember, Consumer Protection Act 1986 and 2019: objectives, key provisions, and implications for marketers and consumers.

#### Suggested Readings:

- Consumer Behavior by Schiffman Leon and Ramesh Kumar, Pearson Education
- Consumer Behavior: A Digital Native by Jagdish Sheth, Pearson Education.
- Consumer Behavior by Blackwell, Roger, Miniard, Paul and Engel, James Thomson Learning, New Delhi
- Consumer Behavior by Loudon, David J., Dellabitta and Albert Tata, McGraw Hill, New Delhi.
- Consumer Behavior – Buying, Having and Being by Solomon and Michael R, Pearson Education
- Consumer Behavior in Indian Perspective by Rakesh Nair, Himalaya Publishing House, New Delhi

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Consumer Behavior and Consumer Research	<a href="https://onlinecourses.nptel.ac.in/noc22_mg47/preview?utm_source">https://onlinecourses.nptel.ac.in/noc22_mg47/preview?utm_source</a>
	Consumer decision process model	<a href="https://kristujayanti.digimat.in/nptel/courses/video/110105074/L32.html">https://kristujayanti.digimat.in/nptel/courses/video/110105074/L32.html</a>
<b>Unit-II</b>	Personality and Consumer Behavior	<a href="https://kongunadu.digimat.in/nptel/courses/video/110105074/L11.html">https://kongunadu.digimat.in/nptel/courses/video/110105074/L11.html</a>
<b>Unit-III</b>	Importance of consumer knowledge	<a href="https://www.shiksha.com/online-courses/consumer-buying-behaviour-by-nptel-course-nptel44">https://www.shiksha.com/online-courses/consumer-buying-behaviour-by-nptel-course-nptel44</a>
<b>Unit-IV</b>	Group and personal influences on individuals	<a href="https://onlinecourses.nptel.ac.in/noc24_mg45/preview">https://onlinecourses.nptel.ac.in/noc24_mg45/preview</a>

Course Code	DEC-MKT-MBA-213A				
Category	Discipline Elective Course-Marketing				
Course Title	Social Media Marketing				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the role of social media in marketing, advertising and public relations. 2. To understand the optimal use of various social media platforms for social media marketing. 3. To understand the importance of social media for developing an effective marketing plan. 4. To understand recent trends and challenges in Social Media marketing.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the concepts, tools, platforms, and trends of social media and online marketing, including SEO, content marketing, and communication strategies.	Level-2 Understand
CO2	<b>Apply</b> social media marketing and digital communication strategies to formulate integrated online marketing plans and platform-specific campaigns.	Level-3 Apply
CO3	<b>Examine</b> the evolving social media and digital strategies that influence customer engagement, marketing communication, and brand positioning.	Level-3 Apply
CO4	<b>Analyze</b> the relationship between social media tools, online platforms, and digital marketing outcomes using appropriate metrics and insights.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Social Media Marketing-</b> Concept and Importance. Social Media Platforms- Online communities and Forums; Blogs and Microblogs, Social Networks, other contemporary social media platforms: Goals, Role in Marketing and Use as listening tools. Trends in SMM. Social Media Influencers, Social Marketing : Concept and Importance, Difference in Social media marketing and social marketing.
<b>Unit-II</b>	<b>SMM Plan- Setting Goals,</b> Determining Strategies, Identifying Target Market, Selecting Tools, Selecting Platforms, Implementation: Measuring Effectiveness - Conversion rate, amplification rate, applause rate: on page and on post level.

<b>Unit-III</b>	<b>Online Marketing Planning and Setup:</b> Online marketing communications and channel mix, Online marketing planning development, Understanding digital media planning terminology, Digital media planning stages, Designing the communication mix, Marketing communications from mass market to mass customized, Steps to creating marketing communications strategy, Understanding marketing operations set-up.
<b>Unit-IV</b>	<b>Search Engine Optimisation (SEO)</b> Introduction, Understanding SEO, User Insights, Benefits and Challenges, Content Marketing, Traditional Media vs Social Media, recent trends and challenges in Social Media marketing.

#### Suggested Readings:

- Marketing Management in India by Keller, K. L and Kotler, P, Pearson Education.
- Marketing Management by Mamoria C.B and Bhatacharya A., Kitab Mahal, Delhi
- Digital Marketing by Mathur,V. and Arora S., PHI Learning
- Social Media Marketing by Tracy L Tuten and Michael R Solomon, Sage Publications Ltd
- Digital Marketing by Mathur,V. and Arora S., PHI Learning
- Digital Marketing by Ahuja V, Oxford University Press.
- The Digital Marketing Handbook: Deliver Powerful Digital Campaigns by Simon Kingsnorth, Kogan Page.

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Social Media Marketing- Concept and Importance	<a href="https://onlinecourses.nptel.ac.in/noc25_mg45/preview">https://onlinecourses.nptel.ac.in/noc25_mg45/preview</a>
<b>Unit-I</b>	Trends in Social Media Marketing	<a href="https://onlinecourses.nptel.ac.in/noc24_mg25/preview">https://onlinecourses.nptel.ac.in/noc24_mg25/preview</a>
<b>Unit-II</b>	Identifying Target Market	<a href="http://www.digimat.in/nptel/courses/video/110104068/L01.html">http://www.digimat.in/nptel/courses/video/110104068/L01.html</a>
<b>Unit-III</b>	Online Marketing Planning	<a href="http://www.digimat.in/nptel/courses/video/110107158/L24.html">http://www.digimat.in/nptel/courses/video/110107158/L24.html</a>
<b>Unit-III</b>	Understanding marketing operations set-up	<a href="https://onlinecourses.nptel.ac.in/noc25_mg26/preview">https://onlinecourses.nptel.ac.in/noc25_mg26/preview</a>
<b>Unit-IV</b>	Recent trends and challenges in Social Media marketing.	<a href="https://srmuniv.digimat.in/nptel/courses/video/110104055/L13.html">https://srmuniv.digimat.in/nptel/courses/video/110104055/L13.html</a>

Course Code	DEC-MKT-MBA-215A				
Category	Discipline Elective Course-Marketing				
Course Title	Retail Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the comprehensive knowledge of the retail industry, including its evolution, structure, and operational strategies.</li><li>2. To understand the consumer behavior, retail formats, and the application of retail mix elements.</li><li>3. To understand the retail location planning, store design, merchandise management, pricing, and promotional strategies.</li><li>4. To understand the role of technology, supply chain integration, and contemporary developments such as e-retailing and foreign direct investment (FDI) in retail, preparing students for diverse careers in the retail sector.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the key concepts, formats, functions, and trends in retailing, including consumer behavior, retail mix, merchandise planning, and retail technology.	Level-1 Understand
CO2	<b>Use</b> retail management principles to plan store formats, manage merchandise, and optimize retail site selection and consumer experience.	Level-3 Apply
CO3	<b>Apply</b> technological innovations, supply chain practices, and retail formats to influence competitive advantage and customer engagement.	Level-3 Apply
CO4	<b>Analyze</b> the interrelationship between retail location, merchandising strategies, and consumer behavior in achieving retail success.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Retail-</b> Evolution of Retail, Organised vs. Unorganised retailing, Retail Mix, theories of retail development, Types of Retailers; Careers in Retailing; understanding Consumers.
<b>Unit-II</b>	<b>Retail Locations-</b> Planned and Unplanned, Retail Site Location- Site Characteristics, Trade Area Characteristics, Location and Site Evaluation; Store Layout and Design; Space Management; Visual Merchandising; Atmospheric

<b>Unit-III</b>	<b>Managing Merchandise</b> - Merchandise Planning, Process, Forecasting Sales, Developing Assortment Plans, National Brands and Private Labels; Sales force automation Retail Pricing- Setting Retail Prices, Price Adjustments, Pricing Strategies; Retail Communication Mix.
<b>Unit-IV</b>	<b>Information and Supply Chain Management-</b> Information Flows, Logistics, Distribution Centre. Contemporary issues in Retail- Significance of retail as an industry, Retail scenario at International and National Level, Technology in Retailing, Multi-channel Retailing, E-Retailing: Future of e-retailing, Challenges for traditional retail and e-retail, FDI in Retail.

### Suggested Readings:

- Retailing Management Text and Cases by Pradhan, S., McGraw Hill Education, New Delhi.
- Retail Management; A Strategic Approach by Berman, Barry and Evans Joel, Pearson Education.
- Retailing Management by Micheal Levy, Barton Weitz and Ajay Pandit, Tata McGraw Hill, New Delhi.
- Retail Management by Gibson G. Vedamani, Pearson Education.
- Retailing: Environment and Operations, by Newman, Andrew, J. and Cullen, Peter, Vikas Publishing House, New Delhi
- Retail Marketing Management by Gilbert and David, Pearson Education.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to Retail	<a href="https://onlinecourses.nptel.ac.in/noc22_mg51/preview">https://onlinecourses.nptel.ac.in/noc22_mg51/preview</a>
	Theories of retail development	<a href="http://digimat.in/nptel/courses/video/110107167/L07.html">http://digimat.in/nptel/courses/video/110107167/L07.html</a>
<b>Unit-II</b>	Retail Site Location	<a href="https://onlinecourses.nptel.ac.in/noc23_mg100/preview">https://onlinecourses.nptel.ac.in/noc23_mg100/preview</a>
<b>Unit-III</b>	Forecasting Sales	<a href="http://digimat.in/nptel/courses/video/110107163/L09.html">http://digimat.in/nptel/courses/video/110107163/L09.html</a>
	Pricing Strategies	<a href="https://onlinecourses.nptel.ac.in/noc23_mg100/preview">https://onlinecourses.nptel.ac.in/noc23_mg100/preview</a>
<b>Unit-IV</b>	FDI in Retail	<a href="https://onlinecourses.nptel.ac.in/noc20_mg10/preview">https://onlinecourses.nptel.ac.in/noc20_mg10/preview</a>

Course Code	DEC-MKT-MBA-217A				
Category	Discipline Elective Course-Marketing				
Course Title	Service Marketing				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the unique characteristics and challenges of marketing in service-based industries.</li><li>2. To understand the service concepts, consumer behavior, and service marketing strategies.</li><li>3. To understand the effective service innovation, blueprinting, customer relationship management, and service recovery.</li><li>4. To understand the effective role of employees, technology, and intermediaries in service delivery.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> the key concepts, frameworks, and characteristics of services marketing, including customer behavior, service classification, design, and delivery challenges.	Level-2 Understand
CO2	<b>Apply</b> services marketing principles to implement customer expectations, develop service strategies, and manage service experiences across industries.	Level-3 Apply
CO3	<b>Demonstrate</b> the extent to which strategic planning in services—covering innovation, communication, pricing, and recovery—impacts service quality and customer satisfaction.	Level-3 Apply
CO4	<b>Analyze</b> the interrelationship between service design, customer experience, and service performance in achieving service excellence.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Services: Service and Technology</b> , Goods versus Services, Service Marketing Mix, Gap model of Services, important service industries-Hospitality and Tourism, Transportation, Telecom, Banking and Insurance, Education and Entertainment, Healthcare. Service classification and challenges in Service Business.

<b>Unit-II</b>	<b>Focus on the Customer:</b> Consumer Behaviour in Services, Customer Expectation of Services, and Customer perception of services. Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies
<b>Unit-III</b>	<b>Aligning Service design and standards:</b> Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of servicescape, Strategic roles of servicescape
<b>Unit-IV</b>	<b>Delivering and performing services:</b> Employees role in service delivery, Customers role in service delivery, AI driven support system, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

### Suggested Readings:

- Services Marketing by Lovelock, C., Wirtz, J. and Chatterjee J., Pearson Education.
- Service Marketing by Zeithaml, V., Bitner, M.J., Gremler, D.D. and Pandit A., McGraw Hill publication.
- Essentials of Services Marketing by Gopal Das, Pearson Education.
- Service marketing: Indian Context by Srinivasan, PHI publication.
- Handbook of Service Marketing and Management by Swartz and T. Iacobucci D., Sage Publication.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to Service Marketing	<a href="http://digimat.in/nptel/courses/video/110105078/L02.html">http://digimat.in/nptel/courses/video/110105078/L02.html</a>
<b>Unit-II</b>	Consumer Behaviour in Services marketing	<a href="http://digimat.in/nptel/courses/video/110107142/L04.html">http://digimat.in/nptel/courses/video/110107142/L04.html</a>
	Building customer relationship	<a href="https://onlinecourses.nptel.ac.in/noc22_mg93/preview">https://onlinecourses.nptel.ac.in/noc22_mg93/preview</a>
<b>Unit-III</b>	New service development process	<a href="https://onlinecourses.swayam2.ac.in/imb19_mg01/preview">https://onlinecourses.swayam2.ac.in/imb19_mg01/preview</a>
<b>Unit-IV</b>	Customers role in service delivery	<a href="http://digimat.in/nptel/courses/video/110107434/L35.html">http://digimat.in/nptel/courses/video/110107434/L35.html</a>

Course Code	DEC-MKT-MBA-219A				
Category	Discipline Elective Course-Marketing				
Course Title	Marketing Research and Analytics				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the marketing research, its design, and application of research methodology to Marketing issues. 2. To understand and impart knowledge on the concepts of measurement and scaling. 3. To understand the role of marketing research methodology in different business contexts. 4. To understand the concept of Report Preparation and Presentation.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> the purpose, scope, and ethical considerations of marketing research and its role in informed marketing decision-making.	Level-2 Understand
CO2	<b>Apply</b> marketing research techniques to formulate research problems, design effective studies, and collect relevant data using appropriate sampling and data collection methods.	Level-3 Apply
CO3	<b>Use</b> the marketing research process to determine its impact on marketing decisions	Level-3 Apply
CO4	<b>Analyze</b> sampling techniques, data collection methods, and statistical tools to interpret research findings and improve marketing decision-making.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Marketing Research:</b> Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research.
<b>Unit-II</b>	<b>Marketing Research Design:</b> The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal

<b>Unit-III</b>	<b>Sampling and Data Collection:</b> Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling. Sources of Data Collection, Methods of Data Collection.
<b>Unit-IV</b>	<b>Analysis and Presentation of Data:</b> Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, BiVariate Analysis, Correlation, Regression, Multivariate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation

#### Suggested Readings:

- R for Marketing Research and Analytics by Chris Chapman and Elea McDonnell Feit, Springer International Publishing.
- Marketing Analytics by V. Kumar, Robert P. Leone, David A. Aaker, and George S. Day John, Hill Publishing.
- Marketing Research: Delivering Customer Insight by Alan Wilson, Pearson Publishing.
- Marketing Research by R.C. Agarwal and Dr. N.S. Kothari, SBPD Publishing House.
- Marketing Research –Measurement & Method by Donald S. Tull, Del I. Hawkins, PHI Private Limited.
- Marketing Research by Naresh Malhotra and Satyabhushan Dash, Pearson Publishing.

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Meaning and Scope of Marketing Research	<a href="https://onlinecourses.nptel.ac.in/noc24_mg137/preview">https://onlinecourses.nptel.ac.in/noc24_mg137/preview</a>
	Ethics in Marketing Research	<a href="https://onlinecourses.swayam2.ac.in/ugc19_ge04/preview">https://onlinecourses.swayam2.ac.in/ugc19_ge04/preview</a>
<b>Unit-II</b>	Marketing Research Design	<a href="https://onlinecourses.nptel.ac.in/noc24_mg134/preview">https://onlinecourses.nptel.ac.in/noc24_mg134/preview</a>
<b>Unit-III</b>	Sampling and Data Collection	<a href="https://onlinecourses.nptel.ac.in/noc20_mm11/preview">https://onlinecourses.nptel.ac.in/noc20_mm11/preview</a>
	Methods of Data Collection	<a href="https://onlinecourses.nptel.ac.in/noc24_mm09/preview">https://onlinecourses.nptel.ac.in/noc24_mm09/preview</a>
<b>Unit-IV</b>	Hypothesis Testing	<a href="https://nptel.ac.in/courses/103106120">https://nptel.ac.in/courses/103106120</a>

Course Code	DEC-FIN-MBA-221A				
Category	Discipline Elective Course-Finance				
Course Title	Indian Financial System and Financial Services				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the financial system and its reforms. 2. To understand money markets, capital markets, and SEBI. 3. To understand the roles of key financial institutions. 4. To understand financial inclusion and microfinance.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the structure and components of the Indian financial system.	Level-2 Understand
CO2	<b>Demonstrate</b> the regulatory framework and policies governing the Indian financial system.	Level-3 Apply
CO3	<b>Apply</b> Indian financial system concepts to real-world roles of institutions, markets, and regulators.	Level-3 Apply
CO4	<b>Analyze</b> the mechanisms & regulations of the Indian financial system and market in a real world scenario.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Financial System</b> – Meaning, components, and functions, Reforms in Indian Financial System – Key developments and regulatory changes, Money Market – Structure, functions, and key segments (Call money, Treasury bills, Commercial papers, etc.
<b>Unit-II</b>	<b>Capital Market</b> - New issue market; Stock Exchange and its functions; trading in stock exchange; NSE; OTCEI; depositories and custodians; Role and Functions of SEBI; New Financial Instruments.
<b>Unit-III</b>	<b>Commercial Banks</b> – Functions, role in credit and deposit mobilization, Regional Rural Banks (RRBs) – Objectives, rural credit role, Development Banks – SIDBI, NABARD, IDBI; functions and development role, Non-Banking Financial Companies (NBFCs) – Types, role, differences from banks, EXIM Bank – Functions, role in foreign trade finance, Reserve Bank of India (RBI) – Functions, monetary policy, regulatory role. <b>Banking Operations and Instruments:</b> Negotiable Instruments: Types, features, legal framework (NI Act. 1981), and role in financial Transactions.

<b>Unit-IV</b>	<b>LICI (Life Insurance Corporation of India)</b> – Role in life insurance and long-term finance, UTI (Unit Trust of India) – Functions and contribution to capital markets, SIDBI (Small Industries Development Bank of India) – Support for MSMEs, NABARD (National Bank for Agriculture and Rural Development) – Role in rural and agricultural finance, Micro Finance – Concept, institutions, and role in poverty alleviation, Financial Inclusion – Meaning, need, and government initiatives.
----------------	--

#### Suggested Readings:

- Management of Banking and Financial Services by Suresh, P. and Paul, J., Pearson Education.
- Indian Financial System by Khan, M.Y., Tata McGraw Hill.
- Financial Markets, Institutions and Financial Services by Clifford, G., PHI Learning.
- Management of Financial Services by Khan, M.Y., McGraw-Hill.
- Emerging Scenario of Financial Services by Gordan, E. and K. Natrajan, Himalaya Publishing House.
- Financial Institutions and Market by Khan, M.Y., McGraw-Hill.
- Financial Institutions and Market by Bhole, L.M., McGraw-Hill.

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Financial System	<a href="https://onlinecourses.nptel.ac.in/noc20_mg10/preview">https://onlinecourses.nptel.ac.in/noc20_mg10/preview</a>
<b>Unit-II</b>	Capital Market, SEBI	<a href="https://onlinecourses.nptel.ac.in/noc24_mg20/preview?utm_source">https://onlinecourses.nptel.ac.in/noc24_mg20/preview?utm_source</a>
<b>Unit-III</b>	Commercial Banks	<a href="https://onlinecourses.nptel.ac.in/noc25_mg22/preview?utm_source">https://onlinecourses.nptel.ac.in/noc25_mg22/preview?utm_source</a>
<b>Unit-IV</b>	LIC; UTI; SIDBI; NABARD	<a href="https://onlinecourses.nptel.ac.in/noc24_mg20/preview?utm_source">https://onlinecourses.nptel.ac.in/noc24_mg20/preview?utm_source</a>
	Micro Finance, Financial Inclusion	<a href="https://onlinecourses.nptel.ac.in/noc22_mg20/preview">https://onlinecourses.nptel.ac.in/noc22_mg20/preview</a>

Course Code	DEC-FIN-MBA-223A				
Category	Discipline Elective Course-Finance				
Course Title	Project Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand capital investment and budgeting phases. 2. To understand and evaluate project opportunities. 3. To understand financial and risk appraisal techniques. 4. To understand project financing and management basics.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts of project management.	Level-2 Understand
CO2	<b>Apply</b> capital budgeting techniques to determine project feasibility.	Level-3 Apply
CO3	<b>Apply</b> project analysis tools to examine key factors influencing investment decisions.	Level-3 Apply
CO4	<b>Analyze</b> financial and social aspects to support strategic decision-making.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Capital Investment-</b> need, types, phases of capital budgeting, Generation and Screening of Project Ideas- corporate appraisal, monitoring the environment and identifying investment opportunities, scouting the project ideas and project rating, Market and Demand Analysis, Technical Analysis.
<b>Unit-II</b>	<b>Financial Estimates and Investment Appraisal Criteria-</b> Estimation of investment, revenue and production cost, working capital requirement, Evaluation techniques of capital investment decisions. Project Portfolio Management (PPM)
<b>Unit-III</b>	<b>Project Risk Analysis-</b> types of Risk, Risk adjusted discount rate method, certainty equivalent coefficient method, sensitivity analysis, decision tree analysis. Weighted average cost of capital (WACC) and its relevance in financial decision making, financing of projects, Project Appraisal by Financial institutions.
<b>Unit-IV</b>	<b>Social Cost Benefit Analysis (SCBA):</b> Rationale for SCBA, UNIDO Approach. Project Management and Review: Forms of project Organization, project planning and control, human aspect of project management, Behavioral Project Management, pre-requisite for successful project implementation.

**Suggested Readings:**

- Project Planning: Analysis, Selection, Implementation and Review by Prasanna Chandra, TMH (Tata McGraw-Hill)
- Project Management by Pradeep Pai, Pearson Education
- Project Management and Appraisal by Khatua, Oxford University Press
- Project Management for Business and Technology: Principles and Practice by Nicholas, Pearson Education
- Practical Project Management by R.G. Ghattas and S.L. McKee, Pearson Education Asia
- Project Management by P.K. Pinto, Pearson Education
- Project Management by K. Nagarajan, New Age International Publishers.

**Useful Video Links:**

Unit no	Topics	Links
Unit-I	Project Management basic	<a href="https://onlinecourses.nptel.ac.in/noc24_mg01/preview">https://onlinecourses.nptel.ac.in/noc24_mg01/preview</a>
Unit-II	Financial Estimates and Investment Appraisal Criteria	<a href="https://onlinecourses.nptel.ac.in/noc21_mg93/preview">https://onlinecourses.nptel.ac.in/noc21_mg93/preview</a>
Unit-III	Project Risk Analysis	<a href="https://archive.nptel.ac.in/courses/110/104/110104073/">https://archive.nptel.ac.in/courses/110/104/110104073/</a>
Unit-IV	Social Cost Benefit Analysis (SCBA), UNIDO Approach of SCBA	<a href="https://onlinecourses.nptel.ac.in/noc22_ce59/preview?utm_source">https://onlinecourses.nptel.ac.in/noc22_ce59/preview?utm_source</a>
	Project Management	<a href="https://onlinecourses.nptel.ac.in/noc23_mg124/preview?utm_source">https://onlinecourses.nptel.ac.in/noc23_mg124/preview?utm_source</a>

Course Code	DEC-FIN-MBA-225A				
Category	Discipline Elective Course-Finance				
Course Title	Business Taxation				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand core concepts of Income Tax and GST. 2. To understand income under various heads and apply deductions. 3. To understand tax assessment, TDS, and advance tax provisions. 4. To understand tax planning from tax avoidance and evasion.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts of Tax in India.	Level-2 Understand
CO2	<b>Apply</b> provisions of tax to compute the total income and tax liability of individuals and companies.	Level-3 Apply
CO3	<b>Apply</b> tax concepts and structure to examine tax implications of individual and business transactions.	Level-3 Apply
CO4	<b>Analyze</b> tax provisions to identify the implications of tax planning, tax avoidance, and tax evasion.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	Basic Concepts of Income Tax, Residential status and tax incidence, Incomes exempt from tax, Computation of Income under the head Salary and House Property.
<b>Unit-II</b>	Computation of Income under the head Business and Profession, Capital Gains, Income from Other Sources, Clubbing of income, Set off and Carry forward of Losses.
<b>Unit-III</b>	General Deductions, Assessment of Individual and Company, Provision with regard to TDS and advance tax, Basic understanding of tax planning and its distinction from tax avoidance and tax evasion, Taxation of Startups and Angel Investment.
<b>Unit-IV</b>	GST: Rationale for GST; features of GST law in India, structure of GST (SGST, CGST, UTGST and IGST); rates of GST, models of GST, GST Council.

**Suggested Readings:**

- Direct Taxes Law and Practice by Vinod K. Singhania and Kapil Singhania, Taxmann Publications Pvt. Ltd., New Delhi (67th edition, 2022).

- Income Tax Law and Practice by V. P. Gaur et al., Kalyani Publishers, Ludhiana (50th edition, 2022).
- Direct Tax Laws and International Taxation by T. N. Manoharan, Snow White Publications Pvt. Ltd., Mumbai (2022).
- Problems and Solutions in Income Tax by S. P. Mehrotra and S. P. Goyal, Sahitya Bhavan Publications, Agra (2022).
- Practical Income Tax by V. P. Gaur et al., Kalyani Publishers, Ludhiana (37th edition, 2022).

#### Useful Video Links:

Unit no	Topics	Links
Unit-I	Basic Concepts of Income Tax	<a href="https://onlinecourses.swayam2.ac.in/cec24_cm09/preview">https://onlinecourses.swayam2.ac.in/cec24_cm09/preview</a>
Unit-II	Computation of Income	<a href="https://onlinecourses.swayam2.ac.in/cec25_cm01/preview?utm_source">https://onlinecourses.swayam2.ac.in/cec25_cm01/preview?utm_source</a>
Unit-III	General Deductions	<a href="https://onlinecourses.swayam2.ac.in/cec24_cm07/preview">https://onlinecourses.swayam2.ac.in/cec24_cm07/preview</a>
Unit-IV	GST	<a href="https://onlinecourses.nptel.ac.in/noc24_mg138/preview">https://onlinecourses.nptel.ac.in/noc24_mg138/preview</a>

Course Code	DEC-FIN-MBA-227A				
Category	Discipline Elective Course-Finance				
Course Title	Behavioral Finance				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the evolution of behavioral finance. 2. To understand cognitive biases and their impact on decision-making. 3. To understand behavioral finance applications in markets and investments. 4. To understand investor behavior and corporate finance decisions.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts in behavioral finance and market inefficiencies.	Level-2 Understand
CO2	<b>Apply</b> behavioral finance concepts to real-world scenarios in both individual and corporate finance contexts.	Level-3 Apply
CO3	<b>Apply</b> behavioral finance principles to examine decision-making in financial markets.	Level-3 Apply
CO4	<b>Analyze</b> the impact of behavioral finance on financial decision-making and market behavior in real-world scenarios.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Behavioral Finance</b> -Overview, History of Behavioral Finance; From standard finance to behavioral finance- Are financial markets efficient?, Limits to arbitrage- Fundamental Risk, Noise Trader Risk, Implementation cost, evidence of limits to arbitrage
<b>Unit-II</b>	<b>Cognitive Biases, Beliefs, and Heuristics-Prospect Theory:</b> Loss Aversion, Framing, and Ambiguity Aversion, Heuristics and Biases: Representativeness, Availability, Anchoring, Overconfidence, OptimismMental Accounting, Self-Control, and Regret Avoidance, Endowment Effect, Disposition Effect, Herd Behavior, and Hindsight Bias
<b>Unit-III</b>	<b>Investor Behavior and Application in Financial Markets-</b> Aggregate Stock Market: Equity Premium Puzzle, Volatility Puzzle,The Cross Section of Average Returns: Size Premium, Momentum, and Long-Term Reversals,Investor Behavior: Insufficient Diversification, Naïve Diversification, Excessive Trading, and Buying/Selling Decisions

<b>Unit-IV</b>	<b>Behavioral Applications in Corporate Finance</b> -Security Issuance, Capital Structure, and Investment Decisions, Managerial Irrationality in Corporate Finance
----------------	--

#### **Suggested Readings:**

- Behavioral Finance by William Forbes, Wiley (2009).
- Behavioral Finance: Psychology, Decision-Making and Markets by L. F. Ackert and R. Deaves, South-Western College Publication.
- Investor Behavior: The Psychology of Financial Planning and Investing by H. K. Baker and V. Ricciardi, Wiley (2018).
- Personal Finance (11th ed.) by Jack Kapoor, Les Dlabay, and R. J. Hughes, McGraw Hill.

#### **Useful Video Links:**

<b>Unit no</b>	<b>Topics</b>	<b>Links</b>
<b>Unit-I</b>	Introduction to Behavioral Finance,Cognitive Biases, Beliefs, and Heuristics	<a href="https://onlinecourses.nptel.ac.in/noc20_mg33/preview">https://onlinecourses.nptel.ac.in/noc20_mg33/preview</a>
<b>Unit -IV</b>	Investor Behavior and Application in Financial Markets,Behavioral Applications in Corporate Finance	<a href="https://onlinecourses.nptel.ac.in/noc22_mg20/preview">https://onlinecourses.nptel.ac.in/noc22_mg20/preview</a>

Course Code	DEC-FIN-MBA-229A				
Category	Discipline Elective Course-Finance				
Course Title	Insurance and Risk Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand basic concepts and types of insurance. 2. To understand insurance regulations and institutions. 3. To understand insurance products, premiums, and claims processes. 4. To Understand risk management and its processes.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the fundamental and regulatory framework of the insurance sector.	Level-2 Understand
CO2	<b>Apply</b> insurance principles and regulations to current insurance products in today's market.	Level-3 Apply
CO3	<b>Apply</b> risk management techniques in insurance operations.	Level-3 Apply
CO4	<b>Analyze</b> insurance strategies and their impact on pricing and wealth. in real world scenario.	Level-4 Analyze

**Note:**

- Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
- At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Insurance</b> -Concept, Nature, Classification-Life and Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 - Organization, guidelines for life and Non-life insurance.
<b>Unit-II</b>	<b>Life Insurance</b> -Concept; Public and Pvt. Sector companies in India - their products, schemes and plans; LIC Act 1956-An overview. <b>General Insurance</b> - Concept, Types; Public and Pvt. Sector companies in India – their products, schemes and plans. Motor Insurance and Health Insurance in India.
<b>Unit-III</b>	<b>Bases and mechanism for Insurance Premium calculation</b> ; Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.
<b>Unit-IV</b>	<b>Risk and its Management</b> : Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management. Risk Management and Shareholder's Wealth. Risk Pricing. Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction, Behavioral Economics in Risk Management.

**Suggested Readings:**

- Insurance Theory and Practice by Nalini Prave Tripathy, Prabir Pal, TMH (Tata McGraw-Hill)
- Principles of Risk Management and Insurance by George E. Rejda, Pearson Education
- Insurance Management by K.P. Singh, B.S. Bodla, M.C. Garg, Deep and Deep Publications, Delhi
- Insurance by M.N. Mishra, Vikas Publication
- Risk Management and Insurance by Harrington and Mehaus, Tata McGraw-Hill
- Principles of Risk Management and Insurance by George Rejda, Pearson Education

**Useful Video Links:**

Unit no	Topics	Links
Unit-I	Fundamental of Insurance	<a href="https://onlinecourses.swayam2.ac.in/cec24_mg17/preview">https://onlinecourses.swayam2.ac.in/cec24_mg17/preview</a>
Unit-II	Life Insurance, General Insurance, Motor Insurance and Health Insurance	<a href="https://onlinecourses.swayam2.ac.in/cec24_mg17/preview">https://onlinecourses.swayam2.ac.in/cec24_mg17/preview</a>
Unit-III	Bases and mechanism for Insurance Premium calculation	<a href="https://archive.nptel.ac.in/courses/111/104/111104089/?utm">https://archive.nptel.ac.in/courses/111/104/111104089/?utm</a>
Unit-IV	Risk and its Management	<a href="https://archive.nptel.ac.in/courses/110/107/110107128/">https://archive.nptel.ac.in/courses/110/107/110107128/</a>

Course Code	DEC-HR-MBA-231A				
Category	Discipline Elective Course-HR				
Course Title	Compensation Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the role of compensation in organizations through economic and behavioral theories, strategic approaches, and motivational aspects. 2. To understand how to ensure fairness in compensation by evaluating jobs, analyzing industry pay differences, and designing comprehensive pay structures. 3. To understand the unique compensation needs of special employee groups, including executives, professionals, and international employees. 4. To understand the legal and institutional framework governing compensation systems.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the key concepts and principles related to compensation systems.	Level-2 Understand
CO2	<b>Apply</b> key principles to structure and modify reward management systems and assess their effectiveness within organizational contexts.	Level-3 Apply
CO3	<b>Apply</b> knowledge of strategic compensation to examine employer approaches in managing legally required benefits.	Level-3 Apply
CO4	<b>Analyze</b> compensation-related issues affecting human resource practices and organizational performance.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Compensation:</b> concept, objectives, financial and non-financial compensation system, economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy, International Compensation- concept, objectives and methods.

<b>Unit-II</b>	<b>Internal and external equities in the compensation system:</b> determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation packages; understanding different components of compensation packages like fringe benefits, incentives and retirement plans; pay for performance plans.
<b>Unit-III</b>	<b>Compensation of special groups:</b> Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.
<b>Unit-IV</b>	<b>Statutory provisions governing different components of reward systems:</b> working of different institutions related to reward systems like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

### Suggested Readings:

- Compensation by Milkovich, George T and Newman J.M., Tata McGraw Hill.
- Compensation Management by Henderson, R.O., Pearson Education.
- Strategic Compensation by Martocchio, J.J., Pearson Education.
- Reward Management by Armstrong, M and Murlis H, Kogan Page, UK.
- Compensation Reward Management by Singh, B.D., Excel Books, New Delhi.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Performance and Reward Management	<a href="https://nptel.ac.in/courses/110105137">https://nptel.ac.in/courses/110105137</a>
<b>Unit-II</b>	Employee benefits and pension schemes	<a href="https://srmuniv.digimat.in/nptel/courses/video/110105137/L49.html">https://srmuniv.digimat.in/nptel/courses/video/110105137/L49.html</a>
<b>Unit-III</b>	Sales Force Management: Compensation	<a href="https://terna.digimat.in/nptel/courses/video/110105122/L28.html">https://terna.digimat.in/nptel/courses/video/110105122/L28.html</a>
<b>Unit-IV</b>	Taxes and financial planning	<a href="http://digimat.in/nptel/courses/video/110105144/L27.html">http://digimat.in/nptel/courses/video/110105144/L27.html</a>

Course Code	DEC-HR-MBA-233A				
Category	Discipline Elective Course-HR				
Course Title	Management of Industrial Relations				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the foundational concepts, evolution, and key aspects of industrial relations and trade unions, including their role in relation to the state.</li><li>2. To understand the processes and structures of collective bargaining, participative management, and grievance handling for effective industrial relations.</li><li>3. To understand major labour laws in India and the mechanisms for resolving industrial disputes and promoting fair labour practices.</li><li>4. To understand global trends and international practices in industrial relations.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the concept of industrial relation at the micro and macro levels.	Level-2 Understand
CO2	<b>Apply</b> knowledge of industrial relations institutions to illustrate their role in shaping labor-management outcomes in workplace scenarios.	Level-3 Apply
CO3	<b>Examine</b> industrial relation problems based on research and assessment of current practices.	Level-3 Apply
CO4	<b>Analyze</b> current and emerging trends in industrial relations in the real world.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Industrial relations:</b> concepts, evolution, significance, perspectives and organization; Anatomy of industrial relations; industrial relations and the state; Trade unions :concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of national commission on labour for strengthening of trade unions.
<b>Unit-II</b>	<b>Collective bargaining:</b> concept, importance and process of bargaining; participative management: Forms of workers' participative management in India; tripartite and bipartite bodies; standing orders and grievance procedure; code of discipline.

<b>Unit-III</b>	<b>Industrial relations Acts:</b> Trade union act-1948, Industrial Disputes Act-1947, Industrial disputes: conciliation, arbitration, adjudication, recent trends in industrial disputes-lay off, termination, retrenchment, closures; Payment of wages act-1936, Minimum wages act-1948.
<b>Unit-IV</b>	<b>Modern and international scenario of industrial relations:</b> Industrial relations and technological change; Industrial relations and HRD; ILO and industrial relations; legal framework of Industrial relations; industrial relations systems in India, UK, USA and Japan.

#### **Suggested Readings:**

- Industrial Relations, Trade Union and Labor Legislation by PRN Sinha and I.B Sinha, Pearson Education.
- Human Resource planning by Bhattacharya Dipak Kumar, Excel Books.
- Human Resource Planning: Approaches, Needs, Assessment and Priorities in Manpower Planning, by Srivastava, M.P., Manak Publications, Pvt. Limited, New Delhi.
- Strategic Human Resource Planning by Belcourt, Monica & J. McBey, Kenneth, Cengage Learning India.
- Human Resource Planning by Srivastava, M.P. Institute of Applied Manpower Research, New Delhi.

#### **Useful Video Links:**

<b>Unit No.</b>	<b>Topics</b>	<b>Links</b>
<b>Unit-I</b>	Trade Union Act, 1926	<a href="https://kongunadu.digimat.in/nptel/courses/video/110103506/L09.html">https://kongunadu.digimat.in/nptel/courses/video/110103506/L09.html</a>
<b>Unit-II</b>	Collective bargaining	<a href="http://www.digimat.in/nptel/courses/video/110103506/L15.html">http://www.digimat.in/nptel/courses/video/110103506/L15.html</a>
<b>Unit-III</b>	Industrial disputes	<a href="https://tkiet.digimat.in/nptel/courses/video/110103506/L11.html">https://tkiet.digimat.in/nptel/courses/video/110103506/L11.html</a>
<b>Unit-IV</b>	Labour Welfare and Industrial Relations	<a href="http://kcl.digimat.in/nptel/courses/video/110103506/L19.html">http://kcl.digimat.in/nptel/courses/video/110103506/L19.html</a>

Course Code	DEC-HR-MBA-235A				
Category	Discipline Elective Course-HR				
Course Title	Cross Cultural Human Resource Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand key HR concepts and the impact of cultural differences in global organizations. 2. To understand models of cultural diversity and their effect on cross-cultural communication. 3. To understand global HR practices like staffing, training, performance, and compensation in MNCs. 4. To understand international labor standards, CSR, repatriation, and emerging global HRM trends.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the value of culture in human resource management.	Level-2 Understand
CO2	<b>Determine</b> the ways and mechanisms to manage cross cultural barriers.	Level-3 Apply
CO3	<b>Examine</b> the HR challenges like performance appraisal system and change & development.	Level-3 Apply
CO4	<b>Analyze</b> the role of legislation and regulations in International labour standards.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction:</b> Concept, objectives and significance, managing human resources in the global business environment; human and cultural variables in global organizations; workforce diversity and managerial Implications; role of values in dealing with cultural diversity.
<b>Unit-II</b>	<b>Approaches to Manage Cultural Diversity:</b> achieve global model for cultural differences, Halls and Halls cross cultural classification and Hofstede six key dimensions, cross cultural differences in communications.
<b>Unit-III</b>	<b>GHRM:</b> The Contingency Matrix approach to GHRM. Global staffing and staff flow practices. Global organization structures, Training & development of global employees, Performance management in MNCs, Global compensation practices, MNCs and industrial relations trends.
<b>Unit-IV</b>	<b>Labour legislation:</b> International Labour Standards. International transfer and repatriation strategies, Corporate Social Responsibility in Global Scenario. Emerging global HRM practices.

**Suggested Readings:**

- International HRM by Gupta, S.C. Macmillan India
- International HRM by Ray and French, University Press
- Transnational Management: Text, Cases and Readings in Cross Border Management by Bartlett, Cand Ghoshal, S., Chicago, Irwin
- The Global Challenge- framework for international human resource management by Evans, Pucik and Barsoux, Tata McGraw-Hill Irwin.
- International Human Resource Management by Dowling, Peter J and Welch, Denise E., Cengage Learning
- International Human Resource Management by Aswathappa, K, McGraw Hill
- International Human Resource Management by Tayeb, Monir H., Oxford University Press
- International Human resource Management by Rao, P.L., Excel Books

**Useful Video Links:**

Unit no	Topics	Links
Unit-I	Workforce Diversity	<a href="http://www.digimat.in/nptel/courses/video/110103433/L07.html">http://www.digimat.in/nptel/courses/video/110103433/L07.html</a>
Unit-II	Cross Cultural Communication	<a href="https://kristujayanti.digimat.in/nptel/courses/video/109104031/L36.html">https://kristujayanti.digimat.in/nptel/courses/video/109104031/L36.html</a>
Unit-III	Training and development of global employees	<a href="http://kcl.digimat.in/nptel/courses/video/109105192/L09.html">http://kcl.digimat.in/nptel/courses/video/109105192/L09.html</a>
Unit-IV	Corporate Social Responsibility	<a href="https://kongunadu.digimat.in/nptel/courses/video/110105081/L07.html">https://kongunadu.digimat.in/nptel/courses/video/110105081/L07.html</a>

Course Code	DEC-HR-MBA-237A				
Category	Discipline elective course-HR				
Course Title	Indian Labour Legislation				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the fundamentals of labour laws and the factors influencing their development.</li><li>2. To understand industrial jurisprudence and the enforcement of labour laws in India.</li><li>3. To understand major labour laws and their practical applications.</li><li>4. To understand contemporary labour law reforms and stakeholder views.</li><li>5. To understand gender justice in labour laws and key judicial rulings.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts and functioning of labour legislations within constitutional and industrial legal frameworks.	Level-2 Understand
CO2	<b>Apply</b> legal frameworks and adjudication principles to address labour-related challenges and support regulatory compliance processes.	Level-3 Apply
CO3	<b>Apply</b> labour laws and perspectives to examine workplace issues and evolving industrial relations frameworks effectively.	Level-3 Apply
CO4	<b>Analyze</b> labour legislation evolution, implementation challenges, and reform needs in the context of industrial relations.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction Labour Legislations:</b> Nature, Objectives, Need, Classification/Types of Labour Legislation; Principles of Modern Labour Legislation; Factors Influencing Labour Legislations; Indian Constitution and Labour Legislation.
<b>Unit-II</b>	<b>Jurisprudence:</b> Meaning and scope of Industrial Jurisprudence, Principles of Industrial Adjudication, Challenges and problems in Labour Laws, Approaches to Labour Laws enforcement in India.
<b>Unit-III</b>	<b>The Regulative &amp; Protective Labour Legislations:</b> The Trade Unions Act, 1926; The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948.
<b>Unit-IV</b>	<b>Contemporary Issues:</b> Need of Labour Law Reforms, New proposed Labour Codes; Govt , trade unions , employer and employees perspective in new framework of Labour Laws and labour reforms. Gender Justice: Constitutional Aspects, Legal Aspects.

**Suggested Readings:**

- Industrial and Labour Laws by S. C. Srivastav, Vikas Publishing Houses.
- Industrial Law by Malik, P.L., Eastern Book Company, Lucknow.
- Labour and Industrial Relations Law by Goswami, V.G., Central Law Agency, Allahabad.
- Industrial Jurisprudence by Sharma, A.M., Himala Pub. House, New Delhi.
- Labour and Industrial Laws by Mishra P.N., Central Law Publishing, Allahabad.
- Industrial Relations and Labour Legislations by Sinha, P.R.N., Oxford and IBH Publishing Co., New Delhi.

**Useful Video Links:**

Unit No.	Topics	Links
Unit-I	New Labour Codes of India	<a href="https://onlinecourses.nptel.ac.in/noc22_lw05/preview">https://onlinecourses.nptel.ac.in/noc22_lw05/preview</a>
Unit-III	Labour Welfare and Industrial Relations	<a href="https://onlinecourses.nptel.ac.in/noc24_mg104/preview">https://onlinecourses.nptel.ac.in/noc24_mg104/preview</a>
Unit-IV	Gender Justice and Workplace Security	<a href="https://onlinecourses.nptel.ac.in/noc19_hs57/preview">https://onlinecourses.nptel.ac.in/noc19_hs57/preview</a>

Course Code	DEC-HR-MBA-239A				
Category	Discipline Elective Course-HR				
Course Title	Human Resource Metrics and Analytics				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the evolution, types, and applications of HR analytics and HRIS, along with key HR metrics and data management techniques.</li><li>2. To understand practical aspects of e-HRM systems, HRIS implementation, data security, and basic statistical tools for HR analysis using Excel.</li><li>3. To understand analytical methods for HR benchmarking, forecasting, compensation analysis, and ROI-based decision-making.</li><li>4. To understand the strategic role of HR analytics, including data modeling, managing resistance, and using new data sources for workforce insights.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the key concepts of HR Metrics and Analytics.	Level-2 Understand
CO2	<b>Examine</b> HR-related problems and make data-driven decisions based on evidence rather than opinion.	Level-3 Apply
CO3	<b>Applying</b> HR metrics and analytics techniques that help in improving workplace practices.	Level-3 Apply
CO4	<b>Analyze</b> HR information system and analytics to support effective real-world decision-making.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>HR Metrics and Analytics:</b> Concept, components, need, evolution and significance; Types and Measures - HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/ Managers - HR expectations on Analytics, understanding HR indicators, metrics and data, Data collection, tracking, entry. Relational databases and HR systems.
<b>Unit-II</b>	<b>E-HRM and Statistical analysis for HR:</b> Evolution of HRIS, Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel).

<b>Unit-III</b>	<b>Benchmarking HR metrics:</b> concept, types and challenges, Staffing- supply and demand forecasting, Total compensation analyses, Cost justification-return on investment; Communicating recommendations.
<b>Unit-IV</b>	<b>Workforce Analytics in HR:</b> Perspective of analytics in HR, Translator role, resistance to workforce analytics, emerging data sources, workforce analytics function, modelling in HR: descriptive and indicative models for employee retention and turnover.

#### Suggested Readings:

- The HR Scorecard: Linking people, strategy, and performance by Becker B.E., Huafelid M.A. and Ulrich D, Harvard Business Review Press.
- The Power of People by Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, Pearson Education.
- Applying Advanced Analytics to HR Management Decisions by Sesil, 1e, Pearson Education.
- Winning on HR Analytics by Soundararajan, Sage Publication.
- HR Analytics: Understanding Theory and Applications by Bhattacharya, Sage Publication.

#### Useful Video Links:

Unit No.	Topics	Links
<b>Unit-I</b>	HR Analytics	<a href="https://nptel.ac.in/courses/110107492">https://nptel.ac.in/courses/110107492</a>
<b>Unit-II</b>	HR Data Preparation & Development of HR metrics	<a href="http://digimat.in/nptel/courses/video/110107492/L02.html">http://digimat.in/nptel/courses/video/110107492/L02.html</a>
<b>Unit-III</b>	Concept, importance, process and methods of Staffing and HRM	<a href="https://srmuniv.digimat.in/nptel/courses/video/110105146/L31.html">https://srmuniv.digimat.in/nptel/courses/video/110105146/L31.html</a>
<b>Unit-IV</b>	Employee Development Analytics	<a href="https://terna.digimat.in/nptel/courses/video/110107492/L38.html">https://terna.digimat.in/nptel/courses/video/110107492/L38.html</a>

Course Code	DEC-IT-MBA-241A				
Category	Discipline Elective Course- IT				
E-Commerce and Applications	E-Commerce and Applications				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the basic framework and infrastructure of E-Commerce and EDI</li><li>2. To understand E-Commerce models and customer relationship technologies in retailing.</li><li>3. To understand E-Commerce applications in manufacturing, publishing, and banking.</li><li>4. To understand the role of intranets in corporate finance and HR systems.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Recall</b> the fundamental concepts of E-Commerce, including its framework, network infrastructure, and EDI standards	Level-1 Remember
CO2	<b>Explain</b> the role of intranets in managing customer assets, and describe the challenges in online retailing and banking	Level-2 Understand
CO3	<b>Apply</b> E-Commerce technologies to design solutions for manufacturing, publishing, and logistics processes	Level-3 Apply
CO4	<b>Analyze</b> the components and functionalities of financial information systems and evaluate their impact on corporate finance	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Technology and Infrastructure for E-Commerce:</b> Framework of E-commerce; Network Infrastructure for E Commerce – Market Forces Influencing I-way, Network Access Equipment, Public Policy Issues Shaping the I way; EDI - Applications in Business, Legal, Security and Privacy Issues of EDI; Components of EDI Standards, ASC X12 and EDIFACT. Mobile Commerce, Social Commerce.

<b>Unit-II</b>	<b>E-Commerce and Retailing:</b> Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing, Dynamic Pricing and Revenue Models, Intranets and Customer Asset Management: Basics of Customer Asset Management, Online Sales Force, Online Customer Service and Support, Technology and Marketing Strategy.
<b>Unit-III</b>	<b>Intranets and Manufacturing:</b> Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems, Intranet-based Manufacturing, and Logistics Management. E-Commerce and Online Publishing: Why Online Publishing, Online Publishing approaches, Advertising and Online Publishing. <b>E-Commerce and Banking:</b> Changing Dynamics in the Banking Industry, Home Banking Implementation Approaches, and Management Issues in Online Banking.
<b>Unit-IV</b>	<b>Intranets and Corporate Finance:</b> An Introduction, Financial Systems, Financial Intranets, Software Modules in Financial Information Systems, Human Resource Management Systems, Size/Structure of Financial Software Market.

### Suggested Readings:

- Kalakota and Whinston, Electronic Commerce: A Manager's Guide, Pearson Education.
- Greenstien and Vasarhelyi, Electronic Commerce: Security, Risk Management and Control, Tata McGraw Hill.
- Dave Chaffey, E-Business and E- Commerce Management, Strategy, Implementation and Practice, Pearson Education.

### Useful Video Links:

Unit no.	Topics	Links
<b>Unit-I</b>	E-Commerce	<a href="https://www.youtube.com/watch?v=BGEQCn6EEDA&amp;list=PLYuTvKb3AO_4u8C5dfBnZUk-zRUw95xpU">https://www.youtube.com/watch?v=BGEQCn6EEDA&amp;list=PLYuTvKb3AO_4u8C5dfBnZUk-zRUw95xpU</a>
<b>Unit-II</b>	Challenges in Online Retailing	<a href="https://www.youtube.com/watch?v=X0DA_Xj9z_Q">https://www.youtube.com/watch?v=X0DA_Xj9z_Q</a>
<b>Unit-III</b>	Logistics Management	<a href="https://www.youtube.com/watch?v=GnHZneVfXMU">https://www.youtube.com/watch?v=GnHZneVfXMU</a>
<b>Unit-IV</b>	Financial Systems	<a href="https://www.youtube.com/watch?v=p1KD-Y1e2Hg">https://www.youtube.com/watch?v=p1KD-Y1e2Hg</a>

Course Code	DEC-IT-MBA-243A				
Category	Discipline Elective Course-IT				
Course Title	Multimedia and Web Development				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the basics of multimedia systems and video technologies. 2. To understand compression techniques and multimedia standards. 3. To understand multimedia file formats and application design. 4. To understand web design concepts and HTML elements.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Recall</b> the basic concepts, components, and tools of multimedia systems and video technologies	Level-1 Remember
CO2	<b>Explain</b> the need for data compression and distinguish between various compression techniques and multimedia standards.	Level-2 Understand
CO3	<b>Apply</b> knowledge of multimedia formats and system components to design basic multimedia applications and distributed multimedia systems	Level-3 Apply
CO4	<b>Analyze</b> the structure and design of websites using web development processes, navigation techniques, and HTML components	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Multimedia:</b> Multimedia devices, components of multimedia systems, authoring tools, creating multimedia, video-capturing, video on demand, Hypertext vs. Hypermedia, Virtual Reality, Familiar and face of font, bitmap fonts
<b>Unit-II</b>	<b>Data compression :</b> Need for data compression, non-lossy and lossy compressions for images, color, gray scale and still-video image, video image, and audio compression JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation, Basic Image Processing (use Photoshop).
<b>Unit-III</b>	<b>Data and file format standards, Multimedia applications design:</b> Application classes, types of multimedia systems; Distributed multimedia systems: Components, distributed multimedia databases, Animation: cell animation, computer animation, morphing. Introduction to authoring tools

<b>Unit-IV</b>	<p><b>Introduction to Web design:</b> Web development process, site types and architectures, navigation theory and practice. Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.</p> <p><b>HTML:</b> Structure of HTML document; HTML Tags, inserting images, creating links, tables, forms, and frames ,Introduction to WML and its application</p>
----------------	--

#### Suggested Readings:

- Buford, Multimedia Systems, Pearson Education,
- Vaughan, Multimedia Making IT Work, Tata McGraw Hill,
- Villamil and Molina, Multimedia: An Introduction, PHI
- Shuman, Multimedia in Action, Vikas Publishing House
- Senclair, Multimedia on the PC, BPB Publications
- Rosch, Multimedia Bible, SAMS Publishing
- Powell, Web Design: The Complete Reference, Tata McGraw Hill

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Multimedia Services	<a href="https://www.youtube.com/watch?v=fAJzLuce_ms">https://www.youtube.com/watch?v=fAJzLuce_ms</a>
<b>Unit-II</b>	Data compression	<a href="https://www.youtube.com/watch?v=5wRPin4oxCo">https://www.youtube.com/watch?v=5wRPin4oxCo</a>
<b>Unit-III</b>	Multimedia Application	<a href="https://www.youtube.com/watch?v=davcYvCJ63w">https://www.youtube.com/watch?v=davcYvCJ63w</a>
<b>Unit-IV</b>	HTML	<a href="https://www.youtube.com/watch?v=QEtWL4lWIL4">https://www.youtube.com/watch?v=QEtWL4lWIL4</a>

Course Code	DEC-IT-MBA-245A				
Discipline Elective Courses	Discipline Elective Course-IT				
Course Title	Advanced Database Management System				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand basic database concepts like entities, relationships, and constraints.</li><li>2. To understand normalization techniques and relational design theory.</li><li>3. To understand object-oriented, parallel, and distributed database systems.</li><li>4. To understand web-based, XML, and advanced data models for modern applications.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Recall</b> and define fundamental database concepts such as entities, attributes, relationships, keys, constraints, and data abstraction	Level-1 Remember
CO2	<b>Explain</b> normalization techniques and the theoretical foundations of database design to identify and eliminate redundancy.	Level-2 Understand
CO3	<b>Apply</b> object-oriented and distributed database concepts to design and implement data models in real-world scenarios	Level-3 Apply
CO4	<b>Analyze</b> web-based, semi-structured, and advanced database models to assess their suitability for specialized applications like GIS and mobile environments.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Database Design:</b> Entities, Attributes, Entity Sets, Relationships, Key Constraints, Participation Constraints, Weak Entities, UML Class Diagrams, Subclasses, Superclasses, Inheritance, Specialization, Generalization, Constraints and Characteristics of Specialization and Generalization Hierarchies, Modelling of UNION Types Using Categories, Representing Specialization and Generalization In UML Class Diagrams, Data Abstraction, Knowledge Representation and Ontology Concepts.

<b>Unit-II</b>	<b>Databases Design Theory:</b> Problems Caused by Redundancy, Decompositions, Problems Related to Decomposition, Reasoning About FD's, FIRST, SECOND, THIRD Normal Form, BCNF, Fourth Normal Form, Lossless Join Decomposition, Dependency Preserving Decomposition, Schema Refinement in Database Design, Multi Valued Dependencies.
<b>Unit-III</b>	<b>Object- Oriented, Parallel and Distributed Databases:</b> Overview of Object-Oriented Concepts, Object Identity, Object Structure, Type Constructor, Encapsulation of Operations, Methods and Persistence; Architectures for Parallel Databases, Parallel Query Evaluation, Parallelizing Individual Operations, Sorting Joins, Distributed Database Concepts, Data Fragmentation, Replication and Allocation Techniques for Distributed Database Design, Query Processing in Distributed Databases, Concurrency Control and Recovery in Distributed Databases.
<b>Unit-IV</b>	<b>Databases on the Web and Semi-Structured Data:</b> Web interface, XML, structure of XML data, querying XML data, storage of XML data, XML applications, semi-structured data model, indexes for text data. Enhanced Data Models for Advanced Applications: Active database concepts, temporal database concepts, spatial databases: concept and architecture, deductive databases and query processing, mobile databases, Geographic Information Systems (GIS).

### Suggested Readings:

- Elmasri and Navathe, Fundamentals of Database Systems, 6th Edition, Wesley
- Ramakrishnan and Gehrke, Database Management Systems, 3rd edition, McGraw-Hill
- Korth, Silberschatz, Sudarshan, Database System Concepts, 5th edition
- Rob and Coronel, Database Systems: Design, Implementation and Management,
- Date and Longman, Introduction to Database Systems. Subramanian V. S., Principles of Multimedia Database Systems, Elsevier Publishers
- Shio Kumar Singh, Database Systems: Concepts, Design and Applications, 2nd edition, Pearson Publishing.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Entity Sets, Relationships	<a href="https://www.youtube.com/watch?v=9wPWupdoXGM&amp;list=PLyqSpQzTE6M-xymXgqewlzcC3U4cdRoSu&amp;index=5">https://www.youtube.com/watch?v=9wPWupdoXGM&amp;list=PLyqSpQzTE6M-xymXgqewlzcC3U4cdRoSu&amp;index=5</a>
<b>Unit-II</b>	Normalisation	<a href="https://www.youtube.com/watch?v=i-Ntc-noQ6c">https://www.youtube.com/watch?v=i-Ntc-noQ6c</a>
<b>Unit-III</b>	Distributed Databases	<a href="https://www.youtube.com/watch?v=dIBVWMdGhqw&amp;list=PLUJ7JmcrTifBROWODSG8wgyI20XgBuE-N">https://www.youtube.com/watch?v=dIBVWMdGhqw&amp;list=PLUJ7JmcrTifBROWODSG8wgyI20XgBuE-N</a>
<b>Unit-IV</b>	Spatial databases	<a href="https://www.youtube.com/watch?v=NFUfC5Qpa8s">https://www.youtube.com/watch?v=NFUfC5Qpa8s</a>

Course Code	DEC-IT-MBA-247A				
Category	Discipline Elective Course- IT				
E-Commerce and Applications	AI Application in Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ul style="list-style-type: none"><li>• To understand the basics and evolution of AI in business.</li><li>• To understand AI applications in marketing and customer engagement.</li><li>• To understand AI’s role in human resource management.</li><li>• To understand AI use in finance and risk management.</li></ul>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Recall</b> the definitions, history, and types of Artificial Intelligence and its core technologies.	Level-1 Remember
CO2	<b>Explain</b> the role of key enablers like Big Data, Cloud Computing, and IoT in the development of AI in business.	Level-2 Understand
CO3	<b>Apply</b> knowledge of AI technologies to analyze how AI can transform business models and strategic management.	Level-3 Apply
CO4	<b>Analyze</b> different types of AI and evaluate their potential impacts on business strategy and operations.	Level-4 Analyze

**Note:**

- Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
- At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	Definition and Scope of Artificial Intelligence in Business – History and Evolution of AI Technologies – Types of AI: Narrow AI, General AI, and Super AI – Core technologies: Machine Learning, Deep Learning, Natural Language Processing (NLP), Robotics, and Expert Systems – Key Enablers: Big Data, Cloud Computing, IoT – AI in Strategic Management – Business model transformation using AI.
<b>Unit-II</b>	Customer segmentation and targeting using AI – Consumer behavior prediction – Personalization and recommendation engines – AI-powered content generation and A/B testing – Chatbots and conversational AI for customer engagement – Campaign optimization using AI tools – Case Studies: Amazon, Netflix, Spotify.
<b>Unit-III</b>	AI in talent acquisition: Resume screening, job matching – AI-driven on boarding and engagement – Predictive analytics in workforce planning and attrition – Performance evaluation and productivity analysis – Sentiment analysis – Virtual assistants for HR – Ethical and legal implications of AI in HR – Case Studies: HireVue, Pymetrics, LinkedIn Talent Insights

<b>Unit-IV</b>	Fraud detection using AI – Algorithmic and high-frequency trading – Credit scoring and risk assessment – Financial forecasting using predictive models – Chatbots in banking – Robo-advisors in wealth management – Applications in budgeting and planning. Case Studies: PayPal.
----------------	---

### Suggested Readings:

- Artificial Intelligence in Business: Creating Value with Machine Learning by Rajendra Akerkar, Springer
- Prediction Machines: The Simple Economics of Artificial Intelligence by Ajay Agrawal, Joshua Gans, Avi Goldfarb, Harvard Business Review Press
- Machine Learning Yearning by Andrew Ng, Self-published
- Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly Media

### Useful Video Links:

Unit no.	Topics	Links
<b>Unit-I</b>	Artificial Intelligence	<a href="https://www.youtube.com/watch?v=GHpchgLoDvI&amp;list=PLp6ek2hDcoNB_YJCruBFjhF79f5ZHyBuz">https://www.youtube.com/watch?v=GHpchgLoDvI&amp;list=PLp6ek2hDcoNB_YJCruBFjhF79f5ZHyBuz</a>
<b>Unit-II</b>	Artificial Intelligence and Chatbot Integration in Services	<a href="https://www.youtube.com/watch?v=Dxkww5aegLc">https://www.youtube.com/watch?v=Dxkww5aegLc</a>
<b>Unit-III</b>	Talent acquisition	<a href="https://www.youtube.com/watch?v=wc_J2IlyDG8&amp;list=PLLy_2iUCG87Cs2lx7OgbBDyzIL2YkzRLQ">https://www.youtube.com/watch?v=wc_J2IlyDG8&amp;list=PLLy_2iUCG87Cs2lx7OgbBDyzIL2YkzRLQ</a>
<b>Unit-IV</b>	Fraud detection of Financial data	<a href="https://www.youtube.com/watch?v=8RgVP0J1iIM">https://www.youtube.com/watch?v=8RgVP0J1iIM</a>

Course Code	DEC-IT-MBA-249A				
Category	Discipline Elective Course- IT				
E-Commerce and Applications	Information Security and Cyber Laws				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ul style="list-style-type: none"><li>• To understand the basic concepts and principles of information security.</li><li>• To understand security mechanisms like authentication, cryptography, and firewalls</li><li>• To understand operational, human, and physical aspects of system security.</li><li>• To understand legal issues and cyber laws related to information technology.</li></ul>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Recall</b> the fundamental concepts of information security, including confidentiality, integrity, availability, and basic security threats.	Level-1 Remember
CO2	<b>Explain</b> the principles of authentication, access control, cryptography, firewalls, and malware detection in the context of securing systems.	Level-2 Understand
CO3	<b>Apply</b> security mechanisms such as cryptographic techniques, intrusion detection, and security policies to secure information and network systems.	Level-3 Apply
CO4	<b>Analyze</b> legal issues and cybercrimes such as hacking, defamation, piracy, and cybersquatting, and assess the impact of IT laws and cyber regulations.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	Overview of basic concepts of security: Confidentiality, Integrity and Availability; Security threats, Information security principles, operational and human issues in information and network security; Security policies: types, development and management.
<b>Unit-II</b>	Authentication, Access control mechanism, Physical security control, Operations security, Cryptography: basic concepts, symmetric and asymmetric cryptography; Key management, Firewalls, Intrusion detection, malware detection.
<b>Unit-III</b>	Legal Issues in information and communication technology, cyber-crime and IT Act 2000, Legal resources against Hacking, Cyber fraud, defamation and abuse, pornography and other IT offences; Contracts in cyber world and Jurisdiction

<b>Unit-IV</b>	Cyber squatting, legal and other innovative moves against cyber squatting, Copyright and protection of contents; Software piracy; E-Commerce Taxation, Protection of Cyber consumers in India
----------------	---

#### **Suggested Readings:**

- Information Security: Principles and Practices by Mark Merkow and James Breithaupt, Pearson Education
- Cyber Law Simplified by Vivek Sood, Tata McGraw Hill, New Delhi
- Introduction to Computer Security by Matt Bishop, 1/e, Pearson Education.

#### **Useful Video Links:**

<b>Unit no.</b>	<b>Topics</b>	<b>Links</b>
<b>Unit-I</b>	Basic concepts of security	<a href="https://www.youtube.com/watch?v=3JblSrRT8XE">https://www.youtube.com/watch?v=3JblSrRT8XE</a>
<b>Unit-II</b>	Access control mechanism	<a href="https://www.youtube.com/watch?v=aT2gDFkf2BU">https://www.youtube.com/watch?v=aT2gDFkf2BU</a>
<b>Unit-III</b>	Legal Issues in information and communication technology	<a href="https://www.youtube.com/watch?v=SSijgMgjZzg">https://www.youtube.com/watch?v=SSijgMgjZzg</a>
<b>Unit-IV</b>	Copyright and protection of contents	<a href="https://www.youtube.com/watch?v=z6vXUZmF9P4">https://www.youtube.com/watch?v=z6vXUZmF9P4</a>

Course Code	DEC-IB-MBA-251A				
Category	Discipline Elective Course - IB				
Course Title	International Trade Theory and Practices				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the concept of International Business environment 2. To understand the models & theories of international trade 3. To understand the concept of country risk analysis and responsibilities of International trade. 4. To understand the economic crisis of developing countries.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> international trade theories, trade policies, economic integration, digital trade, and India's evolving role and strategies in the global trade environment.	Level-2 Understand
CO2	<b>Apply</b> concepts of trade barriers, regional agreements, export promotion schemes, and digital tools to examine and enhance India's foreign trade operations.	Level-3 Apply
CO3	<b>Analyze</b> the effects of globalization, protectionism, WTO regulations, and geopolitical factors on international trade dynamics and India's trade competitiveness.	Level-4 Analyze
CO4	<b>Analyze</b> India's trade policy framework, incentives, and sustainability initiatives to recommend strategic improvements for boosting export performance and global integration.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Evolution and importance of international trade in the global economy;</b> Trade as a driver of globalization and digital integration; Classical and modern trade theories: Comparative advantage, Heckscher-Ohlin, Strategic Trade Theory, Porter's Diamond; Global Value Chains (GVCs) and India's positioning; Gains from trade, terms of trade concepts, and trade equilibrium; Digital trade and cross-border e-commerce

<b>Unit-II</b>	<b>Free trade vs. protectionism:</b> Tariffs, quotas, non-tariff barriers; Countervailing duties, anti-dumping, and WTO dispute mechanisms; Impact of trade wars and geopolitical trade shifts (e.g., US-China, EU regulations); Forms and levels of economic integration: FTA, customs union, common market; Impact of regional groupings (e.g., RCEP, IPEF, EU, USMCA) on Indian exports; Bilateral and plurilateral trade agreements: Opportunities and challenges
<b>Unit-III</b>	<b>Components of international trade policy;</b> Export promotion strategies (DGFT, EPCs, PLI scheme); Digital tools for export promotion: ICEGATE, e-Sanchit, Trade Analytics; Assessing export potential using trade intelligence platforms; Role of SEZs, FTZs, and trade facilitation infrastructure; Sustainable trade practices and ESG compliance in exports; Role of digital expos, virtual fairs, and international marketplaces
<b>Unit-IV</b>	<b>Trends in India's foreign trade post-liberalization;</b> India's strategic trade policy: Make in India, Atmanirbhar Bharat, PLI; Major export-import schemes and incentives; WTO and its impact on Indian trade policy: TRIPS, agriculture, e-commerce; India's role in global trade reform and multilateral negotiations; Assessment of India's trade policy in the context of sustainability and competitiveness

### Suggested Readings:

- International Trade: Theory and Policy by Paul R. Krugman, Pearson Education
- Export-Import Procedure and Documentation by Jain. S. Khushpat, Jain. V. Apexa, Himalaya Publishing House.
- "Anti-dumping and Countervailing Measures" by B Gupta, R.K, Sage Publications, New Delhi.
- "International Trade", Verma by M.L, Commonwealth Publishers, Delhi.
- "International Marketing Management" by Varsheny R.L. and B. Bhattacharya, Sultan Chand and Sons, Delhi

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Evolution of International Trade	<a href="https://onlinecourses.nptel.ac.in/noc23_hs149/preview">https://onlinecourses.nptel.ac.in/noc23_hs149/preview</a>
<b>Unit-II</b>	Regional Economic Groupings and Trade Barriers	<a href="https://onlinecourses.nptel.ac.in/noc23_hs149/preview">https://onlinecourses.nptel.ac.in/noc23_hs149/preview</a>
<b>Unit-III</b>	FDI and MNCs	<a href="https://onlinecourses.nptel.ac.in/noc25_mg31/preview">https://onlinecourses.nptel.ac.in/noc25_mg31/preview</a>

Course Code	DEC-IB-MBA-253A				
Category	Discipline Elective Course - IB				
Course Title	Export Import procedure and Documentation				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the fundamentals of international trade. 2. To understand the practical knowledge of export documentation and procedures. 3. To understand export incentives and policy assistance. 4. To understand the methods of international payments and export finance.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the procedural frameworks, trade barriers, and digital initiatives governing international trade documentation, classification systems, and government policies in export-import operations.	Level 2 Understand
CO2	<b>Apply</b> knowledge of international trade documents, export-import procedures, payment methods, customs clearance, and insurance practices to effectively manage global trade transactions.	Level 3 Apply
CO3	<b>Apply</b> regulatory frameworks, including FEMA, UCPDC guidelines, export finance mechanisms, and institutional support to ensure compliance and optimize export-import financial operations.	Level 3 Apply
CO4	<b>Analyze</b> export promotion schemes, institutional roles, and emerging digital trade platforms to enhance India's international trade competitiveness and infrastructure.	Level 4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Significance of Procedures and Documentation in International Trade:</b> procedure and Documentation as Trade Barriers.WTO Provisions, Digitalization of trade documentation (e.g., e-BRC, e-SANCHIT in India),Recent Government of India initiatives like "Trade Infrastructure for Export Scheme (TIES)". Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification System; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.
<b>Unit-II</b>	<b>Main Export and Import Documents;</b> Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.
<b>Unit-III</b>	<b>Methods of Payments in International Trade;</b> Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds; FEMA- Origin and Objectives, Main Provision of FEMA. Pre Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.
<b>Unit-IV</b>	<b>Major Export Promotion Schemes in India-</b> EPCG, Duty Exemption Scheme; RoDTEP (Remission of Duties and Taxes on Exported Products); Facility for Deemed Exports; Export Promoting Institutions (EOU's/ EPZs/ SEZ's) – Role of Export Promotion Councils, Commodity Boards and ITPO.;E-Commerce exports and digital platforms like Amazon Global Selling, eBay, ONDC.

#### Suggested Readings:

- Export-Import Procedure and Documentation by Jain. S. Khushpat, Jain.V. Apexa, Himalaya Pub. House.
- "Export Management" by Kapoor,D.C, Vikas Publishing House Pvt. Ltd., New Delhi.
- Export: What Where and How, Delhi by Paras Ram ,Anupam Publication.
- Handbook of Procedures by Ministry of Commerce, Government of India, New Delhi.
- Export Procedures and Documentations by M.D.Jitendra, Rajat Publications, Delhi
- Export Import Procedure and Documentation Manual by NABHI.

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Preliminaries for Export	<a href="https://archive.nptel.ac.in/courses/110/107/110107145/">https://archive.nptel.ac.in/courses/110/107/110107145/</a>
<b>Unit-II</b>	Export Documentation and Export Procedures	<a href="https://nptel.ac.in/courses/110107112">https://nptel.ac.in/courses/110107112</a>
<b>Unit-III</b>	Policy Assistance and Incentives	<a href="https://archive.nptel.ac.in/courses/110/107/110107145/">https://archive.nptel.ac.in/courses/110/107/110107145/</a>
<b>Unit-IV</b>	Methods of Payments and Export Finance	<a href="https://archive.nptel.ac.in/courses/110/107/110107145/">https://archive.nptel.ac.in/courses/110/107/110107145/</a>

Course Code	DEC-IB-MBA-255A				
Category	Discipline Elective Course – IB				
Course Title	Foreign Exchange Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the nature of foreign exchange 2. To understand the factors influencing exchange rate fluctuations. 3. To understand the structure and functioning of foreign exchange markets 4. To understand foreign exchange risk management tools				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the fundamental concepts, macroeconomic frameworks, and evolving trends in foreign exchange markets.	Level-2 Understand
CO2	<b>Apply</b> economic theories and models in exchange rate determination and foreign exchange market dynamics.	Level-3 Apply
CO3	<b>Demonstrate</b> techniques of hedging, pricing, and managing risk in international financial transactions.	Level-3 Apply
CO4	<b>Analyze</b> the structure, instruments, and digital evolution of foreign exchange markets for strategic decision-making.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Nature of foreign exchange:</b> sources of demand for and supply of foreign exchange-the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems; Role of Cryptocurrency and Blockchain in FX Markets ;Impact of Central Bank Digital Currencies (CBDCs) on Foreign Exchange Markets; Impact of Global Macroeconomic Shocks (e.g., COVID-19, Geopolitical conflicts) on Exchange Rate Determination; Behavioral Finance aspects in Exchange Rate Movements.
<b>Unit-II</b>	<b>General factors of exchange rate fluctuations;</b> the Dornbusch Sticky -price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.

<b>Unit-III</b>	<b>Nature functions and participants of foreign exchange market;</b> spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid -ask spreads; the Interest Rate Parity Theorem; the Expectation Theory; International Fisher Effect.
<b>Unit-IV</b>	<b>Currency futures, options and determination of their market value, over-the-counter options;</b> Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps, Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India,

#### **Suggested Readings:**

- Global Financial Markets by Giddy I.A.N., AITBS, New Delhi
- International Finance by D. Levi Maurice, Prentice Hall of India, New Delhi
- Multinational Business Finance by David K. Eiteman, Pearson Education Roth Paul, Mastering Foreign Exchange and Money Markets , Pitman, London
- International Financial Management by Apte P.G, Tata McGraw Hill, New Delhi

#### **Useful Video Links:**

<b>Unit no</b>	<b>Topics</b>	<b>Links</b>
<b>Unit-I</b>	Nature of Foreign Exchange & Exchange Rate Determination	<a href="https://archive.nptel.ac.in/courses/110/105/110105057/">https://archive.nptel.ac.in/courses/110/105/110105057/</a>
<b>Unit-II</b>	Exchange Rate Fluctuations & Macroeconomic Impacts	<a href="https://archive.nptel.ac.in/courses/109/107/109107173/">https://archive.nptel.ac.in/courses/109/107/109107173/</a>
<b>Unit-III</b>	Foreign Exchange Market Operations & Theories	<a href="https://archive.nptel.ac.in/courses/110/105/110105121/">https://archive.nptel.ac.in/courses/110/105/110105121/</a>
<b>Unit-IV</b>	Currency Derivatives & Risk Management	<a href="https://archive.nptel.ac.in/courses/110/107/110107128/">https://archive.nptel.ac.in/courses/110/107/110107128/</a>

Course Code	DEC-IB-MBA-257A				
Category	Discipline Elective Course – IB				
Course Title	International Business Environment				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the nature, scope, and importance of international business 2. To understand the socio-cultural environment in global markets 3. To understand the international economic, political, and legal environments 4. To understand the role of technology in international business				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts and environments of international business, including globalization trends, cultural diversity, investment theories, and technology dynamics.	Level 2 – Understand
CO2	<b>Apply</b> international business frameworks to examine global entry strategies, market operations, and responses to economic, legal, and technological factors.	Level 3 – Apply
CO3	<b>Analyze</b> the interplay of cultural, economic, political, legal, and technological forces shaping international business decisions and risks.	Level 4 – Analyze
CO4	<b>Analyze</b> the global business strategies in light of digitalization, geopolitical shifts, regulatory changes, and Industry 4.0 advancements.	Level 4 – Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to International Business:</b> Importance, nature and scope of International business; Modes of entry into International Business; Globalization 5.0 & De-globalization Trends Internationalization process and managerial implications. <b>Socio-Cultural environment:</b> significance, religion, language, education, attitudes, culture, customs and practices, cross cultural literacy, managing cultural diversity- dealing with cultural differences, social responsibility of business. ; Digital Internationalization of Firms -Role of digital platforms in entering global markets (e.g., Amazon Global, Shopify).

<b>Unit-II</b>	<p><b>International Economic Environment:</b> International economic analysis indicators; Economic factors affecting international business operations- economic freedom, economic systems, economic indicators; Assessing economic development, performance and potential;</p> <p><b>Regional economic integration:</b> Effects of integration, major regional trading groups in Asia and America. International Investment Theory - Theory of capital movements, Market imperfections, Internationalization, Appropriability, Location specific advantage.</p>
<b>Unit-III</b>	<p><b>Political and Legal environment:</b> Political environment: Individualism Vs. collectivism, political ideology, political risk; Legal environment: Types of Legal systems, trends in legal system, implications for managers, legal issues in international business.; Geopolitical Risk Management- Tools like risk mapping and scenario analysis for unstable regions (e.g., war zones, trade tensions).</p>
<b>Unit-IV</b>	<p><b>Technological environment:</b> Impact of technology on society, economy, industry; Need to spend on R and D, implication of technology on MNCs, environmental factors contributing for rise of technology, Nature of technology transfer, stages in transfer process, international technological issues; .Industry 4.0 and Global Supply Chains (Role of AI, IoT, and blockchain in cross-border operations.)</p>

#### Suggested Readings:

- International Business by Daniels J.D. and H. LEE Radesbaugh, Pearson Education.
- International Business"by Aswathappa, K, Tata McGraw Hill publications, New Delhi.
- International Business Law and its Environment by Richard M. Schaffer et al, Thomson 2002.
- International Business by Michael Zinkata et al, John. J Wild, et al, Global Business, The Dryden Press 1988., Pearson Education

#### Useful Video Links:

Unit no	Topics	Links
Unit-I	Intercultural Communication	<a href="https://nptelvideos.com/course.php?id=667">https://nptelvideos.com/course.php?id=667</a>
Unit-III	International Business Environment ( full course)	<a href="https://archive.nptel.ac.in/courses/110/107/110107145/">https://archive.nptel.ac.in/courses/110/107/110107145/</a>

Course Code	DEC-IB-MBA-259A				
Category	Discipline Elective Course-IB				
Course Title	International Business Negotiation and Economic Blocks				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the concepts, structure, and environment of global business negotiations. 2. To understand the impact of national and corporate cultures on negotiation styles and outcomes. 3. To understand skills for planning and executing each stage of the global negotiation process. 4. To understand communication and strategic negotiation abilities using modern tools and techniques.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the foundational concepts, cultural dimensions, strategic processes, and technological tools that influence global business negotiations in both physical and digital contexts.	Level-2 Understand
CO2	<b>Apply</b> negotiation frameworks, cultural insights, and strategic tools to manage real-world negotiation scenarios, including cross-cultural and digitally mediated contexts.	Level-3 Apply
CO3	<b>Analyze</b> the interplay of power, communication dynamics, culture, and negotiation strategy for decision-making in global negotiations.	Level-4 Analyze
CO4	<b>Analyze</b> negotiation effectiveness and sustainability by integrating global negotiation models, dispute resolution mechanisms, and emerging technological tools.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Foundations of Global Business Negotiation:</b> Nature and scope of global negotiations; Key terms: BATNA, ZOPA, Trust-building, Ethical Dilemmas; Negotiation process architecture and phases; Understanding global negotiation volatility: Political, economic, and regulatory instability; Assessing negotiation readiness: Stakeholders, leverage, goals

<b>Unit-II</b>	<b>Culture and Behavioral Dynamics in Negotiation:</b> Cultural intelligence in cross-border negotiations; National negotiation traits (US, Japan, China, India, EU, Middle East); Hofstede's cultural dimensions and Trompenaars' model; Role of gender and corporate culture; Hybrid and virtual cultural impacts on negotiation behavior; Selecting and adapting negotiation styles
<b>Unit-III</b>	<b>Strategic Negotiation Process and Conflict Management:</b> Pre-negotiation planning: goal setting, stakeholder mapping; Negotiation strategies: integrative vs distributive; Building momentum, anchoring, first offers; Managing complex/multi-party negotiations; Dispute resolution: Mediation, arbitration, conciliation; Post-agreement follow-up, renegotiation, and sustainability
<b>Unit-IV</b>	<b>Tools, Technology, and Power in Negotiation:</b> Communication skills: Verbal, non-verbal, written, visual; Deadlock management and breaking impasses; Negotiation power dynamics and persuasion techniques; Digital negotiation platforms (Zoom, Teams, Miro, CRMs) ; AI-enabled tools and simulations in negotiation; Trends in online, remote, and hybrid negotiations

### Suggested Readings:

- Global Business Negotiations: A Practical Guide by Subhash Jain & Claude Cellich, South Western Educational Publishing
- International Business Negotiation by Pervez. N. Ghauri & JeanClaude Usunier, Pergamon
- Communicating in Global Business Negotiation: A geocentric approach by Rudd & Lawson, Sage
- Creative solutions to Global Business Negotiations by Claude Cellich & Subhash Jain, Business Expert Press

### Useful Video Links:

Unit no	Topics	Links
<b>Unit -1</b>	Negotiation Mastery: Strategies for Conflict and Collaboration	<a href="https://elearn.nptel.ac.in/shop/iit-workshops/completed/negotiation-mastery-strategies-for-conflict-and-collaboration/">https://elearn.nptel.ac.in/shop/iit-workshops/completed/negotiation-mastery-strategies-for-conflict-and-collaboration/</a>
<b>Unit- 2</b>	Soft Skills for Business Negotiations and Marketing Strategies,	<a href="https://onlinecourses.nptel.ac.in/noc20_mg39/preview">https://onlinecourses.nptel.ac.in/noc20_mg39/preview</a>
<b>Unit- 3</b>	Negotiation and Conflict Management	<a href="https://onlinecourses.swayam2.ac.in/cec22_hs30/preview">https://onlinecourses.swayam2.ac.in/cec22_hs30/preview</a>
<b>Unit- 4</b>	Negotiation Mastery: Strategies for Conflict and Collaboration	<a href="https://elearn.nptel.ac.in/shop/iit-workshops/completed/negotiation-mastery-strategies-for-conflict-and-collaboration/">https://elearn.nptel.ac.in/shop/iit-workshops/completed/negotiation-mastery-strategies-for-conflict-and-collaboration/</a>

Course Code	DEC-AGB-MBA-261A				
Category	Discipline Elective Course-AGB				
Course Title	Agri-Business Environment and Policy				
Scheme and Credits	L	T	P	Credits	Semester- III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the role of agriculture in the Indian economy and its contribution to sustainable economic development 2. To understand challenges and policy reforms in farm production, supply chains, marketing, and finance. 3. To understand the impact of globalization and economic reforms on Indian agriculture and agribusiness. 4. To understand agribusiness concepts, systems, and emerging trends in production, processing, and exports.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> the basic concepts of Indian agri business environment	Level-2 Understand
CO2	<b>Apply</b> strategic approaches to enhance efficiency and sustainability in agri business operations.	Level-3 Apply
CO3	<b>Apply</b> technological solutions to enhance decision-making in agri business environments.	Level-3 Apply
CO4	<b>Outline</b> the key drivers of change in the agri business environment.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Role of agriculture in the Indian economy</b> , challenges in economic growth and sustainable agriculture, Problems and policy changes relating to farm supplies, farm production, Agro processing, agricultural marketing, agricultural finance in the country.
<b>Unit-II</b>	<b>Impact of globalization on agribusiness sector</b> , Structure of agriculture, Linkages among sub-sectors of the agribusiness sector, Economic reforms and Indian agriculture.
<b>Unit-III</b>	<b>Agribusiness-</b> concepts and approach, evaluation of systems, Emerging trends in production, processing, marketing and exports, Policy controls and regulations relating to the industrial sector with specific reference to agro-industries, role of IT in Agribusiness.
<b>Unit-IV</b>	<b>Agribusiness policies</b> -concept and formulation, new dimensions in Agri-business environment and policy. Agricultural price and marketing policies, distribution system and other policies.

**Suggested Readings:**

- Economics Environment of Business by Adhikary, M, S. Chand and Sons publ.
- Essentials of Business Environment by Aswathappa, K, Himalya Publ.
- Business Environment by Saleem Shaikh, Pearson Education.
- Business Environment by Francis Cherunilam, Himalaya Publ.
- Economic Analysis and Business Policy by Kulkarni. B. D.
- Financing Agri-Business by Shete, N. B.
- Agrarian crisis and farmer suicides by Deshpande, R.S. and Arora, S., Sage Publications, Delhi

**Useful Video Links:**

Unit no	Topics	Links
Unit-I	Sustainable agriculture	<a href="https://archive.nptel.ac.in/courses/126/105/126105014/">https://archive.nptel.ac.in/courses/126/105/126105014/</a>
Unit-II	Economic reforms and Indian agriculture.	<a href="https://onlinecourses.nptel.ac.in/noc24_ec04/preview">https://onlinecourses.nptel.ac.in/noc24_ec04/preview</a>
Unit-III	Role of IT in agribusiness	<a href="https://archive.nptel.ac.in/courses/126/104/126104006/">https://archive.nptel.ac.in/courses/126/104/126104006/</a>
Unit-IV	Agricultural Marketing - Indian Agriculture, Indian Economy	<a href="https://edurev.in/v/115747/Agricultural-Marketing-Indian-agriculture--Indian-">https://edurev.in/v/115747/Agricultural-Marketing-Indian-agriculture--Indian-</a>

Course Code	DEC-AGB-MBA-263A				
Category	Discipline Elective Course-AGB				
Course Title	Agri- Business Management				
Scheme and Credits	L	T	P	Credits	Semester- III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the nature, scope, and characteristics of Agri business and farm management. 2. To understand economic principles to solve farm management problems and improve decision-making. 3. To understand the farm planning, budgeting, and accounting tools for agri business analysis. 4. To understand the strategies to manage risk and uncertainty in agri business decisions.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> the fundamental concepts Agri business management	Level-2 Understand
CO2	<b>Apply</b> economic principles to solve Agri management problems	Level-3 Apply
CO3	<b>Apply</b> management concepts to solve practical problems in agricultural business settings.	Level-3 Apply
CO4	<b>Analyze</b> agri business strategies and make decisions in the real world.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to agri business management:</b> Nature, scope and characteristics business management, Role of farm business management, Farm management decisions; farm management problems, Principles of farm management decisions
<b>Unit-II</b>	<b>Fundamental Economic Principles of Production and Cost:</b> Principle of variable proportion and cost principle, Principle of factor substitution, Law of equi-marginal returns, opportunity cost principle.
<b>Unit-III</b>	<b>Tools of farm management and farm business analysis:</b> Farm planning and budgeting, Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures, Role of IT in farm management and problem-solving.
<b>Unit-IV</b>	<b>Management of farm resources:</b> land, labor, capital, farm machinery, farm building, Risk and uncertainty in farming, Sources of uncertainty in farming, Management strategy to counteract uncertainty, Decision making process in farm business management under risks and uncertainty.

**Suggested Readings:**

- Farm Management Economics by Heady, E. O and Jensen, H., Prentice Hall.
- Fundamentals of Farm Business Management, Johl, S. S and Kapoor, T. R., Kalyani Publ.
- Economics of Farm Management in India, Kahlon, A. S and Singh, K., Allied Publ.
- Farm Management and Agricultural Marketing, Panda, S. C., Kalyani Publ.
- Farm Management, Dhondyal. S. P.

**Useful Video Links:**

Unit no	Topics	Links
Unit-I	Nature, scope and characteristics business management	<a href="https://onlinecourses.nptel.ac.in/noc22_mg42/preview">https://onlinecourses.nptel.ac.in/noc22_mg42/preview</a>
Unit-I	Law of equi-marginal returns	<a href="http://www.digimat.in/nptel/courses/video/110101149/L25.html">http://www.digimat.in/nptel/courses/video/110101149/L25.html</a>
Unit-III	Basics of Farm Business Planning and Financial Readiness	<a href="https://www.canr.msu.edu/videos/basic-of-farm-business-planning-and-financial-readiness">https://www.canr.msu.edu/videos/basic-of-farm-business-planning-and-financial-readiness</a>
Unit-III	Farm machinery	<a href="http://www.digimat.in/nptel/courses/video/126105009/L01.html">http://www.digimat.in/nptel/courses/video/126105009/L01.html</a>

Course Code	<b>DSC-AGB-MBA-265A</b>				
Category	Discipline Elective Course-AGB				
Course Title	<b>Agri-Business Entrepreneurship</b>				
Scheme and Credits	L	T	P	<b>Credits</b>	<b>Semester- III</b>
	3	1	0	<b>4</b>	
Course Objectives	The objectives of this course are 1. To understand the concepts and theories of agripreneurship and enterprise development. 2. To understand the entrepreneurial traits and decision-making strategies to identify and develop agribusiness opportunities. 3. To understand the entrepreneurial process, business environment, and feasibility of agricultural ventures. 4. To understand Agri business plans with growth strategies and IT integration in agripreneurship..				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> the concepts, process, and strategies of entrepreneurship in agribusiness	Level-2 Understand
CO2	<b>Apply</b> strategic and financial planning techniques for sustainable enterprise growth.	Level-3 Apply
CO3	<b>Apply</b> critical thinking to develop structured approaches for entrepreneurial decision-making and problem-solving.	Level-3 Apply
CO4	<b>Analyze</b> factors influencing agribusiness entrepreneurship	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Agriprenurship</b> – Concept, characteristics, Approaches, Theories, Need for enterprises development. Traits/Qualities of entrepreneur, Entrepreneur behavior, skills; Entrepreneurship, Strategies for making decisions, Classification of Entrepreneurs, Entrepreneur vs. Professional Managers.
<b>Unit-II</b>	<b>Entrepreneurial Process and Structure</b> , Barriers to Enterprise, Sources of Innovative Opportunities, Marketing Research; Business Environment – Micro Environment, Macro Environment, Venture Feasibility – Technical, Marketing, Financial Feasibility, starting new business or buying firms. Entrepreneurship in the Agricultural Sector. start-ups, SHGs, FPO, cooperatives.

<b>Unit-III</b>	<b>Business strategy:</b> concept - long term and short-term focus; Business organization; Sources of Finance, Venture capital financing - concept, purpose and schemes, Capital Markets, Government Policies and Regulations for Agribusiness.
<b>Unit-IV</b>	<b>Business Plan:</b> Sources of Product, Pre-Feasibility Study, Criteria for selection of product, Ownership and Capital, Growth Strategies in business – Market penetration, Market expansion, Product Expansion, Diversification, Acquisition, Steps in Product launch, IT in Agripreneurship.

### Suggested Readings:

- Agri-Business and Entrepreneurship Development by Dandekar, V. M. and Sharma, V. K., Manglam Publications, New Delhi.
- Entrepreneurship Development and Small Business Enterprises by P. Charantimath, Pearson Education.
- Entrepreneurship Development, Project formulation, Appraisal and Financing for Small Industry by Desai, V., 2006, Himalaya Publications, New Delhi.
- Entrepreneurship by Hisrich, R. D. and Peters, M. P., Tata McGraw Hill.
- Patterns of Entrepreneurship Management by Kaplan, J. M. and Warren, A. C., John Wiley and Sons; 4th revised edition.
- Fundamentals of Entrepreneurship Management by Nandan, H., Prentice Hall.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Traits/Qualities of entrepreneur,	<a href="https://archive.nptel.ac.in/courses/127/105/127105007/">https://archive.nptel.ac.in/courses/127/105/127105007/</a>
<b>Unit-II</b>	Barriers to Enterprise, Sources of Innovative Opportunities,	<a href="https://archive.nptel.ac.in/courses/110/107/110107094/">https://archive.nptel.ac.in/courses/110/107/110107094/</a>
<b>Unit-III</b>	Capital Markets	<a href="https://drmcet.digimat.in/nptel/courses/video/110105035/L23.html">https://drmcet.digimat.in/nptel/courses/video/110105035/L23.html</a>
<b>Unit-IV</b>	Growth Strategies in business	<a href="http://www.digimat.in/nptel/courses/video/110106164/L51.html">http://www.digimat.in/nptel/courses/video/110106164/L51.html</a>

Course Code	DEC-AGB-MBA-267A				
Category	Discipline Elective Course-AGB				
Course Title	Agricultural Economics				
Scheme and Credits	L	T	P	Credits	Semester- III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the meaning, concepts, scope, and importance of agricultural economics.</li><li>2. To understand the structure and role of Indian agriculture in the national economy and factors affecting productivity.</li><li>3. To understand the evolution, objectives, and components of Indian agricultural policy and land reforms.</li><li>4. To understand various agricultural development programs and the role of institutions like NABARD and APEDA</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> the meaning, scope, and importance of agricultural economics in the Indian context.	Level-2 Understand
CO2	<b>Apply</b> economic principles to solve agri business problems	Level-3 Apply
CO3	<b>Apply</b> economic theories and tools to determine agricultural productivity and market trends.	Level-3 Apply
CO4	<b>Analyze</b> the structure, policy, reforms and productivity patterns of Indian agriculture.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Agricultural Economics:</b> Meaning, concepts, definitions, scope and importance of Agricultural economics, Basics of economic principles; Theory of consumer behaviour, and its applications- Demand analysis; Demand function; Demand elasticity; Demand forecasting;
<b>Unit-II</b>	<b>Structure &amp; Dynamics of Indian Agricultural:</b> Place of agriculture in National economy, Special characteristics of agriculture in Indian economy, Pattern of agricultural holdings, Agricultural productivity: Trends, causes and consequences of low productivity in India, Green revolution: Strategy in development of Indian agriculture.

<b>Unit-III</b>	<b>Indian Agricultural Policy:</b> Meaning, types and importance, Evolution of agricultural policy, Famine Commission Report, Royal Commission on Agriculture: Recommendations, Land Reform Policy, Nature and objectives of land reforms, Major agricultural input policies including seed, fertilizer, pesticides, credit and irrigation,
<b>Unit-IV</b>	<b>Indian Agricultural Reforms:</b> National Rural Employment Assurance Programme & other recent Agricultural Development Programs Role of NABARD & Other agricultural credit societies, Current Agricultural Export Policies for different commodities, Role of APEDA, National Rural Employment Assurance Programme & other recent Agricultural Development Programs.

### Suggested Readings:

- Indian Agriculture: Problems, Progress and Prospects by Agrawal, A.N, Vikas Publishing House Pvt. Ltd., Delhi.
- Agricultural Problems of India by Mamoria, C.B, Kitab Mahal, Allahabad
- Natural Resources Conservation and Ecological Approach by Owen Oliver, MacMillan Co, Third Avenue.
- Agricultural Problems of India by Bansil, P.C, Vikas Publishing House Pvt. Ltd., Delhi.
- Agricultural Policy in India by Jain, S.C, Allied Publishers Pvt. Ltd.
- Agricultural Policy in wealthy Countries by James P.G, Ague and Robertson Publishers, Sydeny.
- Agricultural Policy in India by Karla, O.P, Bombay Popular Prakashan, Mumbai.
- Text Book of Animal Husbandry by Banerjee, G.C, Oxford and IBH Publishers, New Delhi.
- Animal Husbandry in India by Mahanta, K.C.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to Agricultural Economics	<a href="https://onlinecourses.swayam2.ac.in/nou25_hs28/preview">https://onlinecourses.swayam2.ac.in/nou25_hs28/preview</a>
<b>Unit-II</b>	Place of agriculture in National economy,	<a href="https://archive.nptel.ac.in/noc/courses/noc19/SEM2/noc19-ag04/">https://archive.nptel.ac.in/noc/courses/noc19/SEM2/noc19-ag04/</a>
<b>Unit-III</b>	Agriculture and irrigation	<a href="https://archive.nptel.ac.in/courses/126/105/126105010/">https://archive.nptel.ac.in/courses/126/105/126105010/</a>
<b>Unit-IV</b>	Indian Agricultural Reforms	<a href="https://onlinecourses.nptel.ac.in/noc24_ec04/preview">https://onlinecourses.nptel.ac.in/noc24_ec04/preview</a>

Course Code	DEC-AGB-MBA-269A				
Category	Discipline Elective Course-AGB				
Course Title	Agri- Business Finance				
Scheme and Credits	L	T	P	Credits	Semester- III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand Planning and managing cash inflows and outflows to ensure liquidity in agribusiness operations.</li><li>2. To understand the minimum return required to justify investment decisions in agriculture-related projects.</li><li>3. To understand the interest calculated on both the principal and accumulated interest, crucial for loan and investment evaluation.</li><li>4. To understand investment decisions and capital structure using capital budgeting and cost of capital techniques.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> the fundamental concepts of agri-business finance	Level-2 Understand
CO2	<b>Apply</b> the concepts of financial management and accounting systems to prepare and manage agribusiness finance.	Level-3 Apply
CO3	<b>Apply</b> financial and accounting techniques to solve the agribusiness problems	Level-3 Apply
CO4	<b>Analyze</b> financial information to make decisions in the agribusiness.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Agribusiness Finance:</b> Agribusiness Finance; Agribusiness producers; Flow of fund in the economy; Importance of finance to agribusiness; Domestic trends in agribusiness finance; International trends. Agribusiness loans: Legal issues, terms, interest rates; Promissory Note; Parties to loan Transactions; Security Agreement; Mortgages versus deeds of trust; other loan terminology; life cycle of loan; default and foreclosure; determinants of interest rates.
<b>Unit-II</b>	<b>Time value of money;</b> loan calculations and analysis; compound interest; the process of discounting; annuities; present value of an annuity; basic loan calculations; building an amortization schedule; loan balance; refinance analysis; cash budgeting. Capital budgeting and leasing; cost of capital; capital budgeting techniques other considerations regarding capital budgeting; lease and leasing.

<b>Unit-III</b>	<p><b>Financial statements;</b> Generally accepted accounting principles and the farm financial standard council; the income statement, owner's equity, balance sheet; accrual adjusted income statement, statement of cash flows.</p> <p><b>Financial statement analysis;</b> ratios analysis; common-size statement and horizontal analysis; risk in agribusiness; sources of business risk in agriculture; risk management in agriculture.</p>
<b>Unit-IV</b>	<p><b>Agriculture lending industry:</b> commercial banks and farm credit system; other agribusiness lenders; vendors/ trade credit; life insurance financing, Agri-Fintech Integration, Value Chain Financing, and Climate-Resilient Credit Models.</p>

#### Suggested Readings:

- Fundamental of agribusiness finance by Battles Ralph, W. Robert, C. Thompson, Wiley.
- Agri-Business and finance management by Parveen kumar verma, K.N.S. banafar, jaya publishing.
- Economic development in the agro- finance sector by Dr. Partha Sarathi Banerjee, Notion press.
- Accounting for agriculture by Hayden Van Der, Reactive publishing.
- State of agriculture finance in India by N Srinivasan, SAGE publication.

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Agricultural finance	<a href="https://unacademy.com/lesson/agricultural-finance/SRCYUG24">https://unacademy.com/lesson/agricultural-finance/SRCYUG24</a>
<b>Unit-II</b>	Time value of money: concepts and calculation	<a href="https://kristujayanti.digimat.in/nptel/courses/video/109107115/L01.html">https://kristujayanti.digimat.in/nptel/courses/video/109107115/L01.html</a>
<b>Unit-III</b>	Balance Sheet	<a href="https://archive.nptel.ac.in/courses/110/101/110101131/">https://archive.nptel.ac.in/courses/110/101/110101131/</a>
<b>Unit-IV</b>	Credit Analysis	<a href="https://drmcet.digimat.in/nptel/courses/video/112107260/L26.html">https://drmcet.digimat.in/nptel/courses/video/112107260/L26.html</a>

Course Code	DEC-OM-MBA-271A				
Category	Discipline Elective Course-OM				
Course Title	Technology and Innovation Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the strategic role of technology in operations and business competitiveness.</li><li>2. To understand the processes of technology forecasting, acquisition, transfer, and commercialization.</li><li>3. To understand tools for managing innovation, R&amp;D, and intellectual property in organizations.</li><li>4. To understand technology management practices in real-world business and manufacturing contexts.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> key concepts of technology management and their role in business strategy.	Level-2 Understand
CO2	<b>Apply</b> innovation and forecasting tools to support decision-making in dynamic environments.	Level-3 Apply
CO3	<b>Examine</b> how digital tools contribute to innovation in business contexts.	Level-3 Apply
CO4	<b>Evaluate</b> strategies for adopting and integrating new technologies to enhance organizational performance.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Technology and Innovation-</b> Understanding technology and innovation in the business context, Types of Innovation: Product, process, and organizational innovations, Technology Life Cycle: Stages from introduction to obsolescence, Strategic Alignment: Integrating technology strategy with business objectives.
<b>Unit-II</b>	<b>Technology Forecasting and Acquisition-Forecasting Methods:</b> Expert opinion, trend analysis, and Delphi method, Acquisition Strategies: Make-or-buy decisions and sourcing technologies, R&D Management: Managing research and development for innovation, Absorption and Assimilation: Integrating new technologies into existing operations.
<b>Unit-III</b>	<b>Innovation Management-Innovation Models:</b> Open innovation and closed innovation, Managing the Innovation Process: Stages from idea generation to commercialization, Barriers to Innovation:

	Identifying and overcoming obstacles, Role of Government and Agencies: Support in fostering innovation.
<b>Unit-IV</b>	<b>Intellectual Property and Digital Transformation-Intellectual Property Rights (IPR):</b> Patents, copyrights, and trademarks, Digital Technologies: Impact of AI, IoT, and Industry 4.0 on innovation, Sustainability and Ethics: Integrating sustainable practices and ethical considerations, Global Perspectives: Understanding international trends and regulations.

### Suggested Readings:

- Management of Technology: The Key to Competitiveness and Wealth Creation by Tarek Khalil, McGraw Hill Education.
- Managing Technology and Innovation for Competitive Advantage by V.K. Narayanan, Pearson Education.
- Technology and Innovation Management by Sanjiva Shankar Dubey, PHI Learning.
- Strategic Management of Technology and Innovation by Burgelman, Christensen & Wheelwright, McGraw-Hill.
- Technology Management by G.P. Gupta, McGraw Hill India.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to Technology and Innovation	<a href="https://onlinecourses.nptel.ac.in/noc22_de05/preview?utm_source">https://onlinecourses.nptel.ac.in/noc22_de05/preview?utm_source</a>
<b>Unit-II</b>	Technology Forecasting and Acquisition- Forecasting Methods	<a href="https://archive.nptel.ac.in/courses/109/105/109105176/?utm_source">https://archive.nptel.ac.in/courses/109/105/109105176/?utm_source</a>
<b>Unit-III</b>	Innovation Management-Innovation Models	<a href="https://onlinecourses.nptel.ac.in/noc21_mg63/preview?utm_source">https://onlinecourses.nptel.ac.in/noc21_mg63/preview?utm_source</a>
<b>Unit-IV</b>	Intellectual Property and Digital Transformation	<a href="https://archive.nptel.ac.in/courses/109/105/109105176/?utm_source">https://archive.nptel.ac.in/courses/109/105/109105176/?utm_source</a>

Course Code	DEC-OM-MBA-273A				
Category	Discipline Specific Course-OM				
Course Title	Supply Chain and Logistics Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the foundational principles of supply chain management and logistics.</li><li>2. To understand strategic network design and the role of transportation systems in supply chains.</li><li>3. To understand effective methods for inventory control and vendor management.</li><li>4. To understand the impact of information technology and decision-support systems on modern supply chains.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the key concepts and components of supply chain management, including design, logistics, purchasing, inventory, decision-support systems, and recent trends.	Level-2 Understand
CO2	<b>Apply</b> principles of supply chain design, logistics, and transportation for effective distribution networks and improved supply chain operations.	Level-3 Apply
CO3	<b>Apply</b> inventory management techniques, purchasing strategies, and decision-support tools to improve supply chain efficiency and respond to current trends like IT integration and outsourcing.	Level-3 Apply
CO4	<b>Analyze</b> supply chain components and processes to examine their impact on efficiency and competitiveness.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Understanding the Supply Chain:</b> Define Supply Chain, Objective of a Supply Chain, Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, logistics as integral part of SCM, components of logistics, supply chain analytics & AI

<b>Unit-II</b>	<b>Designing the supply chain network:</b> Role of distribution, factors influencing distribution, design options, e business and its impact , distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modelling for supply chain, designing and planning transportation networks: Role of transportation, modes and their performance, transportation infrastructure and policies design options and their trade-offs, tailored transportation.
<b>Unit-III</b>	<b>Purchasing and Vendor management:</b> Centralized and decentralized purchasing, functions of purchase department and purchase policies, single vendor concept, management of stores, accounting for materials. <b>Inventory Management:</b> Concept, various costs associated with inventory, various EOQ models, buffer stock (trade-off between stock out / working capital cost), lead time reduction, reorder point / re-order level fixation, exercises , ABC, SDE / VED Analysis, Just-In-Time and Kanban System of Inventory management.
<b>Unit-IV</b>	<b>Decision-support systems for supply chain management:</b> Introduction, the challenges of modelling structure of decision support systems, input data, analytical tools, presentation tools, supply chain decision: support systems. <b>Recent Issues in SCM:</b> Role of Computer / IT in Supply Chain Management, CRM vs. SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management

### Suggested Readings:

- Supply Chain Management Strategy, Planning and Operation by Chopra, S., Peter Meindl, Kalra, D.V., Pearson Education
- Supply Chain Management by Shah, J., Pearson Education
- Supply Chain Management by Sharma, Oxford University Press
- Supply Chain Logistics Management by Donald J. Bowersox, David J. Closs, M. Bixby Cooper, TMH
- Supply Chain Management by Sahay, B.S., Macmillan
- A Text Book of Logistics and Supply Chain Management by Agarwal, D.K., Macmillan
- Logistics and Supply Chain Management by Raghuram, G., Macmillan

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Logistic and supply chain management	<a href="https://onlinecourses.nptel.ac.in/noc24_hs128/">https://onlinecourses.nptel.ac.in/noc24_hs128/</a>
<b>Unit-II</b>	Supply chain digitization and network	<a href="https://onlinecourses.nptel.ac.in/noc24_mg59/">https://onlinecourses.nptel.ac.in/noc24_mg59/</a>
<b>Unit-III</b>	Supply chain and vendor management	<a href="https://www.coursera.org/specializations/supply-chain-management">https://www.coursera.org/specializations/supply-chain-management</a>
<b>Unit-IV</b>	Supply chain analytics and decision support system	<a href="https://www.coursera.org/articles/supply-chain-analytics">https://www.coursera.org/articles/supply-chain-analytics</a>

Course Code	DEC-OM-MBA-275A				
Category	Discipline Elective Course-OM				
Course Title	Operations Research				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand key Operations Research concepts for managerial decision-making.</li><li>2. To understand methods for solving linear programming, transportation, and assignment problems.</li><li>3. To understand project management using PERT/CPM and decision-making under uncertainty.</li><li>4. To understand applications of game theory, queuing theory, and simulation in business problem-solving.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the concepts and applications of Operations Research tools for effective managerial decision-making.	Level-2 Understand
CO2	<b>Apply</b> appropriate Operations Research techniques such as linear programming, transportation, and assignment models to examine business and industrial problems.	Level-3 Apply
CO3	<b>Apply</b> project management techniques like decision theory, game theory, queuing models, and simulation techniques to support managerial decision-making.	Level-3 Apply
CO4	<b>Analyze</b> Operations Research techniques to improve managerial decision-making across functional areas.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Operations Research:</b> Meaning, origin, scope and role in managerial decision making. Linear programming: Meaning, scope and limitations. Formulation of industrial and business problem as linear programming problems. Solution of linear programming problems by graphical and simplex methods. Degeneracy and duality in linear programming problems.

<b>Unit-II</b>	<b>Transportation Problems:</b> Balanced and unbalanced cases, Initial basic feasible solution of transportation problems by N/W method, least cost entry method and Vogel's approximation method. Optimal solution of transportation problem by MODI and STEPPING STONE method. Degeneracy in transportation problem. Assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.
<b>Unit-III</b>	<b>Decision theory:</b> decision making under uncertainty and risk, Bayesian analysis, decision trees. PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off.
<b>Unit-IV</b>	<b>Game theory:</b> meaning and types of games, types of strategies. Solution of games with saddle point and graphical method. Principle of dominance. Concept of Auction Theory <b>Queuing theory:</b> concept, assumptions and applications. Steady state solution of MM1 and MMK models. Poisson distributed arrivals and exponentially distributed service time models. Simulation: meaning, process, advantages, limitations and applications

### Suggested Readings:

- Operations Research by Paneerselvam, PHI, New Delhi.
- Operations Research: An Introduction by Taha, Pearson Education.
- Quantitative Techniques in Management by Vohra, N.D., Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Operations Research by Kapoor, V.K., Sultan Chand and Sons, New Delhi.
- Operations Research: Theory and Applications by Sharma, J.K., Macmillan India Ltd., New Delhi.
- Operations Research by Kalavathy, Vikas Publishing House, New Delhi.
- Operation Research by Natarajan, A.M., Pearson Education.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Linear Programming method for solving games	<a href="https://archive.nptel.ac.in/courses/111/107/111107128/">https://archive.nptel.ac.in/courses/111/107/111107128/</a>
<b>Unit-II</b>	Decision theory PERT, CPM	<a href="https://nptel.ac.in/courses/112107238">https://nptel.ac.in/courses/112107238</a>
<b>Unit-III</b>	Transportation problem	<a href="https://nptel.ac.in/courses/111107128">https://nptel.ac.in/courses/111107128</a>
<b>Unit-IV</b>	Theorems of Game Theory, Solution of Mixed Strategy Games	<a href="https://archive.nptel.ac.in/courses/112/106/112106131/">https://archive.nptel.ac.in/courses/112/106/112106131/</a>

Course Code	DEC-OM-MBA-277A				
Category	Discipline Elective Course-OM				
Course Title	R&D Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the fundamentals of emerging technologies and the process of environmental analysis in Research and Development (R&amp;D).</li><li>2. To understand the operational and financial structures that define R&amp;D environments.</li><li>3. To understand the application of procurement, material, and contract management policies in R&amp;D settings.</li><li>4. To understand and develop analytical skills for managing test facilities and utilizing collaborative development tools effectively.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts and practices for managing R&D environments, resources, and technology.	Level-2 Understand
CO2	<b>Apply</b> project management and resource allocation to prepare proposals and manage budgets and procurement.	Level-3 Apply
CO3	<b>Apply</b> technology scanning and material management to optimize the use of instruments and test facilities.	Level-3 Apply
CO4	<b>Analyze</b> R&D environment and processes to examine strategies for effective project execution and collaboration.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Survey of Emerging Technologies</b> - Environment Analysis; Project Proposals; R and D Management: Management of knowledge workers. Legal Framework for R&D Projects: Government policies, ethics, and compliance in research, Intellectual Property Management in R&D: Protecting inventions and innovations developed during projects.
<b>Unit-II</b>	<b>R and D environment;</b> Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for R&D Projects; R and D Budget.

<b>Unit-III</b>	<b>Technology Scanning:</b> Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Procurement and Utilization of Capital Equipment; Test Equipment.
<b>Unit-IV</b>	<b>Test Facilities;</b> Sharing of resources with other Institution, Sponsored Resources; Development Tools.

### Suggested Readings:

- The Science of Managing Organised Technology by Marvin J. Cetron and Joel D. Goldhar (eds.), Gordon and Research, Science Publications.
- Management of Research and Development Organizations; Managing the Unmanageable by R. K. Jain and H. C. Triandis, Wiley.
- The Management of Research, Development and Design in Industry by Tom McLeod, Gower.
- Project Management: A Managerial Approach by Jack R. Meredith and Samuel J. Mantel, Wiley.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Survey of Emerging Technologies	<a href="https://onlinecourses.nptel.ac.in/noc23_ge36/">https://onlinecourses.nptel.ac.in/noc23_ge36/</a>
<b>Unit-II</b>	R and D Projects	<a href="https://onlinecourses.nptel.ac.in/noc24_hs01/">https://onlinecourses.nptel.ac.in/noc24_hs01/</a>
<b>Unit-III</b>	Technology Scanning	<a href="https://nptel.ac.in/courses/110/105/110105091">https://nptel.ac.in/courses/110/105/110105091</a>
<b>Unit-IV</b>	Development Tools.	<a href="https://onlinecourses.nptel.ac.in/noc24_ar07/">https://onlinecourses.nptel.ac.in/noc24_ar07/</a>

Course Code	DEC-OM-MBA-279A				
Category	Discipline Elective Course-OM				
Course Title	Purchasing and Material Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
1. Course Objectives	The objectives of this course are 1. To understand its role, scope, and interrelationship with other departments. 2. To understand legal aspects, public and international purchasing procedures. 3. To understand material planning systems (MRP, JIT) and cost reduction techniques. 4. To understand capital equipment purchasing, supplier evaluation, and material storage/distribution.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> key concepts of material management.	Level-2 Understand
CO2	<b>Apply</b> various materials management tools and techniques to optimize business operations.	Level-3 Apply
CO3	<b>Examine</b> the impact of strategic purchasing decisions on overall business performance.	Level-3 Apply
CO4	<b>Analyze</b> material management strategies to optimize business operations overall organizational success.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Purchasing and Materials Management</b> -Definition, objectives, scope, and nature of materials management, Structure of materials management and its relationship with other departments, Legal aspects of purchasing and public purchasing procedures, International purchasing procedures and documentation, Material Logistics: Overview of warehousing, material handling, and transportation
<b>Unit-II</b>	<b>Material Planning and Quantity Determination:</b> Determination and description of material quantity; material planning in Push and Pull systems. Production Planning Tools: Material Requirements Planning (MRP); Just-in-Time (JIT) systems.

<b>Unit-III</b>	<b>Material Quality Management and Cost Reduction</b> -Incoming quality inspection and vendor process capability, Cost Reduction Techniques: Standardization, simplification, value analysis, and value engineering, Strategic Purchasing Decisions: Make-or-buy decisions and vendor selection
<b>Unit-IV</b>	<b>Capital Equipment, Stores Management, and Distribution</b> -Capital Equipment and Stores Management: Purchasing capital equipment and evaluating suppliers' efficiency, Material Storage and Distribution: Stores layout, material handling, packaging, and distribution systems

### Suggested Readings:

- Materials Management: An Integrated Approach by Gopalakrishnan, P. & Sundaresan, M., Prentice Hall of India, New Delhi.
- Procurement Principles and Management by Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D., Pearson Education.
- Purchasing and Supply Management by Dobler, Donald W. & Burt, David N., Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Introduction to Materials Management by Arnold, J. R. Tony, Chapman, Stephen N., & Clive M. Lloyd, Pearson Education.
- Materials Management: Procedures, Text and Cases by Datta, A. K., PHI Learning Pvt. Ltd., New Delhi.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to Inventory and Materials Management	<a href="https://onlinecourses.nptel.ac.in/noc24_mg106/preview?utm_source">https://onlinecourses.nptel.ac.in/noc24_mg106/preview?utm_source</a>
<b>Unit-II</b>	Material Planning and Quantity Determination	<a href="https://onlinecourses.nptel.ac.in/noc22_mg74/preview?utm_source">https://onlinecourses.nptel.ac.in/noc22_mg74/preview?utm_source</a>
<b>Unit-III</b>	Material Quality Management and Cost Reduction	<a href="https://onlinecourses.nptel.ac.in/noc25_mg74/preview">https://onlinecourses.nptel.ac.in/noc25_mg74/preview</a>
<b>Unit-IV</b>	Capital Equipment, Stores Management, and Distribution	<a href="https://onlinecourses.nptel.ac.in/noc25_mg42/preview">https://onlinecourses.nptel.ac.in/noc25_mg42/preview</a>

Course Code	DEC-BA-MBA-281A				
Category	Discipline Elective Course				
Course Title	Basics of Business Analytics				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the fundamentals of business analytics, including its types, characteristics, and relationship with business intelligence.</li><li>2. To understand the business analytics process and its integration with the decision-making process in organizations.</li><li>3. To understand the applicability of business analytics across diverse functional areas and public sector organizations.</li><li>4. To understand the roles, skills, and responsibilities of key analytics professionals like statisticians, data scientists, and data engineers.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the key concepts, types, and processes of business analytics and their applications across industries.	Level-2 Understand
CO2	<b>Apply</b> descriptive, predictive, and prescriptive analytics methods to solve business problems and support decisions.	Level-3 Apply
CO3	<b>Analyze</b> business scenarios by interpreting analytical data to gain insights and determine their influence on competitive advantage.	Level-4 Analyze
CO4	<b>Analyze</b> analytics tools, technologies, and career roles in the context of evolving industry demands.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Business analytics:</b> Introduction, types of analytics, characteristics of analytics, business analytics, and business intelligence; business analytics process and its relationship with decision making process; Advantage of business analytics: informed decisions, developing distinct capability, creating competitive advantage, key attributes of analytical competitors.

<b>Unit-II</b>	<b>Analytical methods and models:</b> Descriptive analytics-overview of its tools and techniques, role in business analytics process and its importance in business decision making; Predictive analytics-nature and type of modelling, basics of data mining and machine learning environment, role in business analytics process and its importance in strategic decision making; Prescriptive analytics: basics of its tools and modelling, role in business analytics process, data driven decision making.
<b>Unit-III</b>	<b>Business analytics in action:</b> Applicability and importance of business analytics in different areas-financial analytics, human resource analytics, marketing analytics, healthcare analytics, supply chain analytics, sport analytics and analytics for Government and non-profit organization, business strategy and analytics integration.
<b>Unit-IV</b>	<b>Developing analytics:</b> Statistician, data scientist and data engineer and their key features, skills required for analytics, big data and its analyst, important analytics software, major companies providing analytical solutions, job opportunities in business analytics, Data visualization

### Suggested Readings:

- Business Intelligence: A Managerial Perspective on Analytics by Ramesh Sharda, Dursun Delen and Efraim Turban, Pearson Education
- Data Visualization: A Practical Introduction by Kieran Healy, Princeton University Press
- Business Analytics by Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, Pearson Education
- Business analytics Data analysis and Decision Making by S. Christian Albright and Wayne L. Winston, Cengage Learning India Pvt. Ltd.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to Business Analytics	<a href="https://nptel.ac.in/courses/110105089">https://nptel.ac.in/courses/110105089</a>
<b>Unit-II</b>	Descriptive Analytics	<a href="https://nptel.ac.in/courses/110105089">https://nptel.ac.in/courses/110105089</a>
	Data Mining	<a href="https://nptel.ac.in/courses/110105089">https://nptel.ac.in/courses/110105089</a>
<b>Unit-III</b>	Supply Chain Analytics	<a href="https://onlinecourses.nptel.ac.in/noc23_mg16/preview">https://onlinecourses.nptel.ac.in/noc23_mg16/preview</a>
<b>Unit-IV</b>	Data Visualisation	<a href="https://nptel.ac.in/courses/110105089">https://nptel.ac.in/courses/110105089</a>

Course Code	DEC-BA-MBA-283A					
Category	Discipline Elective Course-BA					
Course Title	Applied Multivariate Analysis					
Scheme and Credits	L	T	P	Credits	Semester-III	
	3	1	0	4		
Course Objectives	The objectives of this course are 1. To understand the fundamental concepts of univariate and multivariate statistics 2. To understand multivariate probability distributions, particularly the Multinomial and Multivariate Normal distributions, and their applications in real-world data modeling. 3. To understand the comprehensive knowledge of multivariate data visualization and reduction techniques 4. To understand the statistical inference techniques, including estimation, hypothesis testing, and model adequacy tests in both univariate and multivariate contexts.					
Assessment	40 Marks					
End Semester Examination	60 Marks					
Total	100 Marks					
Duration of Exam	03 Hours					

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> fundamental concepts of univariate and multivariate statistical models.	Level-2 Understand
CO2	<b>Apply</b> estimation procedures, hypothesis testing frameworks, and descriptive statistics to examine both univariate and multivariate data using appropriate statistical methods.	Level-3 Apply
CO3	<b>Analyze</b> univariate and multivariate data using descriptive and inferential statistics, including model adequacy for regression, ANOVA, MANOVA, PCA, and factor analysis.	Level-4 Analyze
CO4	<b>Evaluate</b> univariate and multivariate estimation, hypothesis testing, inferential statistics, and advanced multivariate models using software tools.	Level-5 Evaluate

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Multivariate:</b> Basic concepts of multivariate statistical modeling, Basic concepts of multivariate distributions, Multinomial and multivariate normal distributions, Principal component analysis and other multivariate data visualization techniques, Profile analysis.

<b>Unit-II</b>	<b>Basics of univariate statistics:</b> Univariate descriptive statistics, Sampling distribution, Estimation, Hypothesis testing.
<b>Unit-III</b>	<b>Basic of multivariate statistics:</b> Multivariate descriptive statistics, Multivariate normal distribution, Multivariate Inferential statistics
<b>Unit-IV</b>	<b>Multivariate models:</b> Analysis of variance (ANOVA), Multivariate analysis of variance (MANOVA), Multiple linear regression (MLR): Introduction, Sampling distribution of regression coefficients, Model adequacy tests, Test of assumptions, Model diagnostics, Multivariate linear regression (MvLR): Introduction, Estimation, Model adequacy tests, Regression modeling using SPSS, Principle component analysis (PCA): Introduction, Model adequacy and interpretation, Factor analysis (FA): Introduction, Estimation and model adequacy testing, Rotation of FA, factor scores, Cluster analysis (CA), Introduction to structural equation modeling (SEM), Correspondence Analysis

### Suggested Readings:

- Research Methodology: Concepts and Cases by Chawla Deepak and Neena Sondhi, Vikas Publishing House.
- Methods of Multivariate Analysis by Alvin C. Rencher, Wiley Series in Probability and Statistics
- Multivariate Data Analysis by Joseph F. Hair, Rolph E. Anderson and Willian C. Black, Pearson Education
- Introduction to multivariate Analysis by C. Chatfield, Springer

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to Multivariate Statistical Model	<a href="https://nptel.ac.in/courses/110105060">nptel.ac.in/courses/110105060</a>
<b>Unit-II</b>	Univariate descriptive statistics	<a href="https://nptel.ac.in/courses/110105060">nptel.ac.in/courses/110105060</a>
<b>Unit-III</b>	Multivariate descriptive statistics	<a href="https://nptel.ac.in/courses/110105060">nptel.ac.in/courses/110105060</a>
	Factor Analysis : Model Adequacy, rotation, factor scores and case study	<a href="https://nptel.ac.in/courses/110105060">nptel.ac.in/courses/110105060</a>
<b>Unit-IV</b>	Multivariate analysis of variance (MANOVA)	<a href="https://nptel.ac.in/courses/110105060">nptel.ac.in/courses/110105060</a>

Course Code	<b>DSC-BA-MBA-285A</b>				
Category	Discipline Elective Course-BA				
Course Title	<b>Information Economics and its Applications</b>				
Scheme and Credits	L	T	P	<b>Credits</b>	<b>Semester-III</b>
	3	1	0	<b>4</b>	
Course Objectives	The objectives of this course are 1. To understand core concepts of information asymmetry, including moral hazard, adverse selection, and monopolistic screening. 2. To understand game theory to analyze signaling, screening, and equilibrium outcomes under asymmetric information. 3. To understand information-related issues in insurance and labor markets using economic models. 4. To understand the mechanism design principles, like the revelation principle and truthful implementation.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> key concepts of information economics, such as moral hazard, adverse selection, signaling, and screening across different market settings.	Level-2 Understand
CO2	<b>Apply</b> theoretical models from microeconomics and game theory to real-world problems involving imperfect information in insurance, labor, and credit markets.	Level-3 Apply
CO3	<b>Examine</b> the principles of contract theory, game theory, and mechanism design in the context of asymmetric information.	Level-3 Apply
CO4	<b>Analyze</b> strategic interactions and outcomes in auctions, bargaining, and screening mechanisms using tools from contract theory and mechanism design.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Information Economics; The Principal Agent:</b> Hidden actions (Moral hazard) problem, hidden information problems, monopolistic screening. Microeconomic Theory (MWG), The Theory of Contracts.
<b>Unit-II</b>	<b>Adverse Selection:</b> Concept, lemons problem, probable solutions, game theoretic approach Signalling: Separating and Pooling equilibrium, Insurance market, cheap talk. Job Market Signaling

<b>Unit-III</b>	<b>Screening:</b> Second degree price discrimination, Game Theory. Screening in Competitive Insurance Market, Monopoly screening in insurance .Market Equilibrium in Competitive Insurance Markets
<b>Unit-IV</b>	<b>Introduction to Mechanism design:</b> Basic concepts, revelation principle, truthful implementation. Applications of mechanism design to bargaining and auctions: Bidding behaviour in the four standard auctions: First price sealed bid, second price sealed bid, Dutch auction, English auction. Revenue equivalence theorem; Applications to Finance: Credit market rationing.

### Suggested Readings:

- Microeconomic Theory by Andreu Mas-Colell, Michael D. Whinston, Jerry R. Green, Oxford University Press
- Contract Theory by Patrick Bolton and Mathias Dewatripont, The MIT Press
- The Theory of Industrial Organization by Jean Tirole, The MIT Press
- The Economics of Contracts: A Primer by Bernard Salanié, MIT Press
- Game Theory for Applied Economists by Robert Gibbons, Princeton University Press

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Microeconomics: Theory & Application	<a href="https://onlinecourses.nptel.ac.in/noc20_hs01/preview">https://onlinecourses.nptel.ac.in/noc20_hs01/preview</a>
	Managerial Economics	<a href="https://archive.nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg67">https://archive.nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg67</a>
<b>Unit-II</b>	Introduction to Game Theory and Mechanism Design	<a href="https://archive.nptel.ac.in/courses/106/101/106101237/">https://archive.nptel.ac.in/courses/106/101/106101237/</a>
	Strategy: An Introduction to Game Theory	<a href="https://archive.nptel.ac.in/courses/110/104/110104063/">https://archive.nptel.ac.in/courses/110/104/110104063/</a>
<b>Unit-III</b>	Financial Institutions and Markets	<a href="https://archive.nptel.ac.in/courses/110/105/110105121/">https://archive.nptel.ac.in/courses/110/105/110105121/</a>
<b>Unit-IV</b>	Introduction to Game Theory and Mechanism Design	<a href="https://onlinecourses.nptel.ac.in/noc23_cs117/preview">https://onlinecourses.nptel.ac.in/noc23_cs117/preview</a>

Course Code	DEC-BA-MBA-287A				
Category	Discipline Elective Course-BA				
Course Title	Business Data Mining				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To understand the fundamental concepts and architecture of data warehousing.</li><li>2. To understand the basic processes, functionalities, and applications of data mining.</li><li>3. To understand the integration of data mining systems with data warehouses.</li><li>4. To understand various data mining methods and techniques.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the fundamental concepts, components, and techniques of data warehousing and data mining for effective data analysis and knowledge discovery.	Level-2 Understand
CO2	<b>Apply</b> data warehousing and mining techniques for data extraction, preprocessing, analysis, and decision support.	Level-3 Apply
CO3	<b>Analyze</b> data warehousing and data mining techniques to reveal relationships, patterns, and structures within large datasets for effective knowledge discovery and decision support.	Level-4 Analyze
CO4	<b>Evaluate</b> data warehousing and data mining frameworks, methodologies, and techniques for their effectiveness in extracting insights and supporting data-driven decision-making.	Level-5 Evaluate

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<p><b>Introduction to Data Warehousing</b>-Concept of data warehousing, Data warehousing components, Building a data warehouse, Mapping the data warehouse to a multiprocessor architecture, DBMS schemas for decision support, Data extraction, cleanup, and transformation tools, Metadata.</p> <p><b>Introduction to Data Mining</b>-Definition and importance, Types of data, Data mining functionalities, Interestingness of patterns, Classification of data mining systems, Data mining task primitives</p>
<b>Unit-II</b>	<p><b>Integration and Preprocessing</b>-Integration of Data Mining and Data Warehousing, Issues and Challenges, Data Preprocessing: Techniques and importance of data preprocessing</p>

<b>Unit-III</b>	<b>Mining Patterns, Associations, and Correlations</b> -Mining Frequent Patterns: Introduction and methods, Association Rule Mining: Mining various kinds of association rules ,Correlation analysis, Constraint-based association mining
<b>Unit-IV</b>	<b>Classification and Prediction</b> -Classification Techniques: Basic concepts, Decision tree induction, Bayesian classification, Rule-based classification, Prediction Methods: Overview and applications

### Suggested Readings:

- Data Mining Methods and Models by Daniel T. Larose , Wiley-Interscience.
- Insight into Data Mining Theory and Practice by K.P. Soman, Shyam Diwakar, and V. Aja , Prentice Hall of India.
- Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, and Vipin Kumar ,Pearson Education.
- Introduction to Data Mining with Case Studies by G.K. Gupta Prentice Hall of India.

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Introduction to data warehousing	<a href="https://www.coursera.org/articles/management">https://www.coursera.org/articles/management</a>
<b>Unit-II</b>	Integrated data mining with data warehousing	<a href="https://archive.nptel.ac.in/courses/106/105/106105174/">https://archive.nptel.ac.in/courses/106/105/106105174/</a>
<b>Unit-III</b>	Data processing	<a href="https://onlinecourses.nptel.ac.in/noc21_cs06/">https://onlinecourses.nptel.ac.in/noc21_cs06/</a>
<b>Unit-IV</b>	Classification	<a href="https://onlinecourses.nptel.ac.in/noc21_mg08/">https://onlinecourses.nptel.ac.in/noc21_mg08/</a>

Course Code	DEC-BA-MBA-289A				
Category	Discipline Elective Course BA				
Course Title	Data Analytics Using R				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the basics and foundational concepts of R programming. 2. To understand and analyze data using R tools and techniques. 3. To understand clustering operations on datasets using R. 4. To understand parallel computing techniques in R for efficient data processing.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the core concepts of R, statistical modeling, advanced data analysis techniques, and specialized applications for data handling and interpretation.	Level-2 Understand
CO2	<b>Apply</b> R programming techniques for data handling, statistical modeling, advanced analysis, and specialized applications such as text mining and risk assessment.	Level-3 Apply
CO3	<b>Analyze</b> data using R through statistical models, advanced analytical methods, and specialized techniques for complex and high-dimensional data challenges.	Level-4 Analyze
CO4	<b>Evaluate</b> the effectiveness of R-based data handling, statistical models, advanced analysis techniques, and specialized applications for complex data-driven problems.	Level-5 Evaluate

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to R and Data Handling</b> -Introduction to R, Getting Started with R, Loading and Handling Data in R, Exploring Data in R, R console, RStudio, and basic functions, Using R packages and libraries, Vectors, lists, and arrays in R
<b>Unit-II</b>	<b>Statistical Modeling and Classification</b> -Linear Regression using R, Logistic Regression, Decision Tree, Types of statistical models: descriptive, inferential, predictive, and prescriptive, The process of building statistical models: assumptions, fitting, validation, and evaluation
<b>Unit-III</b>	<b>Advanced Data Analysis Techniques</b> -Time Series in R, Clustering, Association Rules, Data analysis methods and their importance in complex data problems, Challenges in analyzing large and high-dimensional datasets

<b>Unit-IV</b>	<b>Specialized Applications in R</b> -Text Mining, Parallel Computing with R, Key libraries and packages for specialized applications in R ,Value at Risk (VaR) and risk assessment using R
----------------	---

#### **Suggested Readings:**

- Data Analytics Using R by Seema Acharya, McGraw Hill Education.
- Data Analysis and Graphics Using R by Maindonald & Braun, Cambridge University Press.
- Head First Data Analysis by Michael Milton, O'Reilly Media.
- R Programming for Beginners by Rakshit, McGraw Hill Education.
- Hands-On Programming with R by Garrett Grolemond, O'Reilly Media.

#### **Useful Video Links:**

<b>Unit no</b>	<b>Topics</b>	<b>Links</b>
<b>Unit-I</b>	Introduction to R	<a href="https://archive.nptel.ac.in/courses/111/104/111104160/">https://archive.nptel.ac.in/courses/111/104/111104160/</a>
<b>Unit-II</b>	Linear Regression using R	<a href="https://archive.nptel.ac.in/courses/110/107/110107092/">https://archive.nptel.ac.in/courses/110/107/110107092/</a>
<b>Unit-III</b>	Clustering	<a href="https://archive.nptel.ac.in/courses/110/107/110107095/">https://archive.nptel.ac.in/courses/110/107/110107095/</a>
<b>Unit-IV</b>	Text Mining	<a href="https://archive.nptel.ac.in/courses/110/107/110107095/">https://archive.nptel.ac.in/courses/110/107/110107095/</a>
	Parallel computing with R	<a href="https://onlinecourses.nptel.ac.in/noc24_mg113/preview">https://onlinecourses.nptel.ac.in/noc24_mg113/preview</a>

Course Code	DEC-PP-MBA-291A				
Category	Discipline Elective Course-PP				
Course Title	Public Policy Formulation and Evaluation				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are as following: 1. To develop a foundational understanding of public policy. 2. To equip students with analytical tools and frameworks. 3. To enhance decision-making and strategic thinking skills. 4. To foster the ability to work collaboratively on policy analysis and recommendations.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

Course Outcomes: After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the key concepts, stages, and institutional frameworks involved in public policy formulation, implementation, and evaluation, particularly within the Indian governance context.	Level-2 Understand
CO2	<b>Explain</b> the interrelationships among various stakeholders, policy tools, and processes, and interpret how political, economic, and social factors influence policy decisions and outcomes in India.	Level-3 Apply
CO3	<b>Apply</b> policy analysis models and evaluation techniques to real-world public policies, using data-driven approaches to assess their effectiveness, efficiency, and impact.	Level-3 Apply
CO4	<b>Illustrate</b> the difference between successful and unsuccessful policy interventions with an example.	Level-4 Analyze

Note:

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Public Policy:</b> Concept and Nature of Public Policy, Policy Cycle: Stages and Stakeholders, Types of Public Policies (Economic, Social and Regulatory), Role of Government, Civil Society, and Private Sector, Policy-Making Institutions in India: Legislature, Executive, and Judiciary.
<b>Unit-II</b>	<b>Policy Formulation and Design :</b> Agenda Setting and Problem Identification, Policy Analysis and Alternatives, Role of Data and Evidence in Policy Design, Political, Economic, and Ethical Considerations, Tools and Techniques of Policy Formulation (Cost-Benefit, SWOT and PESTLE)

<b>Unit-III</b>	<b>Policy Implementation:</b> Implementation Frameworks and Challenges, Role of Bureaucracy, Central and State Governments, Inter-Governmental Coordination, Public-Private Partnerships (PPPs) and NGO Involvement, Monitoring Mechanisms.
<b>Unit-IV</b>	<b>Policy Evaluation and Impact Assessment :</b> Evaluation Models: Formative, Summative, Ex-ante, Ex-post, Key Performance Indicators (KPIs), Social Cost-Benefit Analysis, Tools for Policy Evaluation: Logic Models, RCTs (Randomized Control Trials), Surveys, Feedback Mechanism for Policy Review and Redesign.

#### Suggested Readings:

- Public Policy: An Introduction to the Theory and Practice of Policy Analysis – Wayne Parsons
- The Oxford Handbook of Public Policy" – Moran, Rein, and Goodin
- Indian Public Policy Reports – NITI Aayog Publications
- Government Policy Documents and White Papers (available online)

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Public policy and administration	<a href="https://nptel.ac.in/courses/129106411">https://nptel.ac.in/courses/129106411</a>
<b>Unit-II</b>	Principles of state policy	<a href="https://nptel.ac.in/courses/129106411">https://nptel.ac.in/courses/129106411</a>
<b>Unit-III</b>	Legislative interpretation	<a href="https://nptel.ac.in/courses/129106411">https://nptel.ac.in/courses/129106411</a>
<b>Unit- IV</b>	Administrative tribunal	<a href="https://nptel.ac.in/courses/129106411">https://nptel.ac.in/courses/129106411</a>

Course Code	DEC-PP-MBA-293A				
Category	Discipline Elective Course-PP				
Course Title	Sustainable Development				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are as following: <div><div>1.</div>To introduce the concept, importance, and dimensions of sustainable development.</div> <div><div>2.</div>To analyze the role of businesses in promoting sustainability.</div> <div><div>3.</div>To develop an understanding of global and national policies for sustainable development.</div> <div><div>4.</div>To enable students to evaluate sustainability practices and design strategies in business contexts.</div>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

Course Outcomes: After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Describe</b> the key principles, goals, and dimensions of sustainable development.	L2-Understand
CO2	<b>Demonstrate</b> sustainable development frameworks and assessment tools.	L-3 Apply
CO3	<b>Determine</b> sustainability strategies for different business models.	L-3 Apply
CO4	<b>Illustrate</b> the global sustainability initiatives and governance mechanisms with examples.	L-4 Analyze

Note:

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Sustainable Development: Definition and evolution</b> , three pillars of sustainability, Sustainable Development Goals (SDGs), Indicators and measurement of sustainability, Ecological footprint and carbon footprint.
<b>Unit-II</b>	<b>Environmental and Social Dimensions of Sustainability</b> : Natural resource management: water, energy, forests, and biodiversity, Climate change: causes, consequences, mitigation, and adaptation, Pollution control and waste management, Social inclusion, gender equality, and poverty alleviation, Health, education, and sustainable livelihoods.
<b>Unit-III</b>	<b>Business and Sustainability</b> : Corporate Social Responsibility (CSR) and sustainability, Triple Bottom Line (TBL) approach, Sustainable business models and strategies, Environmental, Social, and Governance (ESG) criteria, Green marketing, green finance, and green supply chains.

<b>Unit-IV</b>	<b>Policy, Governance and Global Perspectives:</b> National policies and institutional frameworks for SD in India, Global agreements: UNFCCC, Kyoto Protocol, Paris Agreement, Role of international organizations: UNDP, UNEP, World Bank, WTO, Public-Private Partnerships (PPP) for sustainable development, Challenges and barriers to implementation of SD, Future trends: circular economy, carbon neutrality, SD in digital economy
----------------	--

### Suggested Readings:

- What is Sustainable Development? by Kates, R. W., Parris, T. M., & Leiserowitz, A. A. , journal Environment: Science and Policy for Sustainable Development by Taylor & Francis
- The Age of Sustainable Development by Sachs, Jeffrey D. , Columbia University Press
- Economic Development by Todaro, Michael & Smith, Stephen , Pearson Publishers
- Sustainable Development: Issues and Challenges by Kumar, S. & Choudhury, A. , Gullybaba Publishing House

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Sustainable Development	<a href="https://archive.nptel.ac.in/courses/110/101/110101153/">https://archive.nptel.ac.in/courses/110/101/110101153/</a>
<b>Unit-II</b>	Evolution of Sustainable Development	<a href="https://archive.nptel.ac.in/courses/110/101/110101153/">https://archive.nptel.ac.in/courses/110/101/110101153/</a>
<b>Unit-III</b>	Relevance of Sustainable Development	<a href="https://archive.nptel.ac.in/courses/110/101/110101153/">https://archive.nptel.ac.in/courses/110/101/110101153/</a>
<b>Unit-IV</b>	Sustainable Development and environment	<a href="https://archive.nptel.ac.in/courses/110/101/110101153/">https://archive.nptel.ac.in/courses/110/101/110101153/</a>

Course Code	DEC-PP-MBA-295A				
Category	Discipline Elective Course-PP				
Course Title	Rural Development				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To provide a conceptual understanding of rural development, its scope, and strategic approaches.</li><li>2. To examine the roles and functions of institutions at national, state, and local levels in rural development.</li><li>3. To analyze economic and sectoral issues affecting rural areas and explore modern development strategies.</li><li>4. To introduce students to rural development information systems and key government welfare programs.</li></ol>				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Define</b> the key concepts, elements, and approaches of rural development.	Level-1 Remember
CO2	<b>Explain</b> the significance of rural management and the role of institutions in the rural development process.	Level-2 Understand
CO3	<b>Apply</b> knowledge of development programs and information systems to propose improvements in rural planning and implementation.	Level-3 Apply
CO4	<b>Analyze</b> economic and sectoral issues in rural areas and assess the effectiveness of various development strategies and institutional interventions.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction:</b> Rural Development: Concept, Elements, Importance and Scope - Approaches: Sectoral Approach, Area Approach, Target Group Approach, Participatory Approach, Integrated Approach - Sustainable Rural Development- Rural Management: Scope and Significance of Rural Management - Economic perspectives of Rural Development: Lack of access to assets, Micro finance, Capital market - Sectoral Issues in Rural development: Agriculture, Industries, Land Reforms.

<b>Unit-II</b>	<b>Institutions for Rural Development and Management:</b> Structure, Functions and Role in Rural Development National level Institutions: NITI Aayog, Ministry of Rural Development, Ministry of Panchayati Raj, NIRD, CAPART and NABARD; State Level Institutions: State Planning Board, State Institute of Rural Development and Kerala Institute of Local Administration - District and Other Level Institutions: District Planning Committee; Panchayati Raj Institutions - Community Based Institutions - Scientific inputs and support from the Institutions like ICAR, ISRO, CSIR Institutes etc.
<b>Unit-III</b>	<b>Rural Development Information System (RDIS):</b> Management Information System - Impact of MIS on organization - RDIS: RD professionals" responsibility in phase of RDIS development - RDIS Planning and RDIS Implementation - Emerging Trends in RDIS
<b>Unit-IV</b>	<b>Major Development and Welfare Programmes</b> - Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGA) – Schemes for self-employment of the rural poor, Schemes for Housing to the rural poor- Rural Health Mission Schemes - Sanitation Programme - Drinking water supply programme – Backward Region Grant Fund (BRGF) - Pradhan Mantri Gramin Sadak Yojana (PMGSY) - Integrated Wasteland Development Programme (IWDP) - Provisions of Urban Amenities in Rural Areas (PURA) - PPP/ CSR Initiatives in Rural Development

### Suggested Readings:

- Rural Development: Concept, Approach and Strategy by B. K. Prasad, Sarup and Sons, New Delhi.
- Rural Development - Principles, Policies and Management by Katar Singh, Sage Publications, New Delhi.
- Rural Development in India: Approaches, Strategies, and Programmes edited by Madhuri Srivastava & Alok Kumar Singh, Deep and Deep Publications, New Delhi.
- Rural Development by Satya Sundaram, Himalaya Publishing House, Mumbai.
- Greening Rural Development in India by Government of India, Ministry of Rural Development and UNDP, New Delhi.
- Co-operatives and Rural Development in India by Katar Singh & R. S. Pundir, IRMA

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Rural Development	<a href="https://www.youtube.com/watch?v=KFAw_h0n0q0">https://www.youtube.com/watch?v=KFAw_h0n0q0</a>
<b>Unit-II</b>	NABARD Ministry of Panchayati Raj	<a href="https://www.youtube.com/watch?v=bYMgCXdhHSM">https://www.youtube.com/watch?v=bYMgCXdhHSM</a> <a href="https://www.youtube.com/watch?v=QXBc6ylWNEQ">https://www.youtube.com/watch?v=QXBc6ylWNEQ</a>
<b>Unit-III</b>	Remote Sensing and GIS for rural development	<a href="https://www.youtube.com/watch?v=jmDs-E7h6dc&amp;list=PLOzRYVm0a65f5H3WD0Zom99yITuCHahnK">https://www.youtube.com/watch?v=jmDs-E7h6dc&amp;list=PLOzRYVm0a65f5H3WD0Zom99yITuCHahnK</a>
<b>Unit-IV</b>	Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGA)	<a href="https://www.youtube.com/watch?v=sV2Ql7SIZgw">https://www.youtube.com/watch?v=sV2Ql7SIZgw</a>

Course Code	DEC-PP-MBA-297A				
Category	Discipline Elective Course-PP				
Course Title	Social Campaign Promotion				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are as following: 1. To understand the concept and importance of social campaigns in business and society. 2. To explore tools and strategies for planning and implementing effective social campaigns. 3. To develop skills in research, communication, media planning, and stakeholder engagement. 4. To foster innovation and creativity in promoting social causes.				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

Course Outcomes: After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
<b>CO1</b>	<b>Describe</b> in-depth understanding of the principles, significance, and societal impact of social campaigns by critically analyzing real-world initiatives	Level2-Understand
<b>CO2</b>	<b>Use</b> complete social campaign plan by integrating research insights, behavioral targeting, message framing, stakeholder engagement, and creative strategy to effectively promote social causes.	Level-3 Apply
<b>CO3</b>	<b>Illustrate</b> integrated communication and media tools—including traditional, digital, and experiential methods	Level-3 Apply
<b>CO4</b>	<b>Outline</b> the effectiveness of social campaigns using appropriate performance metrics, data collection tools, and ethical considerations, and suggest actionable improvements for future campaigns.	Level-4 Analyze

Note:

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Foundations of Social Campaigns:</b> Introduction to Social Campaigns: Definition, Scope, and Objectives, Distinction between Commercial and Social Marketing, Importance of Social Campaigns in Business and Society, Social Campaigns and Sustainable Development Goals (SDGs)
<b>Unit-II</b>	<b>Planning and Designing a Social Campaign:</b> Problem Identification and Research Methods, Audience Segmentation, Targeting, and Behavioral Insights, Goal Setting and Message Formulation, Campaign Strategy and Creative Planning, Stakeholder Mapping and Role of NGOs, Government, and Corporate Partners

<b>Unit-III</b>	<b>Media, Communication, and Implementation Tools:</b> Integrated Marketing Communication (IMC) for Social Campaigns, Use of Traditional Media: Print, Radio, TV, Digital and Social Media Promotion: SEO, Content Marketing, Influencers, Viral Campaigns, Event Marketing, Road shows, and Grassroots Activations, Budgeting, Scheduling, and Resource Allocation
<b>Unit-IV</b>	<b>Monitoring, Evaluation, and Ethical Issues:</b> Campaign Monitoring Tools and Performance Indicators (KPIs), Evaluation Techniques: Surveys, Feedback, Data Analytics, Impact Assessment, Report Writing and Documentation, Ethical Considerations in Social Messaging, Legal Frameworks and Advertising Standards (ASCI Guidelines, CSR Policies)

#### Suggested Readings:

- Social Marketing: Influencing Behaviors for Good by Kotler, P., & Lee, N., Sage Publications.
- Social Marketing in the 21st Century by Andreasen, A. R., Sage Publications.
- Hands-On Social Marketing: A Step-by-Step Guide. by Weinreich, N. K., Sage Publications.
- Selected Campaign Reports and Articles by WHO, UNICEF, NITI Aayog, ASCI, and industry portals.

#### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Sustainable Development Goals (SDGs)	<a href="https://onlinecourses.nptel.ac.in/noc22_hs61/preview">https://onlinecourses.nptel.ac.in/noc22_hs61/preview</a>
<b>Unit-II</b>	Promotion in Social Campaign	<a href="https://onlinecourses.nptel.ac.in/noc25_mg04/preview">https://onlinecourses.nptel.ac.in/noc25_mg04/preview</a>
<b>Unit-IV</b>	Integrated Marketing Communication	<a href="https://onlinecourses.nptel.ac.in/noc22_mg38/preview">https://onlinecourses.nptel.ac.in/noc22_mg38/preview</a>

Course Code	DEC-PP-MBA-299A				
Category	Discipline Elective Course-PP				
Course Title	Indian Social and Political System				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are as following: 1. To provide a comprehensive understanding of the Indian social structure and the foundational values of the Indian Constitution. 2. To examine the institutional framework of the Indian political system. 3. To analyze the dynamics of political processes and the role of political institutions. 4. To explore key social and political challenges in contemporary India				
Assessment	40 Marks				
End Semester Examination	60 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

Course Outcomes: After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
<b>CO1</b>	<b>Describe</b> the core principles of the Indian Constitution and the socio-political scenario of India.	L2-Understand
<b>CO2</b>	<b>Demonstrate</b> the constitutional provisions, legal frameworks, and governance mechanisms.	L-3 Apply
<b>CO3</b>	<b>Illustrate</b> how knowledge of political institutions, electoral processes, and social structures helps the functioning of Indian democracy and citizen participation.	L-3 Apply
<b>CO4</b>	<b>Outline</b> the challenges and contradictions within the Indian social and political system.	L-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 8 parts of 1.5 marks each from all units and remaining eight questions of 12 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Indian Social and Political System:</b> Features of Indian society: Diversity, Unity in Diversity, Caste, Class, Religion, Language, Social stratification: Caste system and its impact, Indian secularism and pluralism ; Framing of the Indian Constitution: Historical background, Constituent Assembly, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy, Citizenship and constitutional values.

<b>Unit-II</b>	<b>Structure of Indian Government:</b> Parliamentary democracy: Features and functions; Union Government: President: Powers and functions, Prime Minister and Council of Ministers, Parliament: Lok Sabha and Rajya Sabha; State Government: Governor, Chief Minister and State Legislature; Judiciary: Supreme Court, High Courts, Judicial Review and Judicial Activism; Election Commission and Electoral Process; Local Self Government: Panchayati Raj and Municipalities
<b>Unit-III</b>	<b>Political Processes and Institutions;</b> Political Parties: National and Regional parties, party systems, Pressure Groups and Interest Groups, Voting behavior and political participation Coalition politics and role of opposition, Role of media in Indian democracy, Political corruption and criminalization of politics, Electoral reforms and democratic accountability.
<b>Unit-IV</b>	<b>Social Issues and Challenges in Indian Polity :</b> Social justice and affirmative action: Reservations and policies for SCs, STs, OBCs, and minorities, Communalism, Regionalism, and Secessionism, Gender issues: Women's representation and empowerment, Marginalized communities and tribal issues, Corruption and administrative reforms, Role of civil society and NGOs in democracy, Contemporary debates on nationalism, secularism, and federalism.

### Suggested Readings:

- India's Struggle for Independence by Bipin Chandra ,Penguin Books India
- Indian Society and Social Institutions by N. Jayapalan , Atlantic Publishers & Distributors
- Annihilation of Caste by B. R. Ambedkar , Navayana Publishing
- Introduction to the Constitution of India by D.D. Basu , S.C. Sarkar & Sons
- The Indian Constitution: Cornerstone of a Nation by Granville Austin Clarendon Press
- Politics in India by Rajni Kothari, Orient BlackSwan

### Useful Video Links:

Unit no	Topics	Links
<b>Unit-I</b>	Indian Political system	<a href="https://onlinecourses.nptel.ac.in/noc21_hs18/">https://onlinecourses.nptel.ac.in/noc21_hs18/</a>
<b>Unit-II</b>	Indian Social system	<a href="https://onlinecourses.nptel.ac.in/noc21_hs18/">https://onlinecourses.nptel.ac.in/noc21_hs18/</a>
<b>Unit-III</b>	Political Processes	<a href="https://onlinecourses.nptel.ac.in/noc21_hs18/">https://onlinecourses.nptel.ac.in/noc21_hs18/</a>
<b>Unit-IV</b>	Challenges in Indian Polity	<a href="https://onlinecourses.nptel.ac.in/noc21_hs18/">https://onlinecourses.nptel.ac.in/noc21_hs18/</a>

Course Code	SEC-MBA-205A				
Category	Skill Enhancement Course				
E-Commerce and Applications	Digital Marketing				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	0	0	3	
Course Objectives	The objectives of this course are 1. To understand the basics and importance of digital marketing. 2. To understand how to build websites and blogs using WordPress. 3. To understand SEO, email marketing, and related digital tools. 4. To understand digital marketing strategies and analytics tools.				
Assessment	25 Marks				
End Semester Examination	50 Marks				
Total	75 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Recall</b> the basic concepts of digital marketing, website/blog creation, and various digital platforms.	Level-1 Remember
CO2	<b>Explain</b> the differences between traditional and digital marketing, SEO techniques, email campaigns, and social media platforms	Level-2 Understand
CO3	<b>Apply</b> digital marketing tools to create a WordPress website/blog, perform on-page SEO, and run basic email/social media marketing campaigns.	Level-3 Apply
CO4	<b>Analyze</b> digital marketing strategies using analytics tools to measure ROI, segment the market, and optimize ad placements.	Level-4 Analyze

**Note:**

1. Examiner will set nine questions in total. Question one will be compulsory. Question one will have 5 parts of 2 marks each from all units and remaining eight questions of 10 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first being compulsory and selecting one from each unit.
2. At least four cases will be discussed, one from each unit.

Unit No.	Contents
<b>Unit-I</b>	<b>Introduction to Digital Marketing &amp; Website and Blog Development:</b> Introduction to Digital Marketing and its Significance; Traditional Marketing Vs Digital Marketing; Digital Marketing Process; The contemporary digital revolution, digital transformation framework. Types of websites, Keywords, Understanding Domain and Webhosting, Building Website/Blog using CMS Word Press, Using Word Press Plug-ins; Blog Creation: Including Headlines, Links, Posts ; Using various plugins like Elimentor, Skills in Digital Marketing, Digital marketing Plan.
<b>Unit-II</b>	<b>SEO&amp; Email-Marketing:</b> Introduction to SEO; SEO Keyword Planner Tools; On Page SEO Techniques: Indexing and Key Word Placement, Content Planning & Optimization, Display Advertising, Various SEO Plug-in, Off –Page SEO Techniques; Email Marketing- Introduction and Significance, campaigns using Mail Chimp; Email Marketing Strategy and Monitoring, Google web-master and analytics overview, Affiliate Marketing, Mobile Marketing

<b>Unit-III</b>	<b>SEM &amp; Social Media Marketing:</b> Introduction to SEM, Mobile Marketing, Video Marketing on YouTube. Introduction to Social Media Marketing: Facebook, Instagram, Linked-in, Twitter, Google G Suit and online marketing campaigns on these Social Media platforms. Content Marketing, Content creation process, Influencer marketing.
<b>Unit-IV</b>	<b>Marketing Strategies &amp; Analytics Tools:</b> Understanding Digital marketing Strategies, Using Marketing analytics tools to segment, target, position; Online PR and reputation management, Digital Marketing Strategies and its ROI. Using Google Analytics and other social media analytics tools. Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising.

### Suggested Readings:

- Digital Marketing by Vandana, Ahuja;, Oxford University Press India.
- Digital Marketing by Seema Gupta;, McGraw Hill Education; First edition.
- Understanding Digital Marketing: marketing strategies for engaging the digital generation by Ryan, Damian; Kogan Page.
- Quick win Digital Marketing by H. Annmarie , A. Joanna, Paperback edition

### Useful Video Links:

Unit no.	Topics	Links
<b>Unit-I</b>	Type of Digital Marketing	<a href="https://www.youtube.com/watch?v=iRhIYaOw0Sk&amp;list=PLi3oNa09iwJRByiNwEJNaZ3XVKcveovzk&amp;index=5">https://www.youtube.com/watch?v=iRhIYaOw0Sk&amp;list=PLi3oNa09iwJRByiNwEJNaZ3XVKcveovzk&amp;index=5</a>
<b>Unit-II</b>	Search Engine Optimization (SEO)	<a href="https://www.youtube.com/watch?v=RJyCbMY4kjc">https://www.youtube.com/watch?v=RJyCbMY4kjc</a>
<b>Unit-III</b>	Social Media Marketing	<a href="https://www.youtube.com/watch?v=2oO7Xy5y_nM">https://www.youtube.com/watch?v=2oO7Xy5y_nM</a>
<b>Unit-IV</b>	Marketing Strategies	<a href="https://www.youtube.com/watch?v=eRF1BtI6e_8">https://www.youtube.com/watch?v=eRF1BtI6e_8</a>

Course Code	LC-MBA-207A				
Category	Skill Enhancement Course				
Course Title	Digital Marketing Lab				
Scheme and Credits	L	T	P	Credits	Semester-III
	0	0	2	1	
Course Objectives	The objectives of this course are 1. To understand how to build websites using WordPress and Elementor. 2. To understand keyword research using Google Keyword Planner. 3. To understand on-page SEO techniques using SEO plugins. 4. To understand digital marketing tools like Mail chimp and Facebook Ads.				
Assessment	10 Marks				
End Semester Examination	15 Marks				
Total	25 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO2	<b>Explain</b> the fundamental concepts of website creation, keyword research, and SEO optimization in digital marketing	Level 2: Understand
CO3	<b>Apply</b> on-page SEO techniques and set up social media and email marketing campaigns using appropriate digital tools	Level 3: Apply
CO4	<b>Analyze</b> web traffic data using Google Analytics to identify trends and user behavior for performance optimization	Level 4: Analyze
CO5	<b>Evaluate</b> the effectiveness of paid ad campaigns across Google Ads and social media platforms to enhance ROI.	Level 5: Evaluate
CO6	<b>Design</b> and implement a comprehensive digital marketing strategy by integrating content creation, advertising, SEO, and analytics	Level 6: Create

**List of Experiments:**

S. No.	Description
1	Build and Customize a Website Using WordPress and Elementor
2	Perform Keyword Research Using Google Keyword Planner
3	Optimize a Webpage with On-Page SEO Techniques Using SEO Plugins
4	Create and Execute an Email Marketing Campaign Using Mailchimp
5	Set Up and Run a Google Ads SEM Campaign
6	Create and Manage a Facebook Business Page with Paid Ad Campaigns
7	Develop and Schedule Social Media Content Across Multiple Platforms
8	Integrate and Analyze Website Traffic Using Google Analytics
9	Design and Launch a Display Advertising Campaign via Google Display Network
10	Monitor and Manage Online Brand Reputation Using Google Alerts and Social Mention

11	Calculate HRA, DA, TA, PF, LIC. Gross Salary, Net Salary from the below given data with the help of MS-Excel.
12	Create a data base in Ms-Access.

### Suggested Readings:

- Digital Marketing by Vandana, Ahuja;, Oxford University Press India.
- Digital Marketing by Seema Gupta;, McGraw Hill Education; First edition.
- Understanding Digital Marketing: marketing strategies for engaging the digital generation by Ryan, Damian; Kogan Page.
- Quick win Digital Marketing by H. Annmarie , A. Joanna, Paperback edition

### Useful Video Links:

Unit no.	Topics	Links
Unit-I	Type of Digital Marketing	<a href="https://www.youtube.com/watch?v=iRhIYaOw0Sk&amp;list=PLi3oNa09iwJRBviNwEJNaZ3XVKcveovzk&amp;index=5">https://www.youtube.com/watch?v=iRhIYaOw0Sk&amp;list=PLi3oNa09iwJRBviNwEJNaZ3XVKcveovzk&amp;index=5</a>
Unit-II	Search Engine Optimization (SEO)	<a href="https://www.youtube.com/watch?v=RJyCbMY4kjc">https://www.youtube.com/watch?v=RJyCbMY4kjc</a>
Unit-III	Social Media Marketing	<a href="https://www.youtube.com/watch?v=2oO7Xy5y_nM">https://www.youtube.com/watch?v=2oO7Xy5y_nM</a>
Unit-IV	Marketing Strategies	<a href="https://www.youtube.com/watch?v=eRF1BtI6e_8">https://www.youtube.com/watch?v=eRF1BtI6e_8</a>

Course Code	INT-MBA-209A				
Category	Internship Course				
Course Title	Internship-3				
Scheme and Credits	L	T	P	Credits	Semester-III
				4	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. To apply theoretical knowledge to real-world situations and gain hands-on experience in the field.</li><li>2. To strengthen key skills like communication, teamwork, and problem-solving for career readiness.</li><li>3. To understand industry practices, trends, and expectations through direct exposure.</li><li>4. To build professional relationships with mentors and peers for future career prospects.</li></ol>				
Assessment	50 Marks				
Viva-Voce	50 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> workplace processes, industry standards, and theoretical concepts applied during the internship.	Level 2: Understand
CO2	<b>Apply</b> academic knowledge and technical skills to solve real-world challenges in the workplace.	Level 3: Apply
CO3	<b>Analyze</b> complex work problems and propose potential solutions.	Level 4: Analyze
CO4	<b>Evaluate</b> various strategies, providing reasoned judgments and recommendations based on experience.	Level 5: Evaluate
CO5	<b>Develop</b> a network of contacts and collaborate with professionals to enhance career opportunities.	Level 6: Create

Note: The evaluation will be based on two parts: 50 marks for the Viva-Voce Examination and 50 marks for the report writing.

Students will be required to undergo Internship Training for **120 hours** after 2<sup>nd</sup> semester, if they choose the INR-3 option, with the option to select between SEC-3, VOC-3, and INR-3.

The Internship Project (IP) is an optional part of the academic curriculum for MBA 3rd semester students. Students who choose Internship-3 as an option must complete the Internship Project for successful completion of the MBA 2<sup>nd</sup> semester. They are required to undergo the internship as per the given duration. Students must work with an organization to gain hands-on experience during the semester. The internship can be undertaken at an organization located within the geographical boundary of the Delhi NCR.

Course Code	PR-MBA-211A				
Category	Project Report				
Course Title	Project Report-1				
Scheme and Credits	L	T	P	Credits	Semester-III
				4	
Course Objectives	The objectives of this course are 1. Apply MBA concepts to real-world business problems through practical project work. 2. Develop strategic thinking and analytical decision-making skills. 3. Strengthen managerial abilities in planning and execution. 4. Enhance professional communication and report-writing skills.				
Assessment	50 Marks				
Viva-Voce	50 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

COs	Skills Demonstrated	RBT Level
CO1	<b>Explain</b> business theories and frameworks in the context of real-world project scenarios.	Level 2: Understand
CO2	<b>Apply</b> appropriate business tools, models, and techniques to analyze and solve organizational problems in the project.	Level 3: Apply
CO3	<b>Analyze</b> business data and processes to examine key issues, uncover trends, and diagnose performance gaps in the chosen project area.	Level 4: Analyze
CO4	<b>Evaluate</b> alternative strategies or solutions using data-driven insights and managerial judgment.	Level 5: Evaluate
CO5	<b>Develop</b> and present innovative recommendations or business models based on project findings and industry best practices.	Level 6: Create

Note: The evaluation will be based on two parts: 50 marks for the Viva-voce of the report and 50 marks for the Project report writing.

## **Guidelines:**

### **1. Topic Selection and Approval**

- Students must select a relevant and feasible research topic aligned with their area of specialization.
- The proposed topic must be finalized in consultation with the assigned Research Supervisor.
- A brief synopsis (1–2 pages) outlining the objectives, rationale, and proposed methodology must be submitted for approval within the **first month** of the third semester.

### **2. Role of the Research Supervisor**

- Each student will be allotted a faculty member as Research Supervisor by the Head of the Department (HOD).

- The Supervisor will provide guidance on topic finalization, research design, data analysis, and report writing.
- Regular meetings with the Supervisor are mandatory to ensure timely progress.

### **3. Submission and Evaluation**

- The final project report must be submitted by the deadline specified by the department.
- Evaluation will be based on quality of research, originality, application of concepts, clarity of presentation, and adherence to academic standards.
- Students may be required to give a viva-voce or presentation before a panel of faculty members.

### **4. Academic Integrity**

- The project must be the student's original work. Plagiarism will lead to rejection or disciplinary action.
- All sources must be properly cited using a recognized citation style (e.g., APA, MLA).

Course Code	RT-MBA-201A				
Category	Project Report				
Course Title	Report Thesis-1				
Scheme and Credits	L	T	P	Credits	Semester-III
				20	
Course Objectives	<p>The objectives of this course are</p> <ol style="list-style-type: none"><li>1. Build ability to design, conduct, and evaluate research addressing academic or practical problems effectively.</li><li>2. Improve capacity to write clear, well-structured, and coherent academic reports aligned with thesis standards.</li><li>3. Promote critical analysis to evaluate sources, interpret data, and construct sound, evidence-based arguments.</li><li>4. Ensure correct application of citation styles to maintain academic integrity and prevent any form of plagiarism.</li><li>5. Develop skills to present, articulate, and defend thesis work clearly using effective verbal communication strategies.</li></ol>				
Assessment	200 Marks				
End Semester Examination	200 Marks				
Viva-Voce	100 Marks				
Total	500 Marks				
Duration of Exam	03 Hours				

**Course Outcomes:** After successful completion of this course, the students will be able to

<b>COs</b>	<b>Skills Demonstrated</b>	<b>RBT Level</b>
CO1	<b>Recall</b> key concepts of research methodology, academic writing formats, and ethical standards in thesis preparation.	Level 1: Remember
CO2	<b>Explain</b> the structure and components of a formal thesis and the purpose of each section clearly.	Level 2: Understand
CO3	<b>Apply</b> appropriate research methods, writing techniques, and citation styles in the development of a thesis report.	Level 3: Apply
CO4	<b>Analyze</b> research data, literature sources, and arguments to identify gaps, trends, and relationships relevant to the thesis topic.	Level 4: Analyze
CO5	<b>Assess</b> the quality, coherence, and originality of research findings and written content.	Level 5: Evaluate
CO6	<b>Design</b> a complete, well-structured, and academically sound thesis report, culminating in a successful oral defense.	Level 6: Create

**Note:**

All candidates who have opted for Option 3 are required to submit a detailed project report/synopsis comprising a minimum of 50 pages by the end of the third semester. The report must include a comprehensive literature review, clearly defined research problem, proposed plan of work, detailed methodology, and any practical work or case studies conducted. The document should reflect originality, critical thinking, and adherence to academic standards. Proper formatting, structured writing, and accurate referencing (APA/MLA/Chicago style) are essential. Plagiarism must be strictly avoided, and the report will be subject to similarity checks prior to acceptance.

The submitted report will undergo evaluation by a Board of Examiners comprising one internal faculty member (appointed by the Director) and two external experts from academia and industry, selected from a

panel approved by the Board of Studies (BOS) of the Department of Management. A viva voce will be conducted to assess the candidate's understanding, analytical skills, and ability to defend the research. Candidates are advised to maintain regular contact with their supervisors (if assigned), follow submission deadlines strictly, and