MBA Curriculum

(NEP-2020)

Semester – I

SEMESTER I

PG2MBAD1011: ORGANISATIONAL BEHAVIOUR, LEADERSHIP AND INCLUSIVE WORKPLACE MANAGEMENT
[Credit: 6 Lecture Hours: 90]

Course Objectives:

1. To develop an advanced understanding of individual, group and organizational behaviour, leadership processes, and workplace dynamics for enhancing organizational effectiveness and holistic employee well-being.
2. To equip students with the knowledge and skills required to foster inclusive workplaces, lead diverse teams, and contemporary organizational challenges through ethical, responsible and evidence-based managerial practices.

Course Outcomes:

1. After studying the course, students will be able to analyze individual, group and organizational behaviour and recognize the appropriate approaches needed to improve team performance, organizational culture and workplace effectiveness.
2. After studying the course, students will also be able to assess diversity, equity and inclusion challenges and formulate strategies for building inclusive, ethical and high-performing workplaces in contemporary organizational settings.

Unit No.	Syllabus
Unit I	**Foundations of OrganisationalBehaviour and Workplace Dynamics:** Human behaviour in organizations: Individual, group and organizational perspectives; Models of OrganisationalBehaviour; Contemporary challenges and opportunities in OB; Behaviour in changing organizations: Digitalization, remote and hybrid work—Evidence-based management and behavioural insights—Analysis of a contemporary workplace behavioural issue in an organization [10L]
Unit II	**Individual Behaviour, Personality, Perception and Emotional Intelligence:** Personality: Meaning, determinants and model development—Personality attributes relevant to managerial effectiveness—Emotions and emotional labour in organizations –Emotional Intelligence (EI): Models and applications—Perception and attribution processes—Perceptual errors and managerial implications—Individual decision-making and behavioural biases—Emotional Intelligence and personality self-assessment exercise. [10L]
Unit III	**Attitudes, Motivation and Employee Engagement:** Attitudes and behaviour in organizations: Contemporary perspectives—Components of attitude—Job satisfaction, organizational commitment and employee engagement – Motivation: Concepts and process –Intrinsic and extrinsic motivation—Contemporary application of motivation theories—Job Characteristics Model and Motivating Potential Score (MPS)—Job redesign, empowerment and flexible work arrangement—Employee engagement and workplace motivation audit of a selected or hypothetical organization. [10L]
Unit IV	**Group Behaviour, Team Effectiveness and Workplace Relationships:**

Unit No.	Syllabus
	Foundations of group behaviour; Types of groups and stages of group development; Team dynamics and team effectiveness; Communication processes in organizations; Conflict and conflict management; Negotiation and influence strategies; Power, politics and organizational citizenship behaviour (OCB); Psychological safety and collaborative workplaces; Team-based workplace problem-solving project involving conflict, culture or change issues.[10L]
Unit V	**Leadership Foundations and Leadership Theories:** Leadership: Meaning, significance and functions; Leadership traits and competencies; Leadership styles and approaches; Power, authority, influence and trust in leadership Overview of Leadership theories: Trait Approach, Behavioural Approach, Contingency and Situational Approaches, Path-Goal Theory, Leader-Member Exchange (LMX);Comparative analysis of selected Indian and global business and social leaders through the application of leadership theories and frameworks. [10L]
Unit VI	**Contemporary Leadership and Leadership Development:** Transformational, Transactional and Charismatic Leadership; Authentic and Ethical Leadership, Servant Leadership, Strategic Leadership; Team and Organizational Leadership; Leadership in VUCA and digital environments; Leadership development through self-awareness, mentoring and coaching; Succession planning and leadership development--Evaluating leadership effectiveness;Case analysis of organizational transformation led by contemporary leaders. [15L]
Unit VII	**Diversity, Equity and Inclusion in Organizations:** Diversity, Equity and Inclusion (DEI): Concepts and significance; Dimensions of workplace diversity; Inclusive organizations and inclusive workplace culture; Theoretical perspectives on DEI; Psychological aspects of Workplace discrimination, harassment and bullying; Bias and stereotyping in organizations; Legal and ethical aspects of diversity management; Diversity as a source of innovation and organizational performance; Analysis and audit of workplace policies relating to equity, diversity and inclusion. [15L]
Unit VIII	**Inclusive Leadership and Managing Diverse Workplaces:** Inclusive Leadership: Concepts, competencies and behaviours; Communication in diverse workplaces; Managing multicultural and multigenerational workforces; Gender equity and leadership; Social inclusion and accessibility in workplaces; Building inclusive organizational culture; Indian and global cases on inclusive leadership and workplace diversity. [10L]

Suggested Readings:

1. Robbins, S. P., Judge, T. A. and Vohra, N. Organizational Behavior. Pearson Education, New Delhi.
2. Luthans, F. Organizational Behavior: An Evidence-Based Approach. McGraw-Hill Education, New York.
3. Hitt, M. A., Miller, C. C., and Colella, A., Organizational Behaviour:A Strategic Approach, Wiley-India.

4. Griffin, R. W., Phillips, J. M. and Gully, S. M. Organizational Behavior: Managing People and Organizations. Cengage Learning, Boston.
5. Yukl, G. A. and Gardner, W. L. Leadership in Organizations. Pearson Education, Harlow.
6. Cunningham, G. B. Diversity, Equity and Inclusion at Work: Current Issues and Practices. Routledge, New York.

PG2MBAD1012: CONTEMPORARY MANAGEMENT PERSPECTIVES OF BUSINESS FUNCTIONS (CMPBF)
[Credit: 6 Lecture Hours: 90]

Course Objective(s):

1. Develop understanding about business functions and frameworks, and apply these to new or existing business organisations.
2. Develop skills to analyze and synthesize information and derive insights related to functional management from integrative perspectives.

Course Outcome(s):

1. Understand fundamental functional concepts, theories and principles and their role in a business organization context.
2. Recognize various elements functional strategies of an organization and recognize the critical aspects of an organisations internal resources and capabilities for effective formulation of business strategies.

Unit No.	Syllabus
Unit-I	**Marketing Management:** Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts, Marketing environment, Segmentation, Targeting and Positioning, Consumer Behavior, Consumer Buying Decision Process, Concept of Product Life Cycle (PLC) and strategies. [10L]
Unit-II	Product Classification, Product Line Decision, Product Mix Decision, New Product Development, Branding Decisions, Packaging & Labeling, Pricing Decisions, Marketing Channel Decision, Promotion Mix and Promotion Decisions. [12L]
Unit-III	**Financial Management:** Scope, Objectives, Functions; Time value of money; Time preference of money; Sources of Capital; Cost of Capital; Capital Structure Decisions [for Commercial as-well-as Non-profit organisations (ongoing as-well as Start-ups). [10L]
Unit-IV	Capital Expenditure Planning & Control; Working Capital Management; Dividend Decisions. [13L]
Unit-V	**Human Resource Management:** Nature Scope, Importance and Evolution of Human Resource Management; Managerial and Operative Functions of Human Resource Management (Overview); Procurement, Development, Functions of Human Resource Management. [10L]
Unit-VI	Compensation and Maintenance Functions of Human Resource Management; Industrial Relations – Concept, Nature, Scope; International Human Resource Management.

	[12L]
Unit-VII	**Production & Operations Management:** Nature, scope and strategic role of Production and Operations Management; Operations Strategy; Process Design, Process Mapping and Process Improvement; Facility location and layout decisions; Capacity Planning and Resource Optimization; Work Study; Lean Operations; Supply Chain and Logistics Management; Inventory Management and JIT; Digital Transformation in Operations: AI, ML, IoT, Robotics; ERP; Sustainable and Green Operations; Circular Economy and ESG Practices; Emerging Trends: Smart Manufacturing, Agile Manufacturing, Servitization, Hyper automation. [10L]
Unit-VIII	Contemporary Systems Management: Systems Approach to Management: concepts, characteristics and organizational systems; Socio-Technical Systems; Process Integration; MIS; Data-Driven Decision-Making and Business Intelligence; Digital Transformation and Digital Business Ecosystems; Intelligent Decision Systems; Cloud Computing and Platform-Based Systems; Innovation, Agile Systems; Data Governance and Information Ethics; Sustainable Systems; Systems Resilience; Future Trends: Industry 4.0, Smart Enterprises. [13L]

Suggested Readings:

1. Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.
2. Ramaswamy, V.S. &Namakumari, S. Marketing Management: Indian Context Global Perspective (Ed. 6). Sage Publications India Pvt. Ltd.
3. Khan M.Y. and Jain, P.K., Financial Management: Text Problems and Cases, TMH, New Delhi.
4. Pandey, I.M., Financial Management, Vikas, New Delhi.
5. Armstrong Michael, Handbook of Human Resource Management, Kogan Page.
6. Dessler Gary &Varkkey Biju, Human Resource Management, Pearson Education, New Delhi.

PG2MBAD1013: CONTEMPORARY MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT (CMEBE)
[Credit: 6 Lecture Hours: 90]

Course Objectives:

1. To develop an advanced understanding of economic principles, market dynamics and business environment factors influencing managerial decision-making in contemporary organizations.
2. To equip students with analytical skills for evaluating economic policies, regulatory

developments, global business trends and environmental changes affecting business strategy and organizational performance.

Course Outcomes:

1. After studying the course, students will be able to analyze managerial decisions relating to demand, production, costs, pricing, market structures and business strategy using economic principles and contemporary analytical frameworks.
2. After studying the course, students will also be able to evaluate the impact of economic, social, technological, legal, regulatory and global environmental factors on business organizations and formulate appropriate managerial responses.

Unit No.	Syllabus
Unit I	**Foundations of Managerial Economics and Business Decision-Making:** Nature, scope and significance of Managerial Economics; Choice as an economic problem and business decision-making; Economic activities and business organizations; Decision-making under certainty, risk and uncertainty; Demand and supply framework; Analysis of managerial decisions under risk and uncertainty using contemporary business cases. [10L]
Unit II	**Demand Analysis, Consumer Behaviour and Market Intelligence:** Demand Analysis,ConsumerBehaviour and Market Intelligence; Concepts of demand and determinants of demand; Elasticity of demand and managerial applications; Cardinal Utility Theory and Indifference Curve Theory; Consumer surplus and consumer choice; Market demand estimation and forecasting; Consumer behaviour in digital markets; Data-driven demand forecasting and market intelligence; Preparation of a demand analysis and forecasting report for a selected product/service. [10L]
Unit III	**Production, Costs and managerial applications:** Laws of production and factor productivity; Input-output relationships and optimal resource combination; Cost concepts and classifications; Short-run and long-run cost analysis; Learning curve; Economies of scale and economies of scope; Cost estimation and strategic cost management; Cost and productivity analysis of a selected industry or organization.[10L]
Unit IV	**Market Structures, Pricing Strategies and Strategic Behaviour:**Structure-Conduct-Performance framework; Competition and competitiveness; Perfect competition and managerial implications; Monopoly and price discrimination; Monopolistic competition and non-price; Competition - Oligopoly and strategic interaction; Cartels, price leadership and strategic pricing; Contemporary pricing strategies in digital and platform markets. [15L]
Unit V	**Theories of the Firm, Information Economics and Strategic Decision-Making:** Economic goals of the firm beyond profit maximization; Baumol's Sales Maximization Model; Marris's Model of Managerial Enterprise; Williamson's Managerial Discretion Model; Behavioural Theory of the Firm

	(Cyert and March); Transaction Cost Economics; Information Economics and Asymmetric Information; Agency Theory and managerial implications; Economics of negotiation and contracting; Case-based evaluation of managerial decision-making using alternative theories of the firm. [10L]
Unit VI	**Macroeconomic Environment and Business Environment:** National income and macroeconomic indicators—Inflation and its business implications—Business cycles and managerial decision-making—Fiscal policy, Monetary policy and business implications—Employment, growth and development—Economic development and human development—Sustainable development and inclusive growth—Analysis of recent fiscal and monetary policy measures and their implications for business organizations–Preparation of a policy brief analyzing the impact of recent fiscal and monetary policy measures on a selected business sector. [15L]
Unit VII	**Global, Technological and Legal Environment of Business:** Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations, MNC and TNC, Trends in World Trade, EXIM Policy, entry strategies of companies in the international market–Case-based analysis of the global business strategy of an Indian or multinational enterprise in the context of international trade, technology and regulatory developments. [10L]

Suggested Readings:

1. Keat, P. G., Young, P. K. Y. and Banerjee, S., Managerial Economics: Economic Tools for Today's Decision Makers, Pearson Education
2. Thomas, C. R. and Maurice, S. C., Managerial Economics: Foundations of Business Analysis and Strategy, McGraw-Hill Education.
3. Baye, M. R. and Prince, J. T., Managerial Economics and Business Strategy, McGraw-Hill Education.
4. Pindyck, R. S. and Rubinfeld, D. L., Microeconomics, Pearson Education.
5. Dwivedi D. N., Managerial Economics, Vikas Publishing House
6. Fernando, A. C., Business Environment, Pearson Education.

PG2MBAD1014: BUSINESS RESEARCH METHODOLOGY & ANALYTICS (BRMA)
[Credit:6 Lecture hours: 90]

Course Objectives:

1. To provide students with a comprehensive understanding of research methodologies and scientific inquiry processes for identifying, analysing, and solving business and managerial problems.
2. To develop students' analytical and data-driven decision-making skills through the application of statistical techniques, business analytics tools, and interpretation of data for effective managerial planning and strategy formulation.

Course Outcomes:

1. Design and conduct business research studies by formulating research problems, developing appropriate research designs, collecting data, and applying suitable qualitative and quantitative research methods.

2. Analyze and interpret business data using statistical and analytical tools to generate actionable insights and support evidence-based managerial decision-making.

Unit No.	Syllabus
Unit-I	Business Research: Meaning, Nature, and Significance; Research Paradigms; Research Process; Types of research; Review of Literature: Concept, Types & Process; Identifying and defining Research problem; Developing Research questions, Research objectives and Research hypothesis. [12L]
Unit-II	Research Design: Concept, Types and Significance; Quantitative, Qualitative & Mixed research approaches; Census and Sampling methods; Probability sampling techniques: Simple random, Stratified, Systematic, Cluster sampling; Non-probability sampling techniques: Convenience, Judgment, Quota, and Snowball sampling; Sample size determination. [12L]
Unit-III	Data Collection and Measurement: Sources of Data – Primary and Secondary; Methods of primary data collection (for Quantitative and Qualitative approaches); Measurement scales: Nominal, Ordinal, Interval and Ratio; Tools & Instruments for data collection: Questionnaire & Guides. [12L]
Unit-IV	Reliability and Validity of measurement instruments; Data Preparation – Data editing, coding, classification, and tabulation; Data cleaning and handling missing values; Pilot survey and pre-testing. [12L]
Unit-V	Data analytics – Concept, Significance & Application; Quantitative data analytics for business research – Descriptive, Inferential, Multivariate and Predictive Analytics in business research; Variables & Constructs: Concept & Types; Data visualization techniques. [12L]
Unit-VI	Qualitative data analysis for business research: Types of qualitative research - Ethnography, Phenomenology, Grounded theory; Data Analysis Approaches – Deductive & Inductive; Methods of qualitative data analysis – Content, Narrative, Discourse & Grounded Theory Analysis. [10L]
Unit-VII	Research Report Writing; Structure and components of research reports; Referencing and Citation styles; Research proposal preparation. [10L]
Unit-VIII	Ethical issues in business research: Research ethics - Meaning and Importance; Academic integrity & Plagiarism; Ethical principles in research; Ethical responsibilities of researchers; Ethics in Research Design and Data Collection; Privacy, Confidentiality, and Data Protection; Ethical issues in Data Analysis and Interpretation; Consequences of unethical research practices. [10L]
NB: Relevant topics are to be discussed by referring to contemporary statistical software	

and AI tools.

Suggested Readings:

1. Mishra P., Business Research Methods, Oxford University Press.
1. Bajpai, N., Business Research Methods, Pearson.
2. Chawla, D. & Sondhi, N., Research Methods – Concepts & Cases, Vikas.
3. Lune, H. & Berg, B. L., Qualitative Research Methods for the Social Sciences, Pearson.
4. Malhotra, N. & Dash, S., Marketing Research – An Applied Orientation, Pearson.
5. Monippally, M.M. & Pawar, B. S., Academic Writing: A Guide for Management Students and Researchers, Sage.
6. Creswell J. W. & Creswell J. D., Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, Sage.

PG2BAD1021: DATA ANALYTICS USING R/ PYTHON (DARP)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide the students with the idea of Business Analytics as an area of study
2. To equip the students with the basic skill of R and Python so that they can implement the learnt techniques for the use in their work life

Course Outlines:

1. The course covers the overviews of the basic components of Business Analytics
2. The course provides the basic understanding and workings of R and Python softwares

Unit No.	Syllabus
Unit I	Discrete Probability Distributions – Binomial, Bernoulli, Hypergeometric, Negative Hypergeometric, Poisson, Bolzmann, Geometric Distributions; Continuous Probability Distributions – Normal, Log-Normal, Beta, Gamma, Triangular, Weibull, Uniform, Erlang, Exponential, Trapezoidal Distributions; Multivariate Probability Distribution – Multivariate Normal Distribution. [10L]
Unit II	Introduction to R and Python [10L]
Unit III	Types of Analytics – Predictive, Descriptive, Prescriptive, Diagnostic Analytics; Overview of Predictive Analytics – Overviews of Regression, Decision Tree, Time Series Analysis, Clustering, Artificial Neural Network, Classification, Data Mining, Other Machine Tool, Sentiment Analysis, Content Analysis, Outlier Model, Random Forest, Causal Analysis. [10L]
Unit IV	Descriptive Analytics – Association Rule Mining, Sequence Rule Mining, Clustering Techniques; Different Techniques under Prescriptive Analytics and Diagnostic Analytics – Competitive Analysis, SWOT Analysis, Social Media Analysis, Sentiment Analysis, Content Analysis, Cohort Analysis, Brand Analysis, BCG Matrix, Ansoff Matrix, Bowtie Model, Four Corner Analysis. [10L]
Unit V	Overview of Visualization Techniques; Performance Metrics – Performance Metrics for Supply Chain. [10L]

Unit VI	Implementation of Different Methodologies with R and Python. [10L]

Suggested Readings:

1. Susmita Bandyopadhyay. Business Analytics: Theory and Practice. CRC Press, 2025.
2. S. R. Arora, Dr. Kavita Gupta. Business Mathematics. Taxmann Publications Pvt. Ltd., 2015.
3. J. K. Singh. Business Mathematics. Himalaya Publishing House,2017.
4. Hazarika Padmolochan. A Textbook of Business Mathematics. S. Chand & Company, 2016.
5. Hayden van der Post. Descriptive Analytics: Describe with Python: A Comprehensive Guide to Descriptive Analytics with the use of Python Programming. Reactive Publishing, 2023.
6. Dhaval Mehta. Data Analytics with R. Wiley, 2019.

PG2BAD1021: SOCIAL MEDIA AND WEB ANALYTICS (SMWA)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To equip students with the knowledge and analytical skills required to measure, monitor, evaluate, and optimize organizational performance across digital and social media platforms.
2. To integrate concepts of digital marketing, web analytics, social media listening, consumer insights, data visualization, predictive analytics, and AI-enabled marketing analytics.

Course Outcomes:

1. Demonstrate an understanding of the concepts, tools, and techniques of social media and web analytics to measure digital consumer behaviour, website performance, and digital marketing effectiveness.
2. Apply social media analytics, web analytics, and data visualization techniques to generate business insights and support managerial decision-making in digital environments.

Unit No.	Syllabus
Unit I	Introduction to Social Media and Digital Analytics – Digital business ecosystem and social media landscape; evolution and growth of social media platforms; digital consumer behaviour and online customer journey; role of social media in marketing and business strategy; owned, earned, paid and shared media; concepts and significance of social media analytics and web analytics; types of analytics (descriptive, diagnostic, predictive and prescriptive); key performance indicators (KPIs) and digital metrics; data-driven decision-making; ethical and privacy issues in digital analytics. [10L]

Unit II	Social Media Analytics and Consumer Insights – Social media platforms and data sources; user-generated content (UGC) and electronic word-of-mouth (e-WOM); social media monitoring and listening; consumer engagement analytics; online community management; brand reputation management; sentiment analysis; influencer marketing analytics; content performance measurement; customer insight generation; applications of social media analytics in marketing and customer relationship management. [10L]
Unit III	Web Analytics and Website Performance – Concept and scope of web analytics; website traffic analysis; acquisition, behaviour and conversion metrics; sessions, users, page views, bounce rates and retention metrics; customer acquisition and conversion funnels; customer lifetime value (CLV); website performance evaluation; user experience (UX) analytics; website optimization; introduction to Google Analytics and web analytics tools. [10L]
Unit IV	Search Analytics and Digital Marketing Performance – Search Engine Optimization (SEO); Search Engine Marketing (SEM); keyword analytics; Google Search Console; content marketing analytics; digital advertising analytics (Google Ads and Social Media Ads); email marketing analytics; mobile and app analytics; campaign effectiveness measurement; ROI and digital marketing performance evaluation. [10L]
Unit V	Emerging Technologies in Digital Analytics – Introduction to artificial intelligence in marketing; predictive analytics concepts; marketing automation; personalization strategies; real-time analytics; business intelligence; applications of AI in social media and web analytics; opportunities and challenges of AI-enabled digital marketing. [10L]
Unit VI	Data Visualization and Managerial Applications – Principles of data visualization; dashboard design and KPI reporting; introduction to Tableau, Power BI, Google Looker Studio and Excel dashboards; interpretation of analytical reports; social media campaign analysis; website performance audit; applications of analytics in business, retail, banking, tourism, entrepreneurship and public policy; future trends in social media and web analytics. [10L]

Suggested Readings:

1. Avinash Kaushik – Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,John Wiley & Sons, Inc.
2. Brian Clifton – Advanced Web Metrics with Google Analytics, John Wiley & Sons, Inc.
3. Tracy L. Tuten & Michael R. Solomon – Social Media Marketing,SAGE Publications Ltd

4. Dave Chaffey & Fiona Ellis-Chadwick – Digital Marketing, Pearson Education
5. Jim Sterne – Social Media Metrics, John Wiley & Sons Inc.
6. Foster Provost & Tom Fawcett – Data Science for Business, O'Reilly Media, Inc.

PG2BAD1021: INDIAN KNOWLEDGE SYSTEM, SOCIETY & MANAGEMENT (IKSSM)
[Credit:4 - Lecture hours: 60]

Course Objectives:

1. To develop an understanding of the foundations, evolution, and socio-cultural, ethical, and philosophical dimensions of Indian Knowledge Systems.
2. To examine Indian perspectives on leadership, governance, decision-making, and management, and their relevance to contemporary organizational practices.

Course Outcomes:

1. Develop an understanding of the historical foundations, key concepts, and societal significance of Indian Knowledge Systems and traditions.
2. Evaluate and apply Indian philosophical principles, values, and wisdom traditions to leadership, governance, managerial decision-making, and contemporary business practices.

Unit No.	Syllabus
Unit-I	Foundations of Indian Knowledge Systems: Concept and meaning of Indian Knowledge System (IKS); Historical evolution of Indian civilization and knowledge traditions; Sources of Indian knowledge; Characteristics of Indian knowledge traditions; Relevance of IKS in the contemporary world. [10L]
Unit-II	Indian Society, Culture and Value Systems**:** Indian social institutions: family, community, and social organization: Diversity and unity in Indian society; Dharma, Karma, Purusharthas, and Ashrama system: Role of culture in shaping behaviour and organizations. [10L]
Unit-III	Indian Philosophical Foundations and Human Behaviour**:** Overview of major schools of Indian philosophy: Concept of self, consciousness, and well-being, Mindfulness and meditation traditions. [10L]
Unit-IV	Indian Perspectives on Management, Governance and Decision-Making**:** Administrative and governance systems in ancient India: Kautilya's Arthashastra: Principles of administration, economics, and governance, Bhagavad Gita and managerial decision-making, Relevance of Indian management principles in contemporary organizations. [10L]
Unit-V	Indian Knowledge Systems and Sustainable Development**:** Indigenous knowledge and sustainable living, Environmental ethics in Indian thought, Concepts of VasudhaivaKutumbakam and

	Lokasangraha, Gandhian philosophy and sustainable development, Community-based development models. [10L]
Unit-VI	Contemporary Applications of Indian Knowledge Systems in Business and Management: Indian approaches to entrepreneurship, innovation, and business excellence; family business traditions and business systems in India; integration of Indian Knowledge Systems with contemporary management theories and practices [10L]

Suggested Readings:

1. Banerjee, R.P., Vedic Economy, Atlantic Press.
2. Mahadevan, B., Bhat, Vinayak Rajat, Nagendra Pavana R.N., Introduction to Indian Knowledge System: Concepts and Applications, PHI Learning.
3. Nandagopal, R., Sankar, Ajith, Indian Ethos and Values in Management, McGraw Hill Education.
4. Banerjee, R.P., The Vedas: Wisdom and Truth for Human Emergence, Routledge.
5. Vasisth, Neeru, Rajput, Namita, Business Ethics and Values with Case Studies, Taxmann.
6. Pandey, Ashish, Bhawuk, Dharm P. S., Budhwar, Pawan, Indigenous Indian Management: Conceptualization, Practical Applications and Pedagogical Initiatives, Springer.

PG2MBAD1021: ACCOUNTING FOR MANAGERS
[Credit:4 - Lecture hours: 60]

Part A:	**Financial Accounting**
Unit-I:	Meaning and Scope of accounting; Branches of accounting; Objectives of accounting; Accounting information – Users, Characteristics; Basic terminologies – Events, Transactions, Account, Revenue, Income, Expenditure, Expense, Gain, Loss, Reserve, Provision, Debit, Credit.
Unit-II:	Bases of accounting; Rules of Debit and Credit – Accounting Equation and Golden Rule; Accounting principles – Concepts and Conventions; Accounting Standards (IFRS and Ind AS) – Basic concepts.
Unit-III:	Transaction processing – Accounting cycle; Books of accounts;Assets, Liabilities & Equity – Concept, Classification; Depreciation – Concept, Causes, Methods of calculating depreciation, Methods of accounting; Inventory – Concept, Classification, Methods of inventory valuation; Reserves & Provisions – Concept, Classification; Issue, Redemption, Buyback of securities; Financial Statements – Concept, Purpose, Preparation; Standalone & Consolidated Financial statements.
Part B:	**Cost & Management Accounting**
Unit-IV:	Meaning of Cost; Cost Centre; Cost Unit; Cost classification; Important costing terminologies.
Unit-V:	Methods of Costing; Accounting for Overheads – Traditional and Modern (ABC)

	Approaches.
Unit-VI:	Management Accounting: Techniques of costing; Marginal costing; Budget & Budgetary control; Standard costing; Strategic cost management techniques.

Suggested Readings:

1. Mukherjee, S. and Mukherjee, A. K., *Financial Accounting I*, Oxford University Press, New Delhi.
2. Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, PHI, New Delhi.
3. Gupta, A., *Financial Accounting for Management – An Analytical Management*, Pearson, New Delhi.
4. Saxena V. K. and Vashisht C. D., *Cost Accounting*, Sultan Chand, New Delhi.
5. Das, S. C., *Business Accounting and Financial Management*. PHI, Delhi.

PG2MBAD1021: MANAGEMENT PRINCIPLES AND PRACTICES
[Credit:2 - Lecture hours: 30]

Unit No.	Syllabus
Unit-I	Concept, Nature, Purpose and Importance of Management in Organisations, Basic Managerial Skills and Roles, Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Modern Management Approaches
Unit-II	Planning and Organising: Planning--- Concept, Importance, Types of Plan, Steps in Planning, Organising----Concept, Nature and Process of Organising, Organisation Structure, Departmentation---Span of Management, Authority and Responsibility, Centralisation and Decentralisation of Authority---Concept of Line and Staff Authority
Unit-III	Staffing and Decision Making: Staffing---Features and Elements of Staffing, Recruitment, Selection, Performance Appraisal etc.Decision Making—Types of Decisions, Nature of Decision Making, Perspectives of Decision Making.
Unit-IV	Motivation and Leadership: Motivation---Human Motivation and the process of Motivation, Theories of Work Motivation---Content Theories and Process Theories; Leadership---Concept, Approaches to Leadership, Leadership Styles
Unit-V	Control and Coordination: Control---Concept , Nature and Importance of Control—Types of Control, Techniques of Managerial Control; Coordination—Concept and Features
Unit-VI	Current Trends

Suggested Readings*:*

1. Essentials of Management: Harold Koontz and Heinz Weihrich, McGraw Hill
1. Management: J. Stoner and R.Freeman, Prentice Hall
2. Management: Stephen Robbins and M.Coulter, Tata McGraw Hill

3. Organizational Behaviour: Stephen Robbins, Prentice Hall India
4. Organizational Behaviour: Fred Luthans, McGraw Hill

MBA Curriculum

(NEP-2020)

Semester – II

SEMESTER II

PG2MBAD2011: QUANTITATIVE TECHNIQUES AND DATA-DRIVEN DECISION-MAKING
[Credit:6 Lecture hours: 90]

Course Objectives:

1. To develop analytical thinking and quantitative problem-solving skills among management students.
2. To introduce the students to the modern quantitative techniques, business analytics tools, and data-driven approaches for effective managerial decision-making in dynamic business environments.

Course Outcomes:

1. Analyze and interpret business data using descriptive statistical tools and visual analytics.
2. Develop optimal solutions to managerial problems using quantitative models.

Unit No.	Syllabus
Unit I	Foundations of Quantitative Decision-Making: Role of quantitative techniques in managerial decision-making; Types and sources of business data; Data-driven management and evidence-based decision-making; Data quality, ethics, and responsible use of data. [10L]
Unit II	Descriptive Analytics and Data Visualization: Descriptive analytics and business applications; Data collection, classification, and presentation; Measures of central tendency and dispersion; Data visualization using charts, graphs, and dashboards; Business dashboards and Key Performance Indicators (KPIs); Introduction to spreadsheet-based analytics. [10L]
Unit III	Probability and Risk Analysis: Probability concepts and business applications: Probability distributions and risk assessment: Decision-making under certainty, risk, and uncertainty. [10L]
Unit IV	Forecasting and Decision Analysis: Time-series analysis and forecasting methods; Decision trees and expected value analysis; Forecasting applications in business planning. [10L]
Unit V	Optimization Models for Managerial Decisions: Linear programming and business applications; Transportation and assignment models; Inventory decision models; Sensitivity analysis and managerial implications. [10L]
Unit VI	Project Management and Quantitative Planning: Project scheduling using PERT and CPM; Network analysis and project control; Applications in managerial planning and resource allocation. [15L]

Unit VII	Business Analytics and Decision Support Systems: Introduction to business analytics; Predictive analytics and trend analysis; Customer, marketing, and financial analytics; Business Intelligence (BI) and Decision Support Systems (DSS); Introduction to AI-enabled analytics tools. [10L]
Unit VIII	Decision Intelligence and Contemporary Applications: Big Data and digital transformation; Data-driven strategy formulation; Analytics for sustainability and ESG decision-making; Industry 4.0 and intelligent decision systems; Case studies on analytics-driven business decisions. [15L]

Suggested Readings:

1. Way ne L. Winston, Operations Research: Applications and Algorithms, Cengage Learning.
2. Vohra, N. D, Quantitative Techniques in Management, McGraw Hill Education India.
3. Sharma, J. K., Operations Research: Theory and Applications, Macmillan India.
4. Albright S. Christian & Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning.
5. Gupta, S. P. & Gupta, M. P., Business Statistics, Sultan Chand & Sons.

PG2MBAD2012: MANAGERIAL COMMUNICATION, PROFESSIONAL SKILLS AND ENTREPRENEURIAL BEHAVIOUR
[Credit: 4, Lecture Hours: 60]

Course Objectives:

1. To develop effective managerial communication and professional competencies required for leadership, teamwork, negotiation, presentation, interpersonal relationships, and decision-making in dynamic organizational environments.
2. To cultivate an entrepreneurial mindset and behavioural competencies by enhancing creativity, opportunity recognition, problem-solving ability, innovation, risk-taking orientation, and ethical leadership for entrepreneurial and managerial success.

Course Outcomes:

1. Demonstrate effective managerial communication and professional skills by preparing business documents, delivering presentations, participating in negotiations, and collaborating effectively in diverse organizational settings.
2. Apply entrepreneurial and leadership competencies to identify opportunities, solve business problems creatively, manage risks, and exhibit proactive and ethical behaviour in managerial and entrepreneurial contexts.

Unit No.	Syllabus
Unit I	Managerial Communication - Nature and Scope of Communication; Functions of Communication; Roles of a Manager; Formal and Informal Communication Network. [10L]
Unit II	Roadblocks to Managerial Communication; Gateways to Communication; Cross-Cultural Communication; Listening - Poor Listening Habits, Types of Listening and Strategies for Effective

	Listening; Persuasive Communication. [10L]
Unit III	Art of Public Speaking - Controlling Nervousness and Stage Fright; Business Presentation -Outlines, Planning, Structuring and Delivering Presentation; Non-Verbal Communication, Introduction and Elements, Interpreting Non-Verbal Messages. [10L]
Unit IV	Business QWriting - Introduction, Business Letters, Components of Business Letters; Writing Effective Memos; Business Reports and Proposals, Format for Reports and Proposals; Business Email - Introduction, Email Etiquette. [10L]
Unit V	Personality traits of entrepreneurs; Entrepreneurial competencies – Opportunity recognition and exploitation, Decision-making and problem-solving skills, Leadership and Team-building skills, Communication, Negotiation and Networking competencies; Entrepreneurial mindset & Developing entrepreneurial behaviour. [10L]
Unit VI	Motivation & Entrepreneurial Behaviour; Entrepreneurial intention; Entrepreneurial self-efficacy; Managing uncertainty, burnout and failure; Ethical and responsible entrepreneurial behaviour. [10L]

***Suggested Readings*:**

1. Raman Meenakshi and Singh Prakash, Business Communications, Oxford Publications.
2. McGrath E. H., Basic Managerial Skills for All, PHI, New Delhi.
3. Monnipally M. M., Business Communication Strategies, Tata McGraw Hill.
4. Lesikar and Pettit J., Business Communication, All India Traveller Book Seller.
5. McAdam M. & Cunningham J.A. (Eds.), Entrepreneurial Behaviour, Palgrave Macmillan.
6. Shepherd D. A. & Patzelt H., Entrepreneurial Cognition: Exploring the Mindset of Entrepreneurs, Palgrave Macmillan.

PG2MBAD2013*:* ORGANISATIONAL DEVELOPMENT, EFFECTIVENESS AND EXCELLENCE

[Credit:4 Lecture hours: 60]

Course Objectives:

1. Develop an understanding of the concepts, processes, and practices of Organizational Development, organizational effectiveness, and organizational change.
2. Analyze and evaluate the role of leadership, culture, learning, innovation, and development interventions in achieving organizational transformation, performance, and sustainable excellence.

Course Outcomes:

1. Develop an understanding of the concepts, theories, evolution, and organizational factors influencing Organizational Development and effectiveness.
2. Analyze and apply change management and organizational development principles to drive transformation, continuous improvement, excellence, and sustainable organizational success.

Unit No.	Syllabus
Unit-I	Foundations of Organizational Development: Concept, nature, and scope of Organizational Development, Evolution of OD as a discipline, Values and assumptions of OD, Systems approach to organizations, Organizational Diagnosis and Development Process; Need for organizational development in contemporary organizations. [10L]
Unit-II	Organizational Change and Transformation**:** Nature and drivers of organizational change: Models of change management: Resistance to change and strategies for overcoming resistance: Transformational and developmental change: Managing change in uncertain environments. [10L]
Unit-III	Organizational Culture, Climate and Effectiveness**:** Organizational culture and climate; Organizational values and ethics; Building high-performance cultures; Determinants of organizational effectiveness; Measuring organizational effectiveness. [10L]
Unit-IV	OD Interventions for Individual and Group Development; Human process interventions; Team building and team effectiveness; Employee involvement and participation; Conflict management and collaboration; Coaching and mentoring; Employee well-being and engagement. [10L]
Unit-V	OD Interventions for Organizational Excellence**:** Techno-structural interventions: Work redesign and job enrichment; Organizational restructuring; Quality of work life; Performance improvement interventions; Knowledge management and organizational learning. [10L]
Unit-VI	Innovation, Learning and Continuous Improvement: Learning organizations: Organizational learning processes; Innovation and creativity in organizations; Benchmarking and best practices;Agile and adaptive organizations; Organizational Excellence and Sustainable Performance**:** Concept of organizational excellence; Excellence frameworks and models; Business excellence practices; Contemporary case studies of organizational excellence. [10L]

Suggested Readings:

1. Cummings, Thomas G., Worley, Christopher G., Organization Development and Change, Cengage Learning.
2. McLean, Gary N., Organization Development: Principles, Processes, Performance, Berrett-Koehler Publishers.
3. French, Wendell L., Bell Jr., Cecil H., Organization Development and Transformation, Pearson Education.

4. Harrison, Michael I., Shirom, Arie, Diagnosing Organizations: Methods, Models, and Processes, Sage Publications.
5. Senge, Peter M., The Fifth Discipline: The Art and Practice of the Learning Organization, Doubleday

PG2MBAD2014: APPLIED CONSUMER BEHAVIOUR AND DIGITAL MARKETING
[Credit: 4, Lecture Hours: 60]

Unit No.	Syllabus
Unit I	Consumer Behaviour: Meaning, Nature, Scope and Importance–Consumer Behaviour Studies– Consumer Roles in Purchase Decisions: Initiator, Influencer, Decider, Buyer and User– Consumer Behaviour Models and Frameworks–Consumer Value, Customer Satisfaction and Customer Experience–Internal and External Determinants of Consumer Behaviour–Consumer Behaviour in Contemporary and Digital Markets–Analysis of the buying behaviour of consumers for a selected product or service category. [10L]
Unit II	**Psychological and Social Influences on Consumers:** Consumer Motivation: Concept and Theories–Perception and Consumer Information Processing–Learning and Memory in Consumer Behaviour–Attitudes and Attitude Change–Personality, Self-Concept and Lifestyle–Family and Household Influence on Consumer Behaviour–Reference Groups and Opinion Leadership–Culture, Subculture and Social Class Influences–Social Media and Influencer Effects on Consumer Behaviour–Analysis of the influence of psychological and social factors on consumer preferences using contemporary marketplace examples. [10 L]
Unit III	**Consumer Decision-Making**: Concept and Models–Need Recognition and Problem Identification–Information Search Behaviour–Evaluation of Alternatives–Purchase Decision Process–Post-Purchase Behaviour and Customer Satisfaction–Consumer Involvement and Perceived Risk–Customer Journey Mapping and Touchpoint Analysis–Online Consumer Decision-Making and Digital Purchase Behaviour–Consumer Decision-Making in Omnichannel Environments–Mapping and analysis of the consumer decision journey for a selected product, service or digital platform. [10L]
Unit IV	**Introduction to Digital Marketing:** Meaning, Definition, Origin and Need of Digital marketing, Traditional Marketing vs. Digital Marketing; Digital Marketing Framework, Digital Marketing Business Models; Digital Consumers; Consumer Behavior on Digital Channels, Managing Consumer Demand, Digital Decision Journey, POEM Framework [10L]
Unit V	**Digital Marketing Strategy Development:** Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning, Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing. [10L]
Unit VI	**Digital Marketing Planning & Execution Elements:** Digital Marketing Communication and Channel Mix; Display, Search Engine, Social Media, Facebook, LinkedIn Advertising, etc.; Designing the Communication Mix, Digital Marketing

	Campaign Management; Content Management; Web Design, Optimization of Websites, Web Analytics, Search Engine Optimization, Data Interpretation in Marketing Decision., Reality & Augmented Reality in Digital Marketing, Managing Digital Implementation Challenges, Digital Ethics – Data Privacy and Ethical Marketing. [10L]

Suggested Readings:

1. Solomon, M. R., Consumer Behavior: Buying, Having and Being, Pearson Education.
2. Schiffman, L. G. and Wisenblit, J., Consumer Behavior, Pearson Education.
3. Hawkins, D. I., Mothersbaugh, D. L. and Best, R. J., Consumer Behavior: Building Marketing Strategy, McGraw-Hill Education.
4. Chaffey, D. and Ellis-Chadwick, F., Digital Marketing: Strategy, Implementation and Practice, Pearson Education
   Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson.
5. Kotler, P. Kartajaya, H and Setiawan, I., Marketing 4.0: Moving from Traditional to Digital, Wiley.
6. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.

PG2MBAD2014: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To analyse and evaluate financial securities using fundamental analysis, technical analysis, and valuation techniques for informed investment decision-making.
2. To equip students with the knowledge and skills of portfolio construction and management **by** applying modern portfolio theory, risk-return analysis, asset allocation, and performance evaluation techniques to optimize investment outcomes.

Course Outcomes:

1. Analyze and evaluate various financial securities using fundamental, technical, and valuation approaches to make informed investment decisions under different market conditions.
2. Construct, manage, and assess investment portfolios by applying risk-return principles, diversification strategies, asset allocation techniques, and portfolio performance evaluation measures.

Part A: Security Analysis	
Unit-I:	Introduction to investment theory; Investible instruments – Classification, Attributes; Investment, Speculation and Gambling; Factors influencing investment; Phases of portfolio management; Security analysis – Meaning, Objectives; Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis; Equity & Bond Analysis. [10L]
Unit-II:	Technical Analysis – Concept, Principles; Charts and chart patterns; Mathematical indicators; Market indicators; Dow Theory; Elliot Theory. [10L]
Unit-III:	Random Walk Theory; Efficient Market Hypothesis; Forms of market efficiency; Market inefficiencies; Relation between EMH, Fundamental and Technical analysis. [10L]
Part B: Portfolio Management	
Unit-IV:	Return and Risk: Concept, Classification, Measurement; Portfolio analysis – Risk & Return of portfolio. [10L]
Unit-V:	Portfolio Selection – Markowitz model; Single Index model; Multi Index model; Capital Assets Pricing model; Arbitrage Pricing Theory. [10L]
Unit-VI:	Portfolio Revision; Portfolio Evaluation; Risk adjusted returns – Sharpe's ratio, Treynor's ratio; Differential return – Jensen's Measure. [10L]

Suggested Readings:

1. Kevin, S., Security Analysis and Portfolio Management, PHI, Delhi
2. Chandra P., Investment Analysis and Portfolio Management, TMH, New Delhi.
3. Tripathy, V., Fundamentals of Investment, Taxmann, Delhi.
4. Pandian, P., Security Analysis and Portfolio Management, Vikas, New Delhi.
5. Khatri, D., Security Analysis and Portfolio Management, Macmillan, New Delhi.
6. Reilly, F. K. and Brown, K. C., Investment Analysis & Portfolio Management, Cengage, Mason.

PG2MBAD2014: HUMAN RESOURCE PLANNING AND TALENT MANAGEMENT(HRPTM)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of Human Resource Planning, workforce forecasting, and staffing strategies for aligning human resources with organizational goals.
2. To equip students with knowledge and skills related to talent acquisition, development, retention, succession planning, and the application of technology in talent management.

Course Outcomes:

1. Analyze organizational workforce requirements and apply appropriate Human Resource Planning techniques, forecasting methods, and staffing strategies to ensure

effective utilization of human resources.

2. Design and evaluate talent management practices, including talent acquisition, development, engagement, retention, and succession planning, to enhance organizational effectiveness and long-term competitiveness.

Unit No.	Syllabus
Unit I	**Foundations of Human Resource Planning** Concept, Nature, Scope, Objectives, and Evolution of Human Resource Planning; Strategic Human Resource Planning; Relationship between HRP and Organizational Strategy; Human Resource Planning Process; Environmental Scanning and Workforce Analysis; Job Analysis, Job Description, Job Specification; Competency Mapping; Skill Inventory and Human Resource Information Systems (HRIS); Impact of Globalization, Digitalization, Artificial Intelligence, and Industry 4.0 on Human Resource Planning [10 L]
Unit II	**Workforce Forecasting and Human Resource Planning Techniques** Concept, Nature, Scope, Objectives, and Evolution of Human Resource Planning; Strategic Human Resource Planning; Relationship between HRP and Organizational Strategy; Human Resource Planning Process; Environmental Scanning and Workforce Analysis; Job Analysis, Job Description, Job Specification; Competency Mapping; Skill Inventory and Human Resource Information Systems (HRIS); Impact of Globalization, Digitalization, Artificial Intelligence, and Industry 4.0 on Human Resource Planning. [10L]
Unit III	**Human Resource Action Planning and Resourcing** Matching Human Resource Demand and Supply; Staffing Strategies; Recruitment Planning and Operations; Internal and External Sources of Recruitment; E-Recruitment, Social Media Recruitment, Recruitment Process Outsourcing (RPO), and AI-enabled Recruitment; Employee Selection Process; Testing, Interviews, Assessment Centres, and Selection Decision-Making; Workforce Flexibility, Redeployment, Downsizing, Rightsizing, and Managing Redundancy; Diversity and Inclusion in Workforce Planning. [10L]
Unit IV	**Foundations of Talent Management** Concept, Scope, Objectives, and Evolution of Talent Management; Strategic Talent Management and Organizational Competitiveness; Talent Philosophy and Talent Architecture; Talent Identification and Talent Segmentation; Competency-Based Talent Management; Talent Management Models and Frameworks; Employer Branding and Employee Value Proposition (EVP); Talent Challenges in Contemporary Organizations. [10L]
Unit V	**Talent Development and Performance Management** Talent Acquisition and Onboarding; High-Potential Employee Management; Learning and Development Strategies; Career Planning and Career Development; Leadership Development and Executive Coaching; Mentoring and Knowledge Management; Performance Management Systems; Talent Reviews and Competency Development; Digital Learning Platforms and Technology-enabled Talent Development; Employee Engagement and Employee Experience. [10L]

Unit VI	**Talent Retention, Succession and Future of Work** Talent Retention Strategies; Managing Employee Commitment and Organizational Loyalty; Employee Well-being and Psychological Contract; Succession Planning and Talent Mobility; Leadership Continuity and Replacement Planning; Integrated Talent Management Systems; HR Analytics and Predictive Talent Management; Artificial Intelligence and People Analytics in Talent Decisions; Managing Remote, Hybrid, Gig, and Virtual Workforce; Future Trends and Emerging Challenges in Talent Management. [10L]

Suggested Readings:

1. James W. Walker, Human Resource Planning, McGraw-Hill.
2. Paul Turner, HR Forecasting and Planning, CIPD.
3. John Bramham, Human Resource Planning, Universities Press.
4. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.
5. Michael Armstrong, Armstrong's Handbook of Human Resource Management Practice, Kogan Page.
6. Lance A. Berger & Dorothy R. Berger, The Talent Management Handbook, McGraw-Hill.

PG2MBAD2014: QUALITY MANAGEMENT, PROCESS EXCELLENCE AND DIGITAL TRANSFORMATION

[Credit: 4 Lecture Hours: 60]

***Course Objectives*:**

1. To develop a complete understanding of quality management and business excellence principles.
2. To enable the learners to design performance measurement systems and drive digital transformation initiatives.

***Course Outcomes*:**

1. Apply process excellence tools and techniques to improve organizational performance.
2. Assess the impact of digital technologies on business processes and operations.

Unit No.	Syllabus
Unit-I	**Strategic Quality Management and Business Excellence:** Quality management: concept, evolution and strategic significance; quality as competitive advantage; quality philosophies and gurus; TQM; VOC and customer-centric quality; COQ; quality culture, leadership and employee involvement; business excellence frameworks (Baldrige, EFQM and Deming Prize); strategic quality planning and deployment.[10L]
Unit-II	**Lean Management and Continuous Improvement:** Lean philosophy and principles; value stream analysis; waste elimination (Muda, Mura and Muri); Lean tools—5S, Kaizen, Visual Management, Standardized Work, Poka-Yoke, JIT and Kanban; continuous improvement systems; Lean leadership and organizational learning; applications in manufacturing and services. [10L]
Unit-III	**Six Sigma and Data-Driven Quality Improvement:** Six Sigma: concept, evolution and organizational roles; process variation, capability and sigma levels; DMAIC, DFSS and DMADV; statistical thinking; quality improvement tools (Pareto Analysis, Cause-and-Effect Diagram, Histogram, Check Sheets, Control Charts and Scatter Diagram); Lean Six Sigma integration; applications in business and services. [10L]
Unit-IV	**Business Process Excellence and Transformation:** Process-oriented organizations; BPM concepts, scope and lifecycle; process governance and ownership; process mapping and documentation (flowcharts, swimlane diagrams, SIPOC and service blueprinting); process analysis, bottleneck identification and optimization; BPR; change management; process automation and workflow management. [10L]
Unit-V	**Digital Transformation and Smart Operations:** Digital transformation and operational excellence; Industry 4.0 and smart enterprises; AI, ML, RPA, IoT, Cloud Computing, Blockchain and Digital Twins; data analytics for quality improvement; customer experience management; digital business models and process innovation; cybersecurity, data governance, applications and case studies. [10L]
Unit-VI	**Performance Measurement, Sustainability and Operational Excellence:** Strategic performance management; KPIs and Balanced Scorecard; benchmarking and best practices; process performance metrics; business analytics and decision support; risk management and operational resilience; sustainability, green operations and ESG practices; culture of operational excellence; future trends in quality and operational excellence. [10L]

Suggested Readings:

1. Evans, J. R. & Lindsay, W. M., Managing for Quality and Performance Excellence, Cengage Learning.
2. Dumas, M., La Rosa, M., Mendling, J. &Reijers, H. A., Fundamentals of Business Process

Management, Springer.
3. Mukherjee, P. N., Total Quality Management. PHI Learning.
4. Chary, S. N., Production and Operations Management. McGraw Hill Education.
5. Maheswari, A., Digital Transformation: Building Intelligent Enterprises, Wiley.

PG2MBAD2021: PREDICTIVE ANALYTICS AND BUSINESS INTELLIGENCE
[Credit: 4 Lecture Hours: 60]

Course Objectives:
1. To provide the students with the latest face of Predictive Analytics.
2. To equip the students with the basic relevant software skills.

Course Outlines:
1. The course covers the overviews of the basic components of Predictive Analytics
2. The course provides the basic understanding and workings of some relevant softwares like Tableau, Excel and some more so that they can implement the learnt techniques for use in their work life.

Unit No.	Syllabus
Unit I	Introduction to Predictive Analytics; Different Tools of Predictive Analytics; Regression – Linear, Multiple and Nonlinear Regression, Implementation with R and Excel; Clustering – Different Clustering Techniques. [10L]
Unit II	Different Types of Learning Rules; Supervised Learning – Logistic Regression, Ridge Regression, Naïve Bayes Classifier Algorithm, Support Vector Machine, Different Artificial Neural Network Techniques; Unsupervised Learning; Reinforcement Learning; Other Learning Techniques. [10L]
Unit III	Decision Tree – Basics and Induction Algorithm; Time Series Models – Overview of Box Jenkin's Methods; Overview of Markov Analysis, Dynamic Programming and Information Theory. [10L]
Unit IV	Data Visualization Techniques with Excel, Tableau and Power BI; Overview of Different Dimension Reduction Techniques; Overview of Simulation and Optimization with Simulation. [10L]
Unit V	Overview of Nature-Based Techniques and Multicriteria Decision Analysis Techniques – Simple Programming with Python IDLE; Concepts of Data Warehouse and Data Mart [10L]
Unit VI	Generative Artificial Intelligence and Business Analytics Applications [10L]Generative AI tools for business analytics: ChatGPT, Gemini, Claude, Microsoft Copilot and Perplexity AI Prompt Engineering: Concepts, Principles and Best Practices–Applications of Generative AI in Marketing, Finance, Human Resource Management, Operations and Supply Chain Management [10L]

Suggested Readings:
1. Susmita Bandyopadhyay. Business Analytics: Theory and Practice. CRC Press, 2025.
2. Arpana Chaturvedi, Praveen Malik. Mastering Visualization with Tableau: Empowering Business Decisions with Tableau. BPB Publications, 2024.
3. John Hunt. A Beginner's Guide to Python 3 Programming. Springer, 2019.

4. Pam Baker. ChatGpt for Dummies. John Wiley & Sons., 2023.
5. Hayden van der Post. Descriptive Analytics: Describe with Python: A Comprehensive Guide to Descriptive Analytics with the use of Python Programming. Reactive Publishing, 2023.
6. Frederick S. Hillier, Gerald J. Lieberman. Introduction to Operations Research. McGraw-Hill Higher Education, 2001.

PG2MBAD2021: DIGITAL ETHNOGRAPHY AND ONLINE COMMUNITIES
[Credit: 4 Lecture Hours: 60]

Course Objectives

1. To develop an understanding of digital ethnography as a contemporary qualitative research approach for studying online communities, digital interactions, and consumer behaviour in technology-mediated environments.
2. To equip students with the knowledge and skills required to collect, analyze, interpret and communicate insights from digital ethnographic data for managerial decision-making, marketing research and business strategy.

Course Outcomes

1. After studying the course, students will be able to apply digital ethnographic methods and tools to investigate online communities, digital consumer behaviour and virtual social interactions.
2. After studying the course, students will be able to analyze and interpret digital ethnographic data and develop evidence-based managerial insights relating to brands, products, services and online communities.

Unit No.	Syllabus
Unit I	Foundations of Digital Ethnography: Ethnography as a research method and research tradition—Evolution from traditional ethnography to digital ethnography—Nature, scope and significance of digital ethnography—Opportunities and challenges of digital research—Digital ethnography in management, marketing and business research—Researcher identity, positionality and insider-outsider perspectives—Analysis of a selected online community from an ethnographic perspective. [10L]
Unit II	**Online Communities, Digital Culture and Social Interaction:** Online communities and virtual social worlds—Digital culture and community formation—Digitally mediated interaction and communication—Sociality and communication in online environments—Brand communities and consumer groups—Social media platforms and community engagement—Online identity construction and self-presentation—Observation and documentation of interactions within a selected online brand or consumer community. [10L]
Unit III	**Digital Consumer Behaviour and Community Engagement:** Consumer behaviour in digital environments— Electronic word-of-mouth (e-WOM)—User-generated content and influencer culture—Consumer participation and co-creation—Online trust, reputation and community engagement—Digital customer experience and loyalty—Managerial implications of online consumer behaviour—Digital ethnographic analysis of customer interactions related to a selected brand, product or service. [10L]
Unit IV	**Data Collection and Digital Research Tools:** Sources of digital ethnographic data—Textual, visual, audio and multimedia data—Online observation and participant observation—Digital field notes and documentation—Online surveys and digital feedback tools-Social media listening and monitoring tools—Data management in digital ethnographic research—Collection and organization of digital ethnographic data from a selected online platform. [10L]

Unit V	**Data Analysis, Interpretation, Reporting and Ethical Issues:** Qualitative analysis of digital ethnographic data—Coding and thematic analysis—Triangulation and interpretation—digital narratives and meaning-making—Ethical issues in digital ethnography—Privacy, consent and data protection—Strengths and limitations of digital ethnographic methods. [10L]
Unit VI	Thematic analysis of digital ethnographic data collected from an online community—Writing and presenting digital ethnography—Preparation and presentation of a digital ethnographic mini-project on an online community, brand community or digital platform. [10L]

Suggested Readings:

1. Pink, S., Horst, H., Postill, J., Hjorth, L., Lewis, T. and Tacchi, J., Digital Ethnography: Principles and Practice, Sage Publications.
2. Hjorth, L., Horst, H. A., Galloway, A. and Bell, G. (Eds.), The Routledge Companion to Digital Ethnography, Routledge.
3. Kozinets, R. V., Netnography: The Essential Guide to Qualitative Social Media Research, Sage Publications.
4. Neumaier, A., Digital Ethnography, Routledge.
5. Barendregt, B., Digital Ethnography, or 'Deep Hanging Out' in the Age of Big Data, Routledge.
6. Belk, R. W., Fischer, E. and Kozinets, R. V., Qualitative Consumer and Marketing Research, Sage Publications.

PG2MBAD2021: LEADERSHIP, WISDOM AND ORGANISATIONAL PRACTICES
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Develop an understanding of Indian perspectives on leadership, wisdom, and organizational practices rooted in Indian Knowledge Systems, scriptures, epics, and classical traditions.
2. Evaluate and apply indigenous management philosophies, organizational traditions, and values-based leadership principles to address contemporary business, managerial, and societal challenges.

Course Outcomes:

1. Develop an understanding of leadership, wisdom, ethics, and organizational practices embedded in Indian Knowledge Systems and classical Indian traditions.
2. Analyze and apply Indian wisdom-based leadership and management principles to promote organizational effectiveness, responsible decision-making, and societal well-being in contemporary contexts.

Unit No.	Syllabus
Unit-I	Foundations of Leadership and Wisdom in Indian Knowledge Systems: Concept of leadership in Indian thought; meaning and dimensions of wisdom; leadership as service, duty, and responsibility; Indian perspectives on character, virtue, and ethical conduct; relevance of wisdom-based leadership in contemporary organizations. [10L]
Unit-II	Leadership Lessons from Indian Epics and Classical Texts: Leadership insights from the Ramayana and Mahabharata; models of ethical leadership; leadership dilemmas and decision-making in Indian epics; contemporary relevance of epic-based leadership lessons for organizations.[10L]

Unit-III	Bhagavad Gita and Leadership Excellence: Concept of Karma Yoga and leadership through action; selfless service and responsible leadership; emotional balance, resilience, and composure in leadership roles; managing uncertainty, adversity, and organizational challenges; purpose driven leadership; applications of Gita-based leadership principles in contemporary workplaces. [10L]
Unit-IV	Chanakya's leadership philosophy; strategic thinking and long-term vision; leadership and institution building; talent management, delegation; crisis management and strategic decision-making; lessons from Arthashastra for contemporary organizational leadership and administration. [10L]
Unit-V	Indian Wisdom Traditions and Organizational Practices: Wisdom traditions from Vedantic, Buddhist, and Jain thought; organizational culture from an Indian perspective; indigenous organizational practices and their relevance in contemporary institutions. [10L]
Unit-VI	Contemporary Applications of Indian Knowledge Systems in Business and Management: Indian approaches to entrepreneurship, innovation, and business excellence; family business traditions and business systems in India; integration of Indian Knowledge Systems with contemporary management theories and practices [10L]

Suggested Readings:

1. Chatterjee, Debashis, Karma Sutras, Sage Publications.
2. Banerjee, R.P., Mother Leadership, A.H. Wheeler Publishing Co.
3. Dhiman, Satinder, Amar, A. D., Managing by the Bhagavad Gītā: Timeless Lessons for Today's Managers, Springer.
4. Mukherjee, Sanjoy, Zsolnai, László, Global Perspectives on Indian Spirituality and Management, Springer.
5. Banerjee, R.P., Ethics in Business and Management, Himalaya Publishing House.
6. Banerjee, R.P., Gita for Work and Life, Routledge.

PG2MBAD2021: CORPORATE FINANCE
[Credit: 4 Lecture Hours: 60]

Unit No.	Syllabus
Unit-I	Financial Management – Scope, Objectives, Functions; Time Value of Money – Compounding and Discounting.
Unit-II	Cost of Capital – Concept, Classification; Specific costs; Weighted average cost; Weighted marginal cost.
Unit-III	Capital Structure; Optimum Capital Structure; Leverage – DOL, DFL and DCL; Capital structure planning – Financial BEP, Financial Indifference Point, EBIT-EPS Analysis.
Unit-IV	Capital Budgeting – Discounted and Non-Discounted techniques; Capital rationing.

Unit-V	Working Capital Management – Forecasting working capital requirement; Components of working capital management (Basic idea only).
Unit-VI	Dividend function: Concept, types; Dividend policy; Dividend decision.

Suggested Readings:

1. Khan M.Y. and Jain, P.K., *Financial Management: Text Problems and Cases*, TMH, New Delhi.
2. Pandey, I.M., *Financial Management*, Vikas, New Delhi.
3. Rastogi, R. P., *Financial Management*, Taxman, New Delhi.
4. Ahuja, N. L., Dawar V. and Arrawatia, R., *Corporate Finance*, PHI, Delhi.
5. Vishwanath, S. R., *Corporate Finance – Text and Cases*, Sage, New Delhi.

PG2MBAD2021: KNOWLEDGE MANAGEMENT AND BUSINESS EXCELLENCE
[Credit: 2 Lecture Hours: 30]

Unit No.	Syllabus
Unit-I	Knowledge Management (KM) and Business Excellence (BE): Introduction – Post-industrial Society and Knowledge Society – The Objectivist and Practice-based Perspectives on Knowledge – Issues in Knowledge creation and capture—Transfer of Knowledge
Unit-II	ICT and Knowledge Management (KM) – Knowledge Management Tools and Knowledge Portals—Organisational Culture and KM – Learning and KM—Role of HR in Knowledge Management
Unit-III	Innovation Dynamics and Knowledge Processes – Knowledge-Intensive Firms and Knowledge Workers
Unit-IV	Business Excellence in Various Functional Areas – Benchmarking Business Performance – Performance Measurement and Metrics in Business Management – Methodologies and Tools for Business Excellence: Six Sigma, QFD, Taguchi Methods, Balanced Scorecard
Unit-V	Information Technology and Business Excellence – Leadership for Excellence in Business – Training and Relationship Development for Business Excellence.
Unit-VI	Creative Thinking and Innovative Process Redesign – Total Organisational Excellence

***Suggested Readings*:**

1. D. Hislop, Knowledge Management in Organizations, Oxford.
2. V. Allee, The Knowledge Evolution, Expanding Organizational Intelligence. Oxford University Press.
3. E. M. Awad and H. Ghaziri, Knowledge Management, Pearson
4. P. Baumard, Tacit Knowledge in Organizations. London, Sage.
5. C. Carter, Investigating Knowledge Management. London, CIPD.
6. L.J. Porter, and , S.J. Tanner, Assessing Business Excellence. Elsevier.

MBA Curriculum

(NEP-2020)

Semester – III

and

Semester - IV

SYLLABI OF SEMESTER III AND SEMESTER IV

CORE SUBJECT FOR BOTH SEMESTER III AND SEMESTER IV (IF APPLICABLE):

PG2MBAD3011: STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT
[Credit: 4 Lecture Hours: 60]

Unit No.	Syllabus
Unit I	Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy—Organisation's Strategic Intent—Mission—Values, Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders' Approach to Strategic Management—Crafting a Strategy; Environmental Factors—Industry and Competitive Analysis—Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—The Resource-based View and Dynamic Capability View—Value Chain and other aspects of internal analysis.
Unit II	Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalising Markets— Strategy and Competitive Advantage in Diversified Organisations—Emerging Business Models and Strategies to fit 'New Normal', Specific Industry and Organizational Situation—. Outsourcing as a Strategic Option; Strategy Analysis and Choice—Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Stakeholder analysis, Scenario Assessment, Trend Assessment, PIMS Analysis, Vulnerability Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE), etc.
Unit III	Issues in Strategy Implementation and Evaluation—Management Perspective—Resource Allocation—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues (Marketing, Accounting/Finance, Production, MIS R&D etc.) in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools—Strategic issues in understanding 'Servitisation'.
Unit IV	Entrepreneurship – Elements, determinants, importance, scope; Entrepreneur – Classification; Entrepreneur, Intrapreneur and Manager; Theories of Entrepreneurship; Innovation, Thinking and Creativity; Entrepreneurial Opportunities; Business Ideas -Sources, Techniques of generating business idea; Feasibility study – Purpose, Dimensions, Structure and Contents of feasibility report; Business plan – Rationale, Stakeholders, Types, Structure and Contents.
Unit V	Stimulation, Support and Sustainability – Public and Private systems; Marketing assistance and support; Technical and technological assistance and support; Entrepreneurship Development Programmes – Need and Objectives; Actors of venture support system: Industry Associations; Self-help Groups; Business Incubators; Entrepreneurial Finance & Venture life cycle; Sources of capital; Availability and

	access to finance.
Unit VI	Management of Start-ups: Venture life cycle; Mobilisation of resources; Location, Layout, Business processes, Operations planning and control; Accommodation and Utilities for start-ups; Preliminary contracts entered into by start-ups; Problems and challenges faced by start-ups.

Suggested Readings:

2. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development and Business Ethics*, Oxford University Press, New Delhi.
3. Mohanty S. K., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
4. Nandan H., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
5. A.J. Rowe, R.O. Mason, K.E. Dickel, R.B. Mann, R.J. Mockler, Strategic Management: A Methodological Approach, Addison—Wesley.
6. S.B. Budhirajaand M.B.Athreya: Cases in Strategic Management, Tata McGraw Hill.
7. Fred R David,Strategic Management, Prentice HallNew Jersey.

MARKETING MANAGEMENT SPECIALIZATION

PG2MBAD3012: SALES AND DISTRIBUTION MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Unit No.	Syllabus
Unit I	Introduction to Personal Selling and Sales Management : Nature and Scope of Personal Selling and Sales Management, Setting and Formulating Persons Selling Objectives, Traditional and Modern Selling approaches, Ethics in selling, Career in Professional Selling and Sales Management.
Unit II	Personal Selling process: Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling Objections, Closing the Sale, Follow ups.
Unit III	Dimensions of Sales Management – Tasks of Sales Managers – Planning, Organizing, Recruiting and Selecting the Sales Personnel, Motivating Sales force, controlling the Sales Force Designing and Administering the Compensation Plans, Developing and Managing Sales Evaluation Programs.
Unit IV	Sales Territory Development and Time Management : The Scope and Nature of Territory Management, Sales Territory Design, Procedures for Developing Territories, Role of Time Management in Sales, Assessing Time Utilization, Allocating Sales Efforts, Objectives and Quotas for Sales Personnel. Sales and Cost Analysis. The Cost Effective Sales Force, Sales Forecasting and Budgeting, Sales Analysis, Cost Analysis, Sales Audit.
Unit V	Sales Force Performance Appraisal: Concepts, Definitions and Objectives. Criteria and Benefits of performance Appraisal, Steps in Sales force performance Appraisal, Sales force Performance Appraisal Methods.
Unit VI	An Overview of Marketing Channels: Chemical Structures and Designs, Functions, Relationships, Channel Intermediaries, Management of Distribution Channels, Logistics Management, Supply Chain Management, Organizational patterns in Marketing Channels, Marketing Channel Policies and Legal Issues, Information Systems and Channel Management.

Suggested Readings:

1. Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersy, Prentice Hall.
2. Buskirk, R.H. and Stanton, W.J. Management of Sales price; Homewood Illinois. Richard D. Irwin.
3. Dalrymple D.J. Sales Management Concept and Cases New York, John Wiley.
4. Still, R.R. Sales Management. Englewood Cliff. New Jersey, Prentice Hall.
5. Gupta, S.L. Sales and Distribution Management Excel Books.
6. Johnson, M.E., Kurtz, L.D. and Scheuing,E.E. Sales Management - Concepts, Practices and Cases; McGraw Hill International.

PG2MBAD3013: ADVERTISING AND SALES PROMOTION
[Credit: 4 Lecture Hours: 60]

Unit No.	Syllabus
Unit I	Marketing Communications: Meaning and Importance. The role of Advertising in the marketing communication process, Legal, Ethical and Social Aspects of Advertising; Setting Advertising Goals and Objectives. DAGMAR Approach.
Unit II	Advertising Plan, planning and decision making process Advertising Scheduling; Advertising Models, Creative Strategies; Media Planning and Selection, Media reach and Frequency, Different Media –Print, Audio-visual, Radio, Outdoor, Internet, Direct Mail.
Unit III	Components of Advertising message, headline subhead, copy, logo, illustration, Appeal, layout, Campaign Planning, Setting Advertising budget, Advertising agency.
Unit IV	Creative Strategies, Audience Analysis, Advertising evaluation: Recognition and Recall studies, Corporate Communication, Publicity, Public Relations and Press Releases.
Unit V	Sales Promotion: Definitions and Objectives,Nature and importance of sales promotion, its role in marketing.
Unit VI	Types of sales promotion: Consumer oriented sales promotion, Trade oriented sales promotion and sales force oriented sales promotion. Developing a sales promotion programmes, Evaluating the Sales Promotion Programmes.

Suggested Readings:

1. George E Belch, Advertising and Promotion: An Integrated Marketing Communications; Tata McGraw Hill Education.
2. Aaker, A. David, Myers, G. John, Advertising Management; PHI.
3. Kazmi, H. H. S., Batra K.S., Advertising and Sales Promotion; Excel Books.
4. J. and Jain, S., Advertising Management Jethwaney; Oxford University press.
5. R.Gupta, Advertising Principles and Practices; S.Chand and Company Ltd., New Delhi.

PG2MBAD3014: BRAND MARKETING
[Credit: 4 Lecture Hours: 60]

Course Objectives:
This course provides an advanced understanding of strategic brand management in contemporary markets. It focuses on building, managing and leveraging brands as strategic assets that create sustainable competitive advantage and long-term stakeholder value. The course integrates branding theory with strategic marketing, consumer behaviour, digital branding, brand analytics, customer experience, innovation, sustainability and global brand management. Emphasis is placed on developing strategic brand decisions aligned with corporate strategy and evolving market dynamics.

Course Outcomes:

1. Understand the strategic significance of brands as organizational assets and sources of competitive advantage.
2. Analyse consumer behaviour, brand relationships and market dynamics for effective brand strategy formulation.
3. Develop strategic branding decisions related to brand architecture, positioning, extensions and innovation.
4. Evaluate brand equity, brand identity and brand performance using contemporary analytical frameworks.
5. Design integrated branding strategies for digital, global and sustainable business environments.
6. Formulate strategic plans for brand growth, revitalization, repositioning and long-term brand governance.

Unit No.	Syllabus
Unit I	**Strategic Foundations of Brand Management:** Concept and evolution of brands and branding; Strategic role of brands in business and marketing; Brand as a strategic asset; Brand hierarchy and brand architecture; Branding across consumer, industrial, retail, service and digital markets; Brand-product relationships; Brand-customer relationships; Customer-based branding; Brand value creation; Brand loyalty and customer engagement; Brand trust and brand advocacy; Brand communities; Corporate branding; Employer branding; Personal branding; Strategic role of branding in competitive markets.
Unit II	**Brand Strategy, Brand Architecture and Brand Extension:** Strategic brand architecture; House of brands and branded house; Brand portfolio management; Brand hierarchy decisions; Brand extension concepts; Strategic rationale for brand extensions; Line extension; Category extension; Vertical and horizontal extensions; Co-branding; Ingredient branding; Brand alliances; Brand licensing; Brand acquisition strategy; Evaluation of extension opportunities; Consumer acceptance of brand extensions; Risks and pitfalls of brand extension; Managing brand dilution; Strategic implications of brand expansion; Innovation-led branding strategies.
Unit III	**Brand Identity, Brand Personality and Brand Positioning:** Strategic brand identity; Kapferer's Brand Identity Prism; Brand vision, mission and values; Brand essence and brand anatomy; Brand personality concepts; Aaker's Brand Personality Dimensions; Emotion-centric branding; Human-centric branding; Archetype branding; Brand storytelling; Brand meaning and symbolism; Brand positioning strategies; Competitive positioning; Value proposition development; Market segmentation for branding; Brand differentiation; Repositioning strategies; Experiential branding; Brand communication strategy; Integrated brand communication.
Unit IV	**Strategic Brand Equity and Brand Valuation:** Concept and dimensions of brand equity; Customer-Based Brand Equity (CBBE) Model; Keller's Brand Resonance Model; Aaker's Brand Equity Model; Building strong brands; Brand awareness; Brand

	associations; Perceived quality; Brand loyalty; Measuring brand equity; Customer-based measurement methods; Financial valuation methods; Cost-based methods; Price premium methods; Brand valuation models; Brand as an intangible asset; Financial implications of branding; Return on Brand Investment (ROBI); Brand performance analytics; Digital brand metrics; AI-enabled brand analytics.
Unit V	**Brand Image, Customer Experience and Sustainable Brand Management:** Brand image and brand reputation; Brand identity versus brand image; Building and managing brand image; Assessment of brand image and personality; Customer experience management; Brand touchpoints; Omnichannel brand experience; Digital branding strategy; Social media branding; Influencer branding; Content branding; Brand engagement; Employer branding; Corporate reputation management; Sustainable branding; Green branding; Ethical branding; CSR and ESG in branding; Inclusive branding; Global branding challenges; Cross-cultural brand management.
Unit VI	**Brand Leadership, Revitalization and Strategic Brand Governance:** Brand life cycle management; Forces affecting brands over time; Brand growth strategies; Brand leadership; Maintaining desired brand associations; Brand revitalization strategies; Brand rejuvenation; Brand repositioning; Brand elimination and rationalization; Managing declining brands; Crisis management and brand recovery; Brand governance; Brand audit; Brand performance measurement; Strategic brand control; Intellectual property and brand protection; Future of branding; AI and branding; Data-driven brand strategy; Emerging trends in strategic brand management.

Suggested Readings:

1. Keller, K. L., *Strategic Brand Management*, Pearson Education.
2. Kapferer, J. N., *The New Strategic Brand Management*, Kogan Page.
3. Aaker, D. A., *Building Strong Brands*, Free Press.
4. Aaker, D. A., *Managing Brand Equity*, Free Press.
5. Sengupta, S., *Brand Positioning: Strategies for Competitive Advantage*, Tata McGraw-Hill.
6. Kumar, Ramesh S., *Managing Indian Brands: Marketing Concepts and Strategies*, Vikas Publishing.
7. Moorthy, R. L. Y., *Brand Management: The Indian Context*, Vikas Publishing.
8. Murphy, J. A., *Brand Strategy*, Cambridge University Press.

PG2MBAD3014: RETAIL MARKETING
[Credit: 4 Lecture Hours: 60]

Unit No.	Syllabus
Unit I	Introduction, objective, definition and scope of Global, Indian and West Bengal Retail scenario. Future prospects, retail environment.
Unit II	Retail formats: evolution, different store formats in retail parlance, retail strategies, segmentation, targeting and positioning with emphasis on changing Indian retail consumers' behavioural pattern.
Unit III	Retail store planning locations, design and layout, retail operations, retail merchandising and supply chain management; and retail franchising in India.
Unit IV	Retail research and retail management information systems and online retailing.
Unit V	Managing retail people and customer service management in retail business.
Unit VI	Retail marketing promotion: personal selling, direct selling, advertising, sales promotion and P.R. Campaigns, event marketing, shop displays, T.V. selling.

Suggested Reading:

1. Bajaj, Chetan; TuliRajrshi; and Srivastava, Nidhi, Retail Management, Oxford University Press, Delhi.
2. Cox, Rogerand Raul Brittain, Retailing: An Introduction, Prentice Hall, London
3. Gilbert, David; Retail Marketing Management, Fianacial Times, Prentice Hall, London.

4. Vedamani, Gibson G.; Retail Management Functional principales and practices. Jaico Publishing House, Delhi.

PG2MBAD3015: RURAL MARKETING
[Credit: 4 Lecture Hours: 60]

Course Objectives:

The course aims to:

1. Develop an understanding of India's rural economy and rural markets and also familiarize students with rural consumer behaviour and marketing opportunities.
2. Understand government initiatives, sustainable rural development, and social marketing & develop analytical and decision-making skills through case studies and field exposure.

Course Outcomes:

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

1. Analyze the structure and potential of rural markets in India.
2. Understand rural consumer buying behavior & design marketing strategies suitable for rural markets.

Unit No.	Syllabus
Unit I	**Rural Marketing Environment:** Concept, Nature and Scope of Rural Marketing, Characteristics of Rural Markets, Rural Economy and Socio-economic Profile, Rural vs Urban Markets, Emerging Trends in Rural India, Government Programmes influencing Rural Markets (PMGSY, PM-KISAN, Digital India,SHGs, FPOs).
Unit II	**Rural Consumer Behaviour:** Rural Consumer Characteristics, Buying Behaviour Models, Factors Influencing Purchase Decisions, Rural Market Segmentation, Targeting and Positioning (STP), Rural Lifestyle and Cultural Influences, Bottom of the Pyramid (BoP) Marketing.
Unit III	**Marketing Mix for Rural Markets:** Product Strategies for Rural Markets, Packaging and Branding, Pricing Strategies, Rural Distribution Network, Agricultural Input and FMCG Marketing, Retailing in Rural India 8L.
Unit IV	**Promotion and Digital Rural Marketing:** Rural Communication Process, AIDA Model, Rural Advertising, Sales Promotion Strategies in Rural India, Traditional Media and Folk Media, Digital Marketing in Rural Areas, Social Media and Mobile Marketing, E-commerce in Rural Markets, AI, Data Analytics and ICT Applications in Rural Marketing.
Unit V	**Sustainable Rural Marketing and Entrepreneurship:** Sustainable Marketing Practices, Green Marketing in Rural Areas, Social Marketing; Rural Entrepreneurship, Self Help Groups (SHGs), Cooperatives and Farmer Producer Organizations (FPOs), Inclusive Marketing and Financial Inclusion, CSR and Rural Development.
Unit VI	**Contemporary Issues, Case Studies and Field Applications:** Rural Marketing Research, Ethical Issues in Rural Marketing, Rural Supply Chain Management, Successful Rural Marketing Case Studies (Amul, ITC e-Choupal, HUL Project Shakti, Patanjali, NABARD initiatives), Field Study/Survey of a Rural Market, Preparation and Presentation of Project Report On Rural Markets and Its Strategies.

Suggested Reading:

1. C. S. G. Krishnamacharyulu& Lalitha Ramakrishnan – Rural Marketing: Text and Cases.
2. Pradeep Kashyap & Siddhartha Raut – The Rural Marketing Book.

3. T. P. Gopalaswamy – Rural Marketing: Environment, Problems and Strategies.
4. A. K. Singh & S. Pandey – Rural Marketing in India.
5. Philip Kotler, Keller, Koshy & Jha – Marketing Management.
6. Government of India reports on Rural Development, NABARD publications, and NITI Aayog reports.

PG2MBAD3015: SERVICE MARKETING
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop an understanding of the concepts, characteristics, and strategic importance of service marketing, with emphasis on customer value creation, service quality, customer relationship management, and service excellence.
2. To equip students with contemporary service marketing skills by integrating digital technologies, AI, service analytics, customer experience management, sustainability, and innovation across diverse service industries.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Apply service marketing concepts and frameworks to develop effective marketing strategies for banking, healthcare, education, tourism, hospitality, IT, logistics, financial services, and other service organizations.
2. Evaluate and design customer-centric service strategies using digital marketing, customer experience management, service quality models, analytics, and emerging technologies to enhance organizational competitiveness.

Unit No.	Syllabus
Unit I	**Foundations of Service Marketing:** Nature, Scope and Evolution of Service Marketing, Characteristics of Services, Classification of Services, Differences between Goods Marketing and Service Marketing, Service Marketing Environment, Service-Dominant LogicChallenges and Emerging Trends in Service Marketing.
Unit II	**Consumer Behaviour and Service Marketing Strategies:** Consumer Behaviour in Service Markets, Service Buying Decision Process, Market Segmentation, Targeting and Positioning (STP), Customer Value and Customer Expectations, Service Marketing Mix (7Ps), Service Blueprinting, Customer Journey Mapping.
Unit III	**Service Quality and Customer Relationship Management:** Service Quality: Concept and Dimensions, SERVQUAL and GAP Model of Service Quality, Customer Satisfaction and Customer Loyalty, Customer Relationship Management (CRM), Customer Experience Management (CEM), Complaint Handling and Service Recovery, Internal Marketing and Employee Engagement.
Unit IV	**Digital Service Marketing and Technology:** Digital Marketing for Service Organizations, E-Service and Online Service Delivery, Social Media Marketing, Artificial Intelligence (AI) and Chatbots, Customer Data Analytics and Business Intelligence, Marketing Automation, Mobile Marketing and Omni channel Service Delivery, FinTech, EdTech, HealthTech and TravelTech Services.
Unit V	**Strategic Service Marketing:** Branding of Services, Pricing Strategies for Services, Distribution Channels in Service Marketing, Service Innovation and New Service Development, Sustainable and Green Service Marketing, Ethical Issues in Service Marketing, Global Service Marketing, Service Marketing for Tourism, Hospitality, Banking, Healthcare and Education.
Unit VI	**Contemporary Issues and Applications:** Service Marketing in the Digital Economy, Customer Engagement Strategies, Artificial Intelligence and Personalization, Service Ecosystem and Platform Economy, Measuring Service Performance and Customer

	Lifetime Value (CLV), Future of Service Marketing, Case Studies: Amazon, Airbnb, Uber, Taj Hotels, Apollo Hospitals, HDFC Bank, Indigo; Preparation and Presentation of a Service Marketing Plan.

Suggested Readings:

1. Christopher Lovelock & Jochen Wirtz – Services Marketing: People, Technology and Strategy.
2. Valarie A. Zeithaml, Mary Jo Bitner & Dwayne D. Gremler – Services Marketing: Integrating Customer Focus Across the Firm.
3. K. Douglas Hoffman & John E. G. Bateson – Services Marketing: Concepts, Strategies and Cases.
4. Ravi Shankar – Services Marketing: The Indian Perspective.
5. Rajendra Nargundkar – Services Marketing.
6. Philip Kotler & Kevin Lane Keller – Marketing Management.

PG2MBAD4011: STRATEGIC MARKETING MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

This course provides an advanced understanding of strategic marketing in contemporary business environments. It focuses on the integration of corporate strategy, competitive positioning, market intelligence, customer value creation, innovation, digital transformation, sustainability, and strategic implementation. The course equips students with analytical frameworks and strategic decision-making capabilities required to formulate, execute and evaluate marketing strategies for sustainable competitive advantage in dynamic global markets.

Course Outcomes:

Upon completion of this course, students will be able to:

1. Understand the strategic role of marketing in achieving organizational objectives.
2. Analyse internal and external market environments using strategic frameworks.
3. Develop competitive marketing strategies based on market intelligence and customer insights.
4. Formulate strategic decisions related to branding, innovation, pricing, distribution and integrated marketing communications.
5. Design customer-centric and sustainable marketing strategies for long-term value creation.
6. Evaluate strategic marketing implementation, control mechanisms and organizational alignment.

Unit No.	Syllabus
Unit I	**Foundations of Strategic Marketing and Marketing Strategy Formulation:** Evolution of strategic marketing; Strategic role of marketing in corporate success; Strategic marketing versus operational marketing; Marketing philosophy and market orientation; Strategic thinking in marketing; Nature and scope of strategic marketing management; Marketing strategy formulation process; Strategic planning hierarchy; Corporate mission, vision and strategic intent; Marketing goals and objectives; Strategic Business Units (SBUs); Strategic planning framework; Marketing planning process; Environmental scanning; Strategy formulation, implementation and evaluation; Contemporary trends in strategic marketing; Digital transformation and AI in strategic marketing.
Unit II	**Strategic Market Analysis and Competitive Intelligence:** Strategic environmental analysis; Macro environmental analysis (PESTLE); Industry structure analysis; Porter's Five Forces Framework; Market attractiveness assessment; Competitor analysis and competitive intelligence; Internal environmental analysis; Resource-

	Based View (RBV); Value Chain Analysis; Core competencies and dynamic capabilities; SWOT and TOWS Matrix; Customer analysis; Buyer behaviour insights for strategic decision making; Market opportunity identification; Market forecasting; Scenario planning; Strategic marketing analytics; Data-driven decision making.
Unit III	**Strategic Market Segmentation, Positioning and Competitive Strategy:** Strategic market segmentation; Bases of segmentation in consumer and industrial markets; Market targeting strategies; Market attractiveness and portfolio analysis; Positioning strategies; Value proposition design; Perceptual mapping; Competitive positioning; Porter's Generic Competitive Strategies; Blue Ocean Strategy; Corporate-level marketing strategy; Business-level (SBU) strategy; Functional marketing strategy alignment; Growth strategies using Ansoff Matrix; Brand positioning and strategic brand management; Customer value proposition; Competitive advantage and differentiation strategies.
Unit IV	**Strategic Marketing Mix, Innovation and Growth Strategies:** Strategic product planning; Product portfolio management; Product life cycle strategies; Innovation management; New product development process; Diffusion of innovation; Branding strategies; Strategic pricing decisions; Value-based pricing; Competitive pricing; Dynamic pricing; Channel strategy and distribution network design; Omnichannel marketing; Retail and supply chain alignment; Integrated Marketing Communication (IMC); Digital marketing strategy; Social media strategy; Marketing automation; International marketing strategy; Strategic alliances and partnerships.
Unit V	**Customer-Centric Marketing, Sustainability and Responsible Marketing:** Service excellence and relationship marketing; Customer Relationship Management (CRM); Customer Lifetime Value (CLV); Customer Equity Management; Customer experience strategy; Customer retention and loyalty management;; Strategic account management; Social marketing; Sustainable marketing; Corporate Social Responsibility (CSR); ESG and responsible marketing practices; Ethical marketing decisions; Stakeholder value creation; Corporate reputation management; Inclusive marketing; Green marketing strategies; Purpose-driven brands; Corporate culture and marketing orientation; Marketing ethics in the AI era.
Unit VI	**Strategy Implementation, Marketing Performance and Strategic Control:** Implementation of marketing strategy; Marketing organization and leadership; Strategic change management; Marketing budgeting and resource allocation; Cross-functional strategic alignment; Marketing execution challenges; Marketing control systems; Strategic marketing metrics; Marketing dashboards and KPIs; Balanced Scorecard for marketing; Marketing productivity and ROI; Digital marketing analytics; Predictive marketing analytics; Risk management in marketing strategy; Strategic audit; Marketing governance; Contemporary strategic issues in global marketing; Case studies on strategic marketing decisions.

Suggested Readings:

1. Cravens, D. W. & Piercy, N. F., *Strategic Marketing*, McGraw-Hill Education.
2. West, D., Ford, J. & Ibrahim, E., *Strategic Marketing: Creating Competitive Advantage*, Oxford University Press.
3. Anderson, C. H. & Vincze, J. W., *Strategic Marketing*, Biztantra Publications.
4. Hooley, G., Piercy, N. &Nicoulaud, B., *Marketing Strategy and Competitive Positioning*, Pearson.
5. Kotler, P., Keller, K. L., Chernev, A. & others, *Marketing Management*, Pearson.
6. Ferrell, O. C. & Hartline, M. D., *Marketing Strategy*, Cengage Learning.

PG2MBAD4011: INTERNATIONAL MARKETING
[Credit: 4 Lecture Hours: 60]

Course Objectives:
The course aims to:

1. Develop an understanding of international marketing concepts and global business environments.
2. Analyze international market opportunities and entry strategies & understand cross-cultural consumer behaviour and global marketing strategies.

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

1. Analyze the global marketing environment and international business opportunities and formulate international market entry and expansion strategies.
2. Evaluate the impact of international trade policies, digital technologies, and sustainability on global marketing.

Unit No.	Syllabus
Unit I	**International Marketing Environment:** Nature, Scope and Importance of International Marketing, International Marketing vs. Domestic Marketing, Globalization and Internationalization, International Business Environment, Economic, Political, Legal and Cultural Environment, WTO, Regional Economic Integration (EU, ASEAN, SAARC, USMCA, RCEP), Emerging Global Marketing Trends.
Unit II	**International Market Selection and Entry Strategies:** International Market Research, Country Screening and Market Selection, International Consumer Behaviour, Cross-cultural Marketing, Market Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures, Strategic Alliances, Foreign Direct Investment (FDI), Risk Assessment in International Markets.
Unit III	**International Marketing Mix:** International Product Planning, Global Branding and Packaging, Product Standardization vs. Adaptation, International Pricing Strategies, International Distribution Channels, Global Supply Chain and Logistics Management, International Promotion and Integrated Marketing Communication (IMC).
Unit IV	**International Trade, Finance and Digital Marketing:** International Trade Documentation, Export-Import Procedures, INCOTERMS (Latest Version), International Payment Systems, Foreign Exchange Risk Management, International E-Commerce, Cross-border Digital Marketing, AI, Big Data Analytics and Marketing Automation in Global Markets.
Unit V	**Contemporary Issues in International Marketing:** Sustainable International Marketing, Green Marketing, Ethical Issues in International Marketing, CSR in Global Business, International Services Marketing, International Retailing, International B2B Marketing, Geopolitical Risks and Global Supply Chain Disruptions, ESG and Responsible Global Marketing.
Unit VI	**Global Marketing Strategy and Applications:** International Marketing Planning, International Marketing Control and Performance Evaluation, Global Competitive Strategy, International Negotiation Skills, International Marketing of Indian Products, Case Studies: Apple, Coca-Cola, Samsung, Toyota, Tata Group, Reliance Industries, Preparation of an International Marketing Plan.

Suggested Readings:

1. Philip R. Cateora, John L. Graham & Mary C. Gilly – International Marketing.
2. Warren J. Keegan & Mark Green – Global Marketing.
3. S. Onkvisit& J. J. Shaw – International Marketing: Analysis and Strategy.

4. Francis Cherunilam – International Marketing.
5. Rakesh Mohan Joshi – International Marketing.
6. Kotler, Keller, Chernev &Shalowitz – Marketing Management.

PG2MBAD4012: MARKETING ANALYTICS
[Credit: 4 Lecture Hours: 60]

Course Objective:
To provide students, especially, the students of Marketing Management, with the knowledge of different aspects of Marketing Analytics and different associated tools, techniques and metrics.

Course Outcomes:
1. Students will get comprehensive ideas of different metrics, tools and techniques for Marketing Analytics.

2. Students will become skilled in a few tools like Excel, Tableau, Python.

Unit No.	Syllabus
UnitI	Introduction; Data Preparation for Marketing Analytics – Creating Structured Data, Handling Missing Data, Grouping Data, Visualizing Data with Excel and Tableau; Application of Python for Data Preparation.
UnitII	Product Analytics – Cluster Analyis for Segmentation, Traditional Segmentation Methods; K-Means Clustering and Other Clustering Algorithms; Choosing the best Segmentation Approach; Evaluating Clusters; Conjoint Analysis.
UnitIII	Marketing Mix Analytics – Multiple Regression in Marketing Mix Models; Evaluating Regression Models; Design of Price and Advertising Elasticity Models.
UnitIV	Customer Analytics – Retention and Customer Lifetime Value; Logistic Regression; Support Vector Machines; Decision Tree; Random Forest; Model Evaluation;
UnitV	Digital Analytics – Field Experiments, Web Experiments, Natural Experiments; Metrics for Search Advertising.
Unit VI	CLV-Based Optimization; Search Engine Marketing; Understanding Multiclass Classification; Performance Metrics.

Suggested Readings:
1. Gupta, S., Jathar, A., Marketing Analytics, Wiley.
2. Palmatier, R. W., Peterson, J. A., Germann, F., Marketing Analytics, Bloomsbury Academic India.
3. Winston, W. L., Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley.
4. Hermann, C., Burbary, H., Digital Marketing Analytics, Pearson Education.
5. Charan, A., Marketing Analytics: A Practitioner's Guide to Marketing Analytics and Research Methods, World Scientific.

PG2MBAD4013: ENTREPRENEURIAL AND STARTUP MARKETING
[Credit: 4 Lecture Hours: 60]

Course Objectives:
1. To provide students with a comprehensive understanding of entrepreneurial marketing concepts, market opportunity identification, customer value creation, and innovative marketing strategies for startups and MSMEs.
2. To develop students' competencies in designing customer-centric marketing plans, digital marketing strategies, branding, customer acquisition, and entrepreneurial growth in competitive business environments.

***Course Outcomes**:*

1. Identify market opportunities, design entrepreneurial marketing strategies, and develop customer-centric value propositions for startups and small businesses.
2. Apply entrepreneurial marketing tools, digital marketing techniques, branding strategies, and customer relationship management practices to achieve sustainable business growth.

Unit No.	Syllabus
UnitI	**Foundations of Entrepreneurial Marketing:** Entrepreneurial Marketing—Concept, Nature and Importance; Traditional Marketing versus Entrepreneurial Marketing; Entrepreneurial Orientation; Customer Value Creation; Market Orientation; Entrepreneurial Competencies in Marketing; Innovation in Marketing; Marketing Challenges for Startups and MSMEs; Entrepreneurial Marketing Ecosystem; Startup India and Digital India Initiatives.
UnitII	**Market Opportunity Identification and Customer Discovery:** Opportunity Recognition; Customer Discovery Process; Design Thinking in Marketing; Market Research; Customer Persona Development; Market Segmentation, Targeting and Positioning (STP); Competitor Analysis; Product-Market Fit; Minimum Viable Product (MVP); Lean Startup Approach.
UnitIII	**Branding and Product Strategy:** Branding—Concept and Importance; Brand Identity; Brand Positioning; Brand Equity; Product Strategy; Product Differentiation; New Product Development; Pricing Strategies for Startups; Packaging; Storytelling; Intellectual Property and Branding.
UnitIV	**Digital Marketing and Growth Strategies:** Digital Marketing—Concept and Importance; Website Marketing; Search Engine Optimization (SEO); Search Engine Marketing (SEM); Social Media Marketing; Content Marketing; Influencer Marketing; Email Marketing; Mobile Marketing; Growth Hacking; Marketing Analytics; Artificial Intelligence in Marketing.
UnitV	**Customer Acquisition and Relationship Management:** Customer Acquisition Strategies; Customer Lifetime Value; Customer Retention; Customer Relationship Management (CRM); Customer Experience Management; Referral Marketing; Entrepreneurial Selling; Sales Funnel; Service Quality; Customer Loyalty Programmes.
Unit VI	**Strategic Marketing for Startup Growth:** Go-to-Market Strategy; Business-to-Business (B2B) Marketing; Business-to-Consumer (B2C) Marketing; Rural and International Marketing; Sustainable Marketing; Marketing Ethics; Entrepreneurial Marketing Plan; Case Studies of Successful Indian and Global Startups.

Suggested Readings:

1. Morris, M. H., Schindehutte, M. & LaForge, R. W., *Entrepreneurial Marketing: A Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives*, Edward Elgar.
2. Stokes, D., Wilson, N. & Mador, M., *Entrepreneurial Marketing*, Cengage Learning.
3. Kotler, P., Keller, K. L., Koshy, A. & Jha, M., *Marketing Management: A South Asian Perspective*, Pearson.
4. Hisrich, R. D., Peters, M. P. & Shepherd, D. A., *Entrepreneurship*, McGraw-Hill.
5. Osterwalder, A. & Pigneur, Y., *Business Model Generation*, Wiley.

PG2MBAD4014: INTEGREATED MARKJETING COMMUNICATION
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of Integrated Marketing Communication (IMC) and its role in creating, communicating, and sustaining brand value through coordinated promotional strategies in domestic and global markets.
2. To develop students' ability to design, implement, and evaluate integrated communication campaigns by utilizing traditional media, digital platforms, AI-enabled marketing tools, data analytics, and customer engagement techniques.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Design integrated marketing communication strategies by effectively combining advertising, public relations, sales promotion, direct marketing, digital marketing, and personal selling to achieve organizational objectives.
2. Evaluate the effectiveness of integrated communication campaigns using marketing analytics, consumer insights, AI-powered tools, and ethical communication practices to enhance brand equity and customer relationships.

Unit No.	Syllabus
UnitI	**Foundations of Integrated Marketing Communication:** Concept, Nature and Scope of Integrated Marketing Communication (IMC), Evolution of IMC, Role and Importance of IMC in Modern Business, Marketing Communication Process, Communication Models (AIDA, DAGMAR, Hierarchy of Effects), Consumer Behaviour and Communication Response, Brand Communication and Brand Equity, Contemporary Trends in IMC.
UnitII	**Promotional Mix and Brand Communication:** Advertising: Objectives, Types and Functions, Media Planning and Media Selection, Sales Promotion Strategies, Public Relations and Publicity, Personal Selling and Sales Communication, Direct and Database Marketing, Event Marketing and Experiential Marketing, Corporate Communication and Corporate Identity.
UnitIII	**Digital Integrated Marketing Communication:** Digital Marketing Ecosystem, Social Media Marketing, Content Marketing and Brand Storytelling, Search Engine Optimization (SEO), Search Engine Marketing (SEM), Email Marketing and Mobile Marketing, Influencer Marketing, Video Marketing and Podcast Marketing, Omni channel and Cross-channel Communication.
UnitIV	**Technology, AI and Marketing Analytics:** Artificial Intelligence (AI) in Marketing Communication, Marketing Automation, Customer Relationship Management (CRM), Marketing Information Systems (MkIS), Customer Data Platforms (CDP), Marketing Analytics and Campaign Performance Measurement, Chatbots and Conversational Marketing, Programmatic Advertising, Key Performance Indicators (KPIs) and ROI Measurement.
UnitV	**Strategic Communication and Contemporary Issues:** IMC Planning Process, Communication Budgeting Techniques, International Marketing Communication, Sustainable and Green Marketing Communication, Corporate Social Responsibility (CSR) Communication, Ethical and Legal Issues in Advertising and Digital Media, Crisis Communication and Online Reputation Management, Data Privacy and Consumer Protection in Digital Marketing.
Unit VI	**Emerging Trends and Practical Applications:** Customer Engagement and Experience Management, Personalization and AI-driven Marketing, Neuromarketing

	and Consumer Psychology, Metaverse, Augmented Reality (AR) and Virtual Reality (VR) Marketing, Influencer Economy and Creator Marketing, Future of Integrated Marketing Communication, Case Studies: Amul, Apple, Coca-Cola, Nike, Tata Tea – Jaago Re, Dove – Real Beauty Campaign, Zomato and Swiggy Digital Campaigns, Development and Presentation of an Integrated Marketing Communication Campaign.

Suggested Readings:

1. Belch, G. E. & Belch, M. A. – Advertising and Promotion: An Integrated Marketing Communications Perspective.
2. Shimp, T. A. – Integrated Marketing Communications: Advertising and Promotion.
3. Clow, K. E. & Baack, D. – Integrated Advertising, Promotion and Marketing Communications.
4. Percy, L. – Strategic Integrated Marketing Communications.
5. Kotler, P., Keller, K. L., Chernev, A. – Marketing Management.
6. Chaffey, D. & Ellis-Chadwick, F. – Digital Marketing.

PG2MBAD4015: TOURISM AND HOSPITALITY MARKETING
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Develop an understanding of the concepts, principles and scope of tourism and hospitality marketing
2. Familiarize students with consumer behaviour, destination marketing and branding strategies in tourism and hospitality.
3. Enable students to apply contemporary marketing tools, digital platforms and customer relationship management practices in tourism and hospitality organizations.
4. Develop competencies for designing sustainable and customer-centric marketing strategies for tourism destinations and hospitality businesses.

Course Outcomes:

1. Explain the concepts, characteristics and marketing environment of the tourism and hospitality industry.
2. Analyze and formulate marketing strategies for tourism destinations and hospitality organizations.
3. Apply digital marketing, branding and customer relationship management techniques to enhance tourism and hospitality services.
4. Evaluate sustainable tourism marketing practices and emerging trends affecting the tourism and hospitality sector.

Unit No.	Syllabus
Unit-I	Foundations of Tourism and Hospitality Marketing; Concept, nature and scope of tourism and hospitality marketing; Tourism and hospitality as service industries; Characteristics of tourism and hospitality services; Marketing environment; Tourism products and hospitality services; Tourism marketing mix; Value creation in tourism and hospitality; Service-dominant logic; Contemporary trends and challenges in tourism and hospitality marketing.
Unit-II	Tourist Behaviour, Market Segmentation and Customer Experience; Tourist decision-making process; Factors influencing tourist behaviour; Market segmentation, targeting and positioning; Tourism demand analysis; Customer expectations and satisfaction; Customer journey

	mapping; Customer experience management; Service quality and SERVQUAL model; Customer loyalty and relationship marketing.
Unit-III	Destination Branding and Hospitality Marketing; Destination marketing and destination competitiveness; Destination branding and positioning; Hospitality branding and brand equity; Destination image management; Role of Destination Management Organizations and Convention & Visitors Bureaus; Marketing of hotels, resorts, airlines and tourism destinations.
Unit-IV	Marketing Strategy, Digital Marketing and Revenue Management; Marketing strategy formulation for tourism and hospitality organizations; Product, pricing and distribution strategies; Revenue management and yield management; Dynamic pricing strategies; Distribution channels and Online Travel Agencies; Integrated Marketing Communication (IMC); Digital marketing; Social media marketing; Mobile marketing; Influencer marketing; Online reputation management; E-tourism.
Unit-V	Customer Relationship Management (CRM); Service recovery and customer retention strategies; Hospitality analytics and tourism analytics; Customer analytics and market intelligence; Artificial Intelligence in tourism and hospitality; Chatbots and virtual assistants; Personalization and recommendation systems; Data-driven marketing decisions.
Unit-VI	Sustainable Tourism and Future of Hospitality Marketing; Sustainable tourism marketing; Responsible tourism and eco-tourism; Community-based and cultural tourism; Smart tourism and smart destinations; Innovation and digital transformation in tourism; Crisis and resilience management; Government initiatives for tourism promotion in India; Future trends in tourism and hospitality marketing.

Suggested Readings:

1. Kotler, P., Bowen, J. T., &Baloglu, S. Marketing for Hospitality and Tourism. Pearson.
2. Page, S., Tourism Management, Routledge.
3. Hudson, S. Tourism and Hospitality Marketing: A Global Perspective. Sage Publications.
4. Morrison, A. M. Marketing and Managing Tourism Destinations. Routledge.
5. S. M. Jha. Services Marketing. Himalaya Publishing House.
6. Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. Events Management. Routledge.

PG2MBAD4015: MICE MARKETING
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop an understanding of the concepts, components and significance of the MICE industry in tourism and business.
2. To familiarize students with the planning, marketing and management of meetings, incentives, conferences and exhibitions.
3. To enable students to apply destination marketing, event planning and digital marketing strategies in MICE management.
4. To develop competencies for managing sustainable, technology-enabled and globally competitive MICE events.

Course Outcomes:

1. Explain the concepts, structure and economic significance of the MICE industry.
2. Plan and organize MICE events by integrating marketing, logistics and stakeholder management.
3. Design marketing strategies for MICE destinations and events using traditional and digital platforms.
4. Evaluate emerging trends, sustainability practices and technological innovations in the MICE industry.

Unit No.	Syllabus
Unit-I	Foundations of MICE Marketing; Concept, scope and evolution of MICE; Components of MICE: Meetings, Incentives, Conferences and Exhibitions; Structure and characteristics of the MICE industry; Economic significance of MICE tourism; MICE value chain; Stakeholders in the MICE industry; Global and Indian MICE markets; Emerging trends in MICE marketing.
Unit-II	Strategic Planning and Management of MICE Events; Strategic planning of MICE events; Types of meetings, conferences, exhibitions and incentive travel programmes; Venue selection and destination evaluation; Budgeting and financial planning; Sponsorship and partnership management; Logistics and event operations; Risk, safety and crisis management; Legal and regulatory framework; Measuring event performance and Return on Investment (ROI).
Unit-III	Destination Branding and MICE Marketing; Destination competitiveness; Destination branding and positioning; Marketing of convention centres and exhibition venues; Convention and Visitors Bureaus and Destination Management Organizations; Bidding for international events; Strategic alliances and stakeholder collaboration; Business networking and relationship marketing.
Unit-IV	Digital Marketing, Customer Experience and Event Technologies; Digital marketing strategies for MICE; Social media and content marketing; Online event promotion and registration; Customer journey and participant experience; Event personalization and engagement; Virtual and hybrid events; Smart venues and digital event technologies.
Unit-V	Revenue Managementand Business Development; Revenue management and pricing strategies; Sponsorship and exhibition revenue models; Business development for MICE organizations; Data-driven decision-making; Economic impact assessment of MICE events.
Unit-VI	Contemporary Issues and Future of MICE; Global MICE industry trends; Business travel and corporate events; Cross-cultural communication in international events; Government initiatives for MICE promotion in India; Future trends in business tourism and MICE marketing.

Suggested Readings:

1. Fenich, G. G. Meetings, Expositions, Events, and Conventions: An Introduction to the Industry. Pearson.
2. Rogers, T. Conferences and Conventions: A Global Industry. Routledge.
3. Shone, A., & Parry, B. Successful Event Management: A Practical Handbook. Cengage Learning.

4. Getz, D., & Page, S. J. Event Studies: Theory, Research and Policy for Planned Events. Routledge.
5. Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. Events Management. Routledge.
6. Swarbrooke, J., & Horner, S. Business Travel and Tourism. Routledge.

FINANCE SPECIALIZATION

PG2MBAD3012: CORPORATE FINANCIAL REPORTING AND ANALYSIS (CFRA)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of corporate financial reporting and its analysis through various components of financial statements.
2. To help the learners to comprehend financial information and utilize the necessary information to make informed decision.

Course Outcomes:

1. Analyze corporate financial statements and financial reporting practices by applying appropriate accounting principles and financial statements analysis techniques to assess an organization's financial performance and position.
2. Evaluate the quality of corporate financial reporting and financial health of business organizations through interpretation of financial statements, identification of reporting issue, forecasting, credit analysis and investment decision making.

Unit-I:	Corporate Financial Statements: Concept, Stakeholders, Components, Purposes, Limitations; Consolidated Financial Statements: Concept; Audit & Financial statements. [6L]
Unit-II:	Preparation and Interpretation of Financial statements: Statement of Profit & Loss, Balance Sheet, Cash Flow Statement, Statement of Changes in Equity and Notes to Accounts. [7L]
Unit-III:	Specific issues in financial statements – Revenue recognition; Expense recognition; Non-recurring & Non-operating items; Shareholders equity, Property, Plant and Equipment, Investments & Liabilities; Earnings per share; Segment reporting; Ethical issues in financial reporting – Accounting manipulation and Quality of financial statements. [7L]
Unit-IV:	Financial Statement Analysis – Concept, Parties, Need, Objectives, Approaches; Types of analysis – Intra-firm, Inter-firm, Inter-period, Inter-regional, Cross-sectional; Tools and techniques of analysis – Traditional & Modern. [7L]
Unit-V:	Analysis of Income Statement: Objectives, Analysis of revenue and expenses, Profitability analysis; Analysis of Balance Sheet: Objectives, Fixed assets analysis, Capital structure analysis, Long-term solvency analysis, Short-term solvency analysis; Analysis of cash flows. [7L]
Unit-VI:	Application of financial statement analysis: Evaluating past financial performance, Projecting future financial performance, Distress analysis, Credit analysis, Screening potential equity investments; Analyst adjustments to reported financials. [6L]

Suggested Readings:

1. Mukherjee, S. and Mukherjee, A. K., *Corporate Accounting*, Oxford University Press, New Delhi.
2. Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, PHI, Delhi.

3. Gupta, A., *Financial Accounting for Management – An Analytical Management*, Pearson, New Delhi.
4. Das S. C., *Business Accounting and Financial Management*. PHI, Delhi.
5. Mukherjee, A. K. and Mukherjee, S., *Financial Reporting & Financial Statement Analysis*, Oxford University Press, New Delhi.
6. Sinha, G., *Financial Statement Analysis,* PHI, Delhi.

PG2MBAD3013: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (SAPM)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of security analysis techniques, investment theories, market efficiency, and valuation methods for informed investment decision-making.
2. To equip students with the knowledge and analytical skills required to construct, evaluate, and manage investment portfolios using modern portfolio theories and risk–return frameworks.

Course Outcomes:

1. Analyze securities and investment opportunities by applying fundamental analysis, technical analysis, market efficiency concepts, and valuation models to support investment decisions.
2. Evaluate portfolio performance and investment strategies using modern portfolio theories, asset pricing models, and risk-adjusted performance measures to optimize risk–return trade-offs.

	Part A: Security Analysis
Unit-I:	Introduction to investment theory; Investible instruments – Classification, Attributes; Investment, Speculation and Gambling; Factors influencing investment; Phases of portfolio management; Security analysis – Meaning, Objectives; Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis; Share Valuation; Bond Valuation. [6L]
Unit-II:	Technical Analysis – Concept, Principles; Charts and chart patterns; Mathematical indicators; Market indicators; Dow Theory; Elliot Theory. [7L]
Unit-III:	Random Walk Theory; Efficient Market Hypothesis; Forms of market efficiency; Market inefficiencies; Relation between EMH, Fundamental and Technical analysis. [7L]
	Part B: Portfolio Management
Unit-IV:	Return and Risk: Concept, Classification, Measurement; Portfolio analysis – Risk & Return of portfolio. [6L]
Unit-V:	Portfolio Selection – Markowitz model; Single Index model; Multi Index model; Capital Assets Pricing model; Arbitrage Pricing Theory. [7L]
Unit-VI:	Portfolio Revision; Portfolio Evaluation; Risk adjusted returns – Sharpe's ratio, Treynor's ratio; Differential return – Jensen's Measure. [7L]

Suggested Readings:

1. Kevin, S., *Security Analysis and Portfolio Management*, PHI, Delhi
2. Chandra P., *Investment Analysis and Portfolio Management*, TMH, New Delhi.
3. Tripathy, V., *Fundamentals of Investment*, Taxmann, Delhi.
4. Pandian, P., *Security Analysis and Portfolio Management,* Vikas, New Delhi.
5. Khatri, D., *Security Analysis and Portfolio Management,* Macmillan, New Delhi.
6. Reilly, F. K. and Brown, K. C., Investment Analysis & Portfolio Management, Cengage, Mason.

PG2MBAD3014: BEHAVIOURAL FINANCE (BFIN)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of behavioural finance theories, cognitive and emotional biases, and their influence on individual and institutional financial decision-making.
2. To develop a comprehensive understanding of behavioural finance theories, cognitive and emotional biases, and their influence on individual and institutional financial decision-making.

Course Outcomes:

1. Analyze the influence of behavioural biases, heuristics, investor psychology, and market anomalies on financial decision-making using behavioural finance theories and frameworks.
2. Evaluate investment and corporate finance decisions by assessing behavioural influences, emotional factors, and neurofinance concepts to recommend effective financial strategies.

Unit-I:	Behavioural finance: Concept, Evolution, Scope, Objectives, Assumptions, Uses, Criticisms. [6L]
Unit-II:	Traditional Finance Theories: Expected utility theory, Modern portfolio theory, CAPM, Agency theory, Market efficiency; Loopholes of rational theories and market anomalies. [7L]
Unit-III:	Behaviour and decision making: Bounded rationality in decision making; Prospect Theory; Disposition effect; Behavioural biases: Cognitive and Emotional Biases; Heuristics & related Biases; Framing & related Biases; Mental Accounting. [7L]
Unit-IV:	Behavioural Finance and Investment Process: Investor behaviour, Market outcomes, Value investing; Social influences and moods; Behavioural biases of institutional investors. [7L]
Unit-V:	Behavioural corporate finance: Role of behavioural influences on corporate finance theories, Impact of behavioural aspects of corporate finance decisions on stock market. [7L]
Unit-VI:	Emotional Finance: Concept, Applications, Explanation of market anomalies; Neurofinance: Concept, Comparison with traditional finance and behavioural finance, Implications for finance professionals. [6L]

Suggested Readings:

1. Ackert, L. F. and Deaves, R., *Behavioural Finance – Psychology, Decision-making, and Markets*, Cengage, Mason.
2. Baker, H. K., Filbeck, G. and Nofsinger, J. R., *Behavioural Finance – What everyone needs to know*, Oxford University Press, New York.
3. Chandra, P., *Behavioural Finance*, McGraw Hill, Delhi.
4. Kapoor, S. and Prosad J. M., *Behavioural Finance*, Sage Texts, Delhi.
5. Sulphy, M. M., *Behavioural Finance*, PHI, Delhi.
6. Singh, S. and Bahl, S., *Behavioural Finance*, Vikas, New Delhi.

PG2MBAD3014: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING (MACR)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of the concepts, processes, financial aspects, and strategic implications of mergers, acquisitions, and corporate restructuring in a dynamic business environment.
2. To equip students with the analytical skills required to evaluate merger and acquisition strategies, conduct due diligence, assess valuation techniques, and formulate effective post-merger integration plans.

Course Outcomes:

1. Analyze corporate restructuring strategies by applying concepts of mergers, acquisitions, due diligence, business valuation, financing, and regulatory considerations to assess their strategic and financial viability.
2. Evaluate merger and acquisition decisions by assessing post-merger integration strategies, organizational challenges, restructuring alternatives, and their impact on long-term corporate performance and value creation.

Unit-I:	Corporate Restructuring: Concept, Purpose, Types; Merger: Concept, Types, Motives, Procedure, Economic gains; Acquisition: Concept; Theories of mergers and acquisitions. [6L]
Unit-II:	Due diligence in merger and acquisition: Concept, Information evaluated; People involved in due diligence process; Parties interested in due diligence; Steps in due diligence; Reasons for failure of due diligence. [7L]
Unit-III:	Process of merger – Buy-side & Sell-side; Takeover and Defence Tactics; Acquisition strategy; Choosing a target firm; M&A Sale process. [7L]
Unit-IV:	Financial analysis of M&A: Valuation of target firm; Sources of financing merger and acquisition deals; Discharge of purchase consideration; Accounting for M&A; Taxation aspects of M&A; Post-merger financial analysis. [7L]
Unit-V:	Post-merger issues – Integration in mergers, Levels of integration, Tools for integration, Failures in post-merger integration; Strategies for post-merger success; Post-merger growth strategies. [7L]
Unit-VI:	Alternatives to merger to acquisition: Demerger, Divestiture, Strategic Alliance, Joint venture; Leveraged buy-out; Cross border acquisitions. [6L]

Suggested Readings:

1. Krishnamurti C. And Vishwanath S. R. (Eds.), *Mergers, Acquisitions, and Corporate Restructuring – Text and Cases*, Sage, New Delhi.
2. Arzac, E. R., *Valuation for Mergers, Buyouts, and Restructuring*, Willey, New Delhi.
3. Sudarsanam, S., *Creating Value from Mergers and Acquisitions*, Pearson, Noida.
4. Das, B., Rakshit, D., & Debashish, S. S., *Corporate Restructuring – Merger, Acquisition and Other Forms*, Himalaya Publishing House, New Delhi.
5. Godbole, P. G., *Mergers, Acquisitions, and Corporate Restructurings*, Vikas, New Delhi.
6. Machiraju, H. R., *Mergers, Acquisitions and Takeovers*, New Age International, New Delhi.

PG2MBAD3015: ENTREPRENEURIAL FINANCE AND VALUATION (EFV)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of entrepreneurial finance, venture financing, financial planning, and valuation techniques across different stages of a new venture's lifecycle.
2. To equip students with the analytical skills required to evaluate financing alternatives, assess venture performance, and determine the value of entrepreneurial ventures for strategic decision-making.

Course Outcomes*:*

1. Analyze the financial requirements, funding sources, financial performance, and valuation needs of entrepreneurial ventures by applying entrepreneurial finance concepts and financial planning techniques.
2. Evaluate financing strategies, venture valuation methods, and exit mechanisms, including venture capital, equity financing, mergers and acquisitions, IPOs, and buyouts, to support entrepreneurial growth and value creation.

Unit-I:	Entrepreneurship & Entrepreneur; Entrepreneurial process; Stages of new venture development; New venture business plan. [6L]
Unit-II:	Entrepreneurial finance: Concept, Scope, Importance; Entrepreneurial finance vis-a-vis Corporate Finance; Sequence of new venture financing; Financing through Venture Capital Cycle; Sources of finance. [7L]
Unit-III:	Financial planning: Short-term & long-term; Determining finance requirement; Factors affecting financing choice; Raising capital; Equity financing; Debt financing; Working capital forecast and management. [7L]
Unit-IV:	Measuring & evaluating financial performance; Income and expenditure analysis; Cash flow management & analysis. [7L]
Unit-V:	Harvesting business venture investment: Going Public; Mergers & Acquisition; Management buyouts; Employee stock ownership plans; Harvesting decisions. [7L]
Unit-VI:	New venture valuation – Perspectives, Myths; Overview of valuation methods. [6L]

Suggested Readings:

1. Leach, J. C., and Melicher, R. W., *Entrepreneurial Finance*, Cenage, Mason.
2. Rogers, S., *Entrepreneurial Finance*, McGrawHill, New York.
3. Adelman, P. J. and Marks, A. M., *Entrepreneurial Finance*, Pearson, Boston.
4. Stancil, J. M., *Entrepreneurial Finance for New and Emerging Businesses*, South-Western, South California.
5. Smith, J. K., Smith, R. L. and Bliss, R. T., *Entrepreneurial Finance – Strategy, Valuation, and Deal Structure*, Stanford University Press, Stanford.
6. Abor, J. S., *Entrepreneurial Finance for MSMEs*, Palgrave MacMilan, Accra.

PG2MBAD3015: SUSTAINABLE FINANCE (SF)
[Credit: 4 – Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of sustainable finance principles by integrating environmental, social, and governance (ESG) considerations into financial decision-making and corporate strategy.
2. To develop students' analytical and managerial competencies in evaluating sustainable investment opportunities, climate-related financial risks, green financial instruments, and emerging regulatory frameworks at national and international levels.

Course Outcomes:

1. Apply ESG principles, sustainability frameworks, and climate-risk assessment techniques in investment analysis, corporate finance, and financial decision-making.
2. Evaluate sustainable financial products, regulatory initiatives, and responsible investment strategies for promoting long-term value creation and sustainable economic development.

Unit-I:	**Introduction to Sustainable Finance**: Concept, evolution and importance of Sustainable Finance; Sustainable Development Goals (SDGs); Triple Bottom Line; Environmental, Social and Governance (ESG)—Meaning, Components and Significance; Principles of Responsible Investment (PRI); Sustainable Finance versus Traditional Finance; Global trends in Sustainable Finance; Sustainable Finance initiatives in India. [6L]
Unit-II:	**ESG Integration and Sustainable Investment**: ESG risk and opportunity assessment; ESG ratings and reporting frameworks; Sustainable investment strategies—Negative screening, Positive screening, Best-in-Class investing, ESG Integration, Thematic Investing and Impact Investing; Responsible Investment Portfolio Management; ESG performance measurement; Case studies on ESG investing. [7L]
Unit-III:	**Climate Finance and Green Financial Instruments**: Climate change and financial markets; Climate-related financial risks; Paris Agreement and Climate Finance; Green Bonds, Social Bonds, Sustainability Bonds and Transition Bonds; Sustainability-linked loans; Carbon markets and Carbon Credits; Renewable Energy Financing; Blended Finance; Green Bond Market in India. [7L]
Unit-IV:	**Sustainable Corporate Finance and Risk Management**: Sustainable corporate financial strategy; ESG integration in capital budgeting; Sustainable capital structure decisions; Cost of Capital under ESG considerations; Climate risk management; Scenario analysis and stress testing; Sustainable Supply Chain Finance; Corporate Governance and Business Ethics; Integrated Reporting. [7L]
Unit-V:	**Sustainable Banking, Financial Institutions and Regulatory Framework**: Sustainable Banking and Green Banking; Sustainable lending policies; ESG risk management in banks; Sustainable Insurance; Role of Development Financial Institutions; RBI initiatives on Sustainable Finance; SEBI's Business Responsibility and Sustainability Reporting (BRSR); International Sustainability Standards; Sustainable FinTech and Digital Finance. [6L]
Unit-VI:	**Emerging Trends in Sustainable Finance**: Impact Measurement and Social Return on Investment (SROI); Circular Economy Financing; Blue Finance and Biodiversity Finance; Sustainable Infrastructure Financing; Artificial Intelligence and Big Data in

	ESG Analytics; Sustainable Finance for MSMEs and Start-ups; Indian and Global Case Studies on Sustainable Finance; Future Trends in Sustainable Finance. [7L]

Suggested Readings:

1. Schoenmaker, D. &Schramade, W., *Principles of Sustainable Finance*, Oxford University Press.
2. Jeucken, M., *Sustainable Finance and Banking*, Routledge.
3. Busch, T., Bauer, R. & Orlitzky, M., *Sustainable Finance and ESG Investing*, Springer.
4. SEBI, *Business Responsibility and Sustainability Reporting (BRSR) Framework*.
5. Reserve Bank of India (RBI), *Reports on Climate Risk and Sustainable Finance*.
6. International Finance Corporation (IFC), *Sustainable Finance Guidelines*.

PG2MBAD4011: WORKING CAPITAL MANAGEMENT (WCM)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of the concepts, components, and determinants of working capital and their significance in ensuring business liquidity, profitability, and operational efficiency.
2. To develop students' analytical and decision-making skills in planning, financing, controlling, and managing working capital through effective management of cash, receivables, inventory, and short-term financing sources.

Course Outcomes*:*

1. Analyze the working capital requirements of business organizations and apply appropriate techniques for managing cash, receivables, inventories, and current liabilities.
2. Evaluate alternative working capital financing strategies and formulate policies that optimize liquidity, profitability, and risk in diverse business environments.

Unit-I:	**Introduction to Working Capital Management**: Concept, Nature and Scope of Working Capital; Importance of Working Capital; Objectives of Working Capital Management; Gross and Net Working Capital; Permanent and Temporary Working Capital; Operating Cycle and Cash Conversion Cycle; Factors determining Working Capital Requirements; Working Capital Policies—Conservative, Aggressive and Moderate; Estimation of Working Capital Requirements. [7L]
Unit-II:	**Cash Management**: Motives for Holding Cash; Objectives of Cash Management; Cash Planning and Budgeting; Cash Forecasting Techniques; Cash Collection and Disbursement Systems; Concentration Banking and Lock Box System; Marketable Securities Management. [7L]
Unit-III:	**Receivables Management:** Concept and Objectives; Costs and Benefits of Maintaining Receivables; Credit Policy; Credit Standards; Credit Terms; Credit Analysis and Evaluation; Credit Scoring; Collection Policies and Procedures; Monitoring Receivables; Factoring, Forfaiting and Bill Discounting; Ageing Schedule and Debtors Turnover Analysis**.** [7L]
Unit-IV:	**Inventory Management:** Nature and Types of Inventory; Objectives of Inventory Management; Inventory Costs; Inventory Control Techniques—EOQ, ABC Analysis, VED Analysis, FSN Analysis, JIT Inventory System; Reorder Level, Safety Stock and Lead Time; Inventory Performance Measurement; Inventory Valuation and its Financial Implications. [7L]
Unit-V:	**Working Capital Financing:** Sources of Working Capital Finance—Spontaneous and Negotiated Sources; Short-term Financing Instruments; Bank Finance; Trade Credit; Commercial Paper; Certificate of Deposit; Inter-Corporate Deposits; Factoring; Working Capital Financing under Tandon Committee and Nayak Committee Recommendations; Financing Mix and Risk-Return Trade-off. [6L]
Unit-VI:	**Contemporary Issues and Applications in Working Capital Management:** Working Capital Management in Manufacturing, Trading and Service Organizations; Working Capital in MSMEs and Start-ups; Working Capital Analytics using Financial Ratios; Cash Flow Analysis; Digital Technologies in Working Capital Management; Supply Chain Finance; Case Studies on Working Capital Decisions; Emerging Trends in Working Capital Management. [6L]

Suggested Readings:

1. Pandey, I. M., *Financial Management*, Pearson Education.
2. Khan, M. Y. & Jain, P. K., *Financial Management: Text, Problems and Cases*, McGraw Hill.
3. Brigham, E. F. & Ehrhardt, M. C., *Financial Management: Theory and Practice*, Cengage Learning.
4. Gitman, L. J., *Principles of Managerial Finance*, Pearson.
5. Hampton, J. J. & Wagner, C. E., *Working Capital Management*, Wiley.
6. Bhattacharya, H., *Working Capital Management: Strategies and Techniques*, Prentice Hall India.

PG2MBAD4012: FINANCIAL MARKETS & DERIVATIVES
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of the structure, functioning, and regulatory framework of financial markets and institutions, and their role in economic development and corporate financing.
2. To develop students' analytical and practical skills in the valuation, trading, and risk management applications of derivative instruments for effective investment and financial decision-making.

Course Outcomes*:*

1. Analyze the functioning of domestic and international financial markets and evaluate various financial instruments for investment and financing decisions.
2. Apply derivative pricing principles and hedging strategies using futures, options, swaps, and other derivative instruments to manage financial risks.

Unit-I:	**Financial Markets: An Overview:** Financial System—Concept, Structure and Functions; Classification of Financial Markets; Role of Financial Markets in Economic Development; Money Market and Capital Market; Primary and Secondary Markets; Financial Instruments; Market Participants; Financial Intermediaries; Regulatory Framework—Reserve Bank of India (RBI), Securities and Exchange Board of India (SEBI), Insurance Regulatory and Development Authority of India (IRDAI), Pension Fund Regulatory and Development Authority (PFRDA); Recent Developments in Indian Financial Markets. **[7L]**
Unit-II:	**Capital Market and Debt Market:** Equity Market—Types of Shares, IPO, FPO, Rights Issue, Bonus Issue, Private Placement; Stock Exchanges—BSE, NSE and International Exchanges; Debt Market—Government Securities, Treasury Bills, Corporate Bonds, Municipal Bonds and Sovereign Green Bonds; Listing and Trading Mechanism; Depositories and Clearing Corporations; Credit Rating Agencies; Market Indices. **[7L]**
Unit-III:	**Introduction to Derivatives:** Concept, Features and Economic Functions of Derivatives; Evolution of Derivatives Market; Types of Derivatives; Forward Contracts and Futures Contracts; Futures Market Mechanism; Contract Specifications; Margin Requirements; Marking-to-Market; Pricing of Futures Contracts; Index Futures, Stock Futures and Currency Futures; Hedging, Speculation and Arbitrage. **[7L]**
Unit-IV:	**Options and Swaps:** Options—Concept, Types, Option Terminology and Trading Mechanism; Intrinsic and Time Value; Option Payoff and Profit Strategies; Pricing of Options—Black-Scholes Model (Conceptual Overview); Option Greeks (Introduction); Swaps—Interest Rate Swaps, Currency Swaps and Credit Default Swaps; Applications of Swaps in Risk Management. **[7L]**
Unit-V:	**Risk Management Using Derivatives:** Financial Risks—Market Risk, Interest Rate Risk, Currency Risk and Commodity Price Risk; Hedging Strategies using Futures, Options and Swaps; Value at Risk (VaR)—Concept and Applications; Risk Management Policies; Regulatory Guidelines for Derivative Trading; Derivative Markets in India; Role of Clearing Houses; Case Studies on Corporate Risk Management. **[6L]**
Unit-VI:	**Contemporary Developments in Financial Markets:** Commodity and Currency

	Derivatives; Exchange Traded Funds (ETFs), Real Estate Investment Trusts and Infrastructure Investment Trusts; Algorithmic and High-Frequency Trading; FinTech and Digital Financial Markets; Sustainable Finance Instruments and ESG-linked Securities; International Financial Markets; Recent Innovations and Emerging Trends in Financial Markets and Derivatives; Case Studies on Indian and Global Financial Markets. **[6L]**

Suggested Readings:

1. Hull, J. C., *Options, Futures and Other Derivatives*, Pearson Education.
2. Fabozzi, F. J., *Capital Markets: Institutions, Instruments and Risk Management*, MIT Press.
3. Chance, D. M. & Brooks, R., *An Introduction to Derivatives and Risk Management*, Cengage Learning.
4. Mishkin, F. S. & Eakins, S. G., *Financial Markets and Institutions*, Pearson.
5. Khan, M. Y., *Indian Financial System*, McGraw Hill Education.
6. Bhole, L. M. & Mahakud, J., *Financial Institutions and Markets*, McGraw Hill Education.

PG2MBAD4013: MULTINATIONAL FINANCE
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of the principles, theories, and practices of multinational financial management, emphasizing the impact of globalization, foreign exchange markets, and international financial systems on corporate financial decisions.
2. To develop students' analytical and decision-making skills in managing foreign exchange risk, international investment, multinational financing, and cross-border financial operations in a dynamic global business environment.

Course Outcomes*:*

1. Analyze international financial markets, exchange rate mechanisms, and multinational financial environments to support cross-border investment and financing decisions.
2. Apply appropriate techniques for managing foreign exchange exposure, international capital budgeting, multinational financing, and global working capital to enhance corporate value.

Unit-I:	**Introduction to Multinational Finance:** Nature, Scope and Importance of Multinational Finance; Internationalization of Business; Global Financial Environment; International Monetary System; Balance of Payments—Concept, Structure and Adjustment Mechanism; International Financial Institutions—IMF, World Bank, Asian Development Bank (ADB), Bank for International Settlements (BIS); International Financial Markets; Financial Globalization and Emerging Economies. **[7L]**
Unit-II:	**Foreign Exchange Markets and Exchange Rate Determination:** Structure and Functions of Foreign Exchange Market; Participants in Foreign Exchange Market; Spot and Forward Exchange Markets; Exchange Rate Quotations; Determination of Exchange Rates; Fixed, Floating and Managed Exchange Rate Systems; Purchasing Power Parity (PPP); Interest Rate Parity (IRP); International Fisher Effect; Currency Convertibility; Exchange Rate Forecasting. **[7L]**
Unit-III:	**Foreign Exchange Risk Management:** Types of Foreign Exchange Exposure—Transaction, Translation and Economic Exposure; Measurement of Foreign Exchange Exposure; Techniques of Managing Exchange Rate Risk; Hedging using Forward Contracts, Futures, Options and Swaps; Money Market Hedge; Natural Hedging; Currency Diversification; Risk Management Policies; Case Studies on Foreign Exchange Risk Management. **[7L]**
Unit-IV:	**International Financing and Investment Decisions:** International Cost of Capital; Sources of International Finance—Eurocurrency Market, Euro Bonds, Foreign Bonds, Global Depository Receipts (GDRs), American Depository Receipts (ADRs), External Commercial Borrowings (ECBs), Foreign Direct Investment (FDI), Foreign Portfolio Investment (FPI); International Capital Budgeting; Adjusted Present Value (APV); Country Risk Analysis; Cross-border Mergers and Acquisitions. **[7L]**
Unit-V:	**Working Capital and Tax Management in Multinational Corporations:** International Cash Management; Multinational Working Capital Management; International Trade Financing; Letters of Credit; Factoring and Forfaiting; International Transfer Pricing; Taxation of Multinational Corporations; Double Taxation Avoidance Agreements (DTAA); Tax Havens; OECD Guidelines on Base Erosion and Profit Shifting (BEPS). **[6L]**
Unit-VI:	**Contemporary Issues in Multinational Finance:** International Financial Strategy; Corporate Governance in Multinational Corporations; Political Risk Analysis;

	Sovereign Risk; Financial Crisis and its Global Impact; FinTech and Digital Cross-border Payments; Sustainable Finance in Multinational Corporations; International Financial Reporting Standards (IFRS); Recent Developments in Global Financial Markets; Case Studies on Indian Multinational Corporations. **[6L]**

Suggested Readings:

1. Shapiro, A. C. & Sarin, A., *Multinational Financial Management*, Wiley.
2. Eun, C. S. & Resnick, B. G., *International Financial Management*, McGraw Hill.
3. Madura, J., *International Financial Management*, Cengage Learning.
4. Levi, M. D., *International Finance*, Routledge.
5. Apte, P. G., *International Financial Management*, McGraw Hill Education.
6. Bhalla, V. K., *International Financial Management*, S. Chand & Company.

PG2MBAD4013: PROJECT FINANCE & MANAGEMENT (PFM)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of the principles, processes, and financial structure of project finance, including project development, contractual frameworks, and funding mechanisms.
2. To equip students with the analytical skills required to evaluate project feasibility, optimize financial structures, manage project risks, and support effective project decision-making.

Course Outcomes:

1. Analyze project financing requirements by applying concepts of project development, financial structuring, cash flow analysis, and project agreements to assess project feasibility.
2. Evaluate project financing strategies and project performance by assessing funding sources, capital structures, risk factors, and scenario analyses to support informed managerial decisions.

Unit-I:	Project; Project management; Project life cycle; Project Finance: Concept, Types, Benefits and Disadvantages of project finance; Parties to project financing; Project finance structure. [6L]
Unit-II:	Project development; Sponsors and investors; Role of Advisors; Joint venture issues; Project company; Contractual framework. [7L]
Unit-III:	Project agreement: Types of project agreement; Pre-development agreements; Common aspects of project agreements; Sub-contracts and related agreements. [7L]
Unit-IV:	Sources of project finance; Project finance loan documentation; Export Credit Agencies; Multilateral development finance institutions. [7L]
Unit-V:	Project cost estimation and cost control; Project cash flow analysis; Financial structuring; Optimal capital structure of project deals; Sensitivity Analysis and Scenario Analysis. [7L]
Unit-VI:	Project finance risks: Commercial risks, Macro-economic risks, Regulatory and Political risks; Project audit; Project closure. [6L]

Suggested Readings:

1. Gatti, S., *Project Finance in Theory and Practice*, Elsevier, Oxford.
2. Meredith, J.R. et al., *Project Management in practice*, Wiley, USA.
3. Morrison, R. (Ed.), *The Principles of Project Finance*, Gower, Surrey.
4. Yescombe, E.R., *Principles of Project Finance*, Elsevier, Oxford.
5. Fight, A. (Ed.), *Introduction to Project Finance*, Elsevier, Oxford.
6. Khan, M. F. K., and Parra, R. J., *Financing Large Projects*, Prentice Hall, Singapore.

PG2MBAD4014: MANAGEMENT OF FINANCIAL SERVICES (MFS)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of the financial services ecosystem, including financial institutions, markets, regulatory frameworks, and the diverse range of banking and non-banking financial services.
2. To develop a comprehensive understanding of the financial services ecosystem, including financial institutions, markets, regulatory frameworks, and the diverse range of banking and non-banking financial services.

Course Outcomes:

1. Analyze the structure, functions, and operations of financial markets, institutions, and financial service providers, including banking, non-banking, and capital market services, to understand their role in the financial system.
2. Evaluate financial service products, financing alternatives, and emerging financial innovations by assessing their benefits, risks, regulatory requirements, and suitability for individuals, businesses, and start-ups.

Unit-I:	Financial system; Financial markets; Financial institutions; Regulatory authorities. [6L]
Unit-II:	Financial Services: Concept, Characteristics, Classification; Financial service providers: Concept & Role; Market of financial services; ICT in financial services. [7L]
Unit-III:	Banking services and innovations: Traditional services, Plastic money, ATMs, E-payments. [7L]
Unit-IV:	Non-banking financial institutions; Mutual funds; Micro-financing; Chit funds &Nidhis. [7L]
Unit-V:	Capital issue management services: Intermediaries, Activities; Merchant Banking; Depository & Custodian Services; Credit Rating Services. [7L]
Unit-VI:	Financial services relating to assets: Leasing; Hire Purchase; Insurance; Securitisation; Factoring & Forfaiting; Financial services for start-ups: Venture capital financing. [6L]

Suggested Readings:

1. Rama Gopal, C., *Management of Financial Services,* Vikas, Noida.
2. Khan, M. Y., *Financial Services*, McGraw Hill, New Delhi.
3. Siddaiah, T., *Financial Services*, Pearson, Delhi.
4. Suresh, P. and Paul, J., *Management of Banking and Financial Services*, Pearson, Noida.
5. Kothari, R., *Financial Services in India*, Sage, New Delhi.
6. Gomez, C., *Financial Markets, Institutions and Financial Services*, PHI, New Delhi.

PG2MBAD4015: MANAGEMENT ACCOUNTING FOR BUSINESS DECISIONS(MABD)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of management accounting techniques and their application in planning, controlling, performance measurement, and managerial decision-making.
2. To equip students with analytical skills to apply cost and management accounting tools for budgeting, cost control, performance evaluation, and strategic businessdecision-making.

Course Outcomes*:*

1. Analyze business situations by applying management accounting techniques, including CVP analysis, budgeting, standard costing, variance analysis, and relevant costing, to support managerial decisions.
2. Evaluate alternative business decisions using short-term decision-making tools, responsibility accounting, and performance measurement techniques to enhance organizational effectiveness and strategic performance.

Unit-I:	Management accounting – Overview, Objective, Functions, Scope, Importance; Need for management accounting information; Management accounting vis-a-vis Financial accounting and Cost accounting; Tools and techniques of management accounting. [6L]
Unit-II:	Marginal costing: C-V-P analysis – Concepts, Assumptions, Profit-volume charts; Break-even analysis – Concepts, Assumptions, Break-even charts. [7L]
Unit-III:	Budget and Budgetary Control; Standard Costing & Variance Analysis: Cost variances and Sales variances; Relevant costing in decision-making: Relevant cost and Relevant benefits. [7L]
Unit-IV:	Short-term decision making: Tools and Areas of short-term decision-making; Decision-making related to operations: Make or buy, Shut-down or continue, Manufacturing or sub-contracting, Second-shift working, Preventive or breakdown maintenance. [7L]
Unit-V:	Short-term decision making related to marketing: Product-mix, Acceptance of new order, Dropping product line, Pricing decisions. [7L]
Unit-VI:	Responsibility Accounting: Concept, Importance, Pre-requisites, Divisional performance measurement; Balanced Score Card: Concept, Perspectives. [6L]

Suggested Readings:

1. Horngren, C. T., Sundem, G. L., and Stratton, W. O., *Introduction to Management Accounting*, Pearson, Delhi.
2. Tulsian, P. C., and Tulsian, B., *Advanced Management Accounting*, S. Chand, New Delhi.
3. Garrison, R. H., Noreen, E. W. and Brewer, P. C., *Managerial Accounting*, Tata McGraw Hill, New Delhi.
4. Williamson, D., *Cost and Management Accounting*, PHI, New Delhi.
5. Kishore, R. M., *Workbook on Cost & Management Accounting*, Taxmann, New Delhi.
6. Saxena, V. K., and Vashisht, C. D., Advanced Cost and Management Accounting – Problems and Solutions, S. Chand, New Delhi.

PG2MBAD4015: STRATEGIC COST MANAGEMENT (SCM)
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop a comprehensive understanding of strategic cost management concepts, techniques, and contemporary cost management practices for achieving sustainable competitive advantage.
2. To equip students with the analytical skills required to apply strategic cost management tools for cost optimization, operational excellence, quality improvement, and value creation in organizations.

Course Outcomes*:*

1. Analyze organizational cost structures by applying strategic cost management techniques, including target costing, life cycle costing, JIT, lean management, and quality cost management, to improve operational efficiency.
2. Evaluate strategic cost management initiatives using value chain analysis, business process reengineering, performance measurement systems, and contemporary cost management approaches to enhance organizational competitiveness and value creation.

Unit-I:	Introduction to Strategic Cost Management: Concept, Limitations; Traditional vs. Strategic Cost Management; Application of cost management. [6L]
Unit-II:	Techniques of cost management: Cost control and Cost reduction; Target costing; Life cycle costing; Pareto Analysis. [7L]
Unit-III:	Inventory cost management: EOQ decision model; Just in time system: Characteristic, Advantages and Limitations; Steps in implementation; Impact on costs and prices; Performance measurement. [7L]
Unit-IV:	Lean management system: Kaizen costing; Total productive maintenance; Six sigma; Business process reengineering. [7L]
Unit-V:	Quality cost management: Throughput accounting and Theory of Constraints. [7L]
Unit-VI:	Value Chain Analysis: Objectives, Benefits and Limitations; Strategic framework for value chain analysis; Traditional management accounting vis-à-vis Value chain analysis. [6L]

Suggested Readings:

1. Horngren et al., *Cost Accounting – A Managerial Emphasis*, Pearson, Essex.
2. Saxena, V. K. and Vashist, C. D., *Cost Management*, Sultan Chand & Sons, New Delhi.
3. Tulsian, P. C. and Tulsian, B., *Advanced Management Accounting*, S. Chand, New Delhi.
4. Shank, J. K. and Govindarajan, V., Strategic Cost Management, The Free Press, New York.
5. Blocher et al., *Cost Management: A Strategic Emphasis*, Tata Mcgraw Hill, New Delhi.
6. Huntzinger, J. R., Lean Cost Management, J. Ross Publishing, Fort Lauderdale.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

PG2MBAD3012: STRATEGIC AND GLOBAL HUMAN RESOURCE MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Understand SHRM framework and perspective
2. Study the functional human resources strategies
3. Analyse strategic HR issues
4. Understand global HRM
5. Examine different global HR functions
6. Analyse issue and challenges in Global HRM

Course Outcomes:

1. Assess the alignment between business strategies and HR strategies
2. Evaluate HR functional strategies
3. Examine issues in strategic HRM
4. Evaluate the difference between domestic and global HRM
5. Assess functional issues in global HRM
6. Identify contemporary issues in global HRM

Unit No.	Syllabus
Unit-I	Strategic Human Resource Management: Framework and Integrative perspective- Models of Strategic HRM- Strategic HRM: Best Fit and Best Practice- Strategic HRM and the Resource—Based view of the firm- Strategic role of HR function- Aspects of Alignment between Business Strategies and HR strategies—Case Studies.
Unit-II	Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy- Case Studies.
Unit-III	Strategic HRM and Strategic Change- Strategic HR issues and role of HR in the context of Employee Engagement, Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition, HR Perspective of Corporate Governance etc- Balanced Scorecard and HR Scorecard Perspective- Case Studies.
Unit-IV	Understanding Global Business Operations- Stages of Globalization and Global Business-Importance of People Management Issues- Evolution, Concept and Characteristics of Global Human Resource Management (HRM)- Variables that moderate differences between Domestic and Global HRM- Economic Development and the management of human resources- Organisation of work in Global concept.
Unit-V	Global Recruitment, Selection and Compensation: Executive nationality staffing policies- Global pressures on domestic recruitment- Issues in staff selection- Expatriate Selection- Selection Criteria- Use of selection tests- Selecting TCNs and HCNs- Objectives of Global Compensation- Key Components of a Potential Compensation program- Approaches to Global Compensation.
Unit-VI	Issues and Challenges in Global HRM- Multinational as a global citizen- Global Accord and Corporate Codes of Conduct- Implication for the HR function of the multinational firm- Contemporary issues in managing people in an global context- flexibility- Global HRM issues in different

	strategic options of organizations- Case studies on Global Human Resource Management.

***Suggested Readings**:*

1. Michael Armstrong, Strategic Human Resource Management—A Guide to Action, Kogan Page.
2. G.F. Dreher and T.W. Dougherthy, Human Resource Strategy, Tata Mc Graw-Hill.
3. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education
4. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan
5. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management
6. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
7. Global Human Resources Management, Faith Ntabeni-Bhebe, Arcler Education Inc.
8. Global HRM-Managing People in a Multinational Context, Radhika Wadhera , N.Madhumithaa and A.Saravanakumar, Scribe and Scroll Books.

PG2MBAD3013: PERFORMANCE MANAGEMENT AND COMPENSATION MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Understand the performance management system(PMS)
2. Study the linkage between different subsystems of PMS
3. Analyse competency, its constituents and competency mapping
4. Examine Compensation and its types
5. Understand the strategic perspectives of reward
6. Analyse the reward system for various groups of employees

Course Outcomes:

1. Evaluate the performance management system
2. Assess the performance management cycle
3. Mapping employees' competency
4. Design KRA and KPI
5. Analyse grade and pay structures
6. Evaluate reward system for various employees

Unit No.	Syllabus
Unit-I	Performance Management: Understanding Performance and performance management- Principles and Contribution of Performance Management- Damages of poorly implemented performance management system- Contributions of Performance Management- Performance Management and Performance Appraisal: Basic difference vis-à-vis features and uses- Concerns of Performance Management- Ethical considerations- Legal Issues in Performance Management.
Unit-II	Model and Process of Performance Management- Performance Management Cycle- Role Definition- Personal Development Plan- Performance Agreement- performance review- Balance Scorecard approach to PMS- Linkage between Performance Management, human resource development and reward management- Specific Issues relating to Team Performance Management.
Unit-III	Competency Mapping: Concept of Competency and Competence- Constituents of competence- Types of Competencies- Competency

	mapping: Approaches and Process- Competency modelling and Competency Assessment – Competency based HRM applications: Recruitment and selection, Training and Development, Reward.
Unit-IV	Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage- Theories of Wages & Salary- Pay and Social Class- Machineries for Wage Fixation- Statutory provisions governing different components of reward systems- Wage criteria and wage machinery- Wage components- Salary Benchmarking, designing KRA & KPI.
Unit-V	Reward Management: Concept, Aims, Components of Reward system- Role of Reward in organization- Strategic perspectives of Reward- Reward as a motivational tool- Psychological contract- Reward policies factors determining the rates of Pay- Strategic and Tactical pay related issues- Establishing Job values and Relativities: Internal & External Equities- Job evaluation schemes, Internal Pay structure, Reward survey- Designing Pay Level, Pay Mix and Pay Structures- Grade and Pay structures: Types, Design and Implementation—Group/Individual Incentive, Designing Incentive Scheme.
Unit-VI	Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay-Team Pay- Paying for organisational performance- Recognition Process- Performance Management and Reward. Reward for Special groups- Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers- Components of Executive Compensation package.

***Suggested Readings**:*

1. Michael Armstrong, Performance Management---Key Strategies and Practical Guide, Kogan Page.
2. Herman Aguinis, Performance Management, Pearson Education.
3. R. Khandula Srinivas, Performance Management : Strategies, Interventions and Drivers, Prentice Hall of India.
4. A.S.Kohli and Tapomoy Deb, Performance Management, Oxford University Press.
5. R.O.Henderson, Compensation Management, Englewood Cliffs, Prentice Hall.
6. M.Armstrong and Duncan Brown, Armstrong's Handbook of Reward Management Practice, Kogan Page.

PG2MBAD3014: LABOUR CODES AND COMPLIANCE
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Understand labour jurisprudence.
2. Examine Labour Codes.
3. Analyze compliance requirements.
4. Evaluate employment law challenges.
5. Develop labour governance competencies.

Course Outcomes:

1. Interpret labour laws and employment regulations.
2. Evaluate Labour Code provisions.
3. Design compliance systems.
4. Assess legal risks.
5. Evaluate labour governance mechanisms.
6. Recommend compliance strategies.

Unit No.	Syllabus
Unit-I	Foundations of Labour Jurisprudence: Concept, nature and objectives of labour law; Evolution of labour legislation in India; Philosophy and principles of labour jurisprudence; Constitutional framework of labour laws: Fundamental Rights, Directive Principles of State Policy and legislative powers; Labour rights and decent work; Principles of natural justice; Industrial democracy and social justice; Labour administration and labour institutions in India; Emerging trends in labour regulation.
Unit-II	Industrial Relations Code: Industrial Relations Code, 2020; Objectives, scope and salient features of the Code; Trade unions- registration, recognition, rights and responsibilities; Standing Orders- coverage, certification and modification; Employer-employee relations; Grievance redressal mechanisms; Industrial disputes- concept and settlement mechanisms; Conciliation, arbitration and Industrial Tribunals; Strikes, lockouts and lay-off provisions; Retrenchment and closure; Compliance requirements under the Industrial Relations Code.
Unit-III	Code on Wages and Social Security Code: Code on Wages, 2019; Objectives and scope; Concept of wages and wage components; Minimum wages, floor wages and payment of wages; Equal remuneration and gender equality; Bonus provisions; Compliance under the Code on Wages; Code on Social Security, 2020; Objectives and scope; Social security framework in India; Provident Fund, Employees' State Insurance, gratuity and maternity benefits; Social security for gig workers and platform workers; Employee benefits and social protection; Employer obligations and statutory compliance.
Unit-IV	Occupational Safety, Health and Working Conditions Code: Occupational Safety, Health and Working Conditions Code, 2020; Objectives and applicability; Occupational safety and health standards; Workplace health and hygiene; Working conditions and welfare facilities; Working hours, leave and holidays; Welfare provisions for women and contract labour; Inter-State migrant workers; Duties of employers and employees; Accident prevention and reporting; Occupational health management; Compliance requirements under the OSH Code.
Unit-V	Employment Law Compliance: Employment Law Compliance; Concept and significance of labour law compliance; Statutory registers and records; Employment contracts and HR documentation; Compliance audits; Labour inspections and digital compliance systems; Legal due diligence; HR compliance and governance; Prevention of workplace discrimination and sexual harassment (POSH framework); Ethics and corporate governance in employment practices; Emerging issues in employment regulation.
Unit-VI	International Labour Standards: International Labour Standards; International Labour Organization (ILO)- structure, functions and governance; Fundamental principles and rights at work; Core ILO Conventions and Recommendations; Decent Work Agenda; International labour rights and human rights at work; Labour standards in multinational enterprises; Global supply chains and labour compliance; Environmental, Social and Governance (ESG) perspectives on labour; Business and human rights; Contemporary global labour issues.

Suggested Readings:

1. S. C. Srivastav, Industrial and Labour Law ,Vikas Publishing Houses.

2. P.L. Malik, Labour and Industrial Law,Eastern Book Company
3. S.N. Mishra, Labour and Industrial Laws, Central Law Publication
4. International Labour Organization. Rules of the Game: An Introduction to International Labour Standards.
5.Government of India. The Code on Wages, 2019.
6. Government of India. The Industrial Relations Code, 2020.
7.. Government of India. The Code on Social Security, 2020.
8.. Government of India. The Occupational Safety, Health and Working Conditions Code, 2020.
9.. Taxmann. Labour Codes with Rules. Taxmann Publications.
10. Universal's Guide to the Labour Codes. Universal Law Publishing.

PG2MBAD3015: EMPLOYMENT RELATIONS AND CONTEMPORARY EMPLOYMENT PRACTICES
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Understand industrial relations systems.
2. Analyze trade unionism and collective bargaining.
3. Examine employment relations.
4. Explore emerging employment models.
5. Develop conflict resolution capabilities.

Course Outcomes:

1. Evaluate industrial relations frameworks.
2. Assess collective bargaining systems.
3. Analyze employment relations challenges.
4. Evaluate employee voice mechanisms.
5. Assess emerging forms of work.
6. Design employment relations interventions.

Unit No.	Syllabus
Unit-I	Foundations of Industrial Relations: Concept, scope and objectives of Industrial Relations; Evolution of Industrial Relations; Dunlop's Systems Model of Industrial Relations; Actors in the Industrial Relations System; Industrial Relations institutions in India; Industrial Relations climate; Approaches to Industrial Relations; Industrial democracy and social dialogue; Contemporary Industrial Relations in the era of globalization, liberalization and digitalization; Emerging trends and challenges in Industrial Relations.
Unit-II	Trade Unions and Collective Bargaining: Trade Unions and Collective Bargaining; Trade unions- concept, objectives and functions; Evolution of the trade union movement; Trade union movement in India; Structure and organization of trade unions; Trade union recognition; Challenges before contemporary trade unions; Collective bargaining- concept, objectives and importance; Levels and forms of collective bargaining; Process of collective bargaining; Negotiation- principles, strategies and tactics; Integrative and distributive bargaining; Collective agreements and settlement processes; Collective bargaining in India and global perspectives; Social partnership and collaborative employment relations.
Unit-III	Employee Voice and Workplace Democracy: Employee voice—concept and significance; Forms of employee voice; Employee participation in management; Levels and methods of worker participation; Works committees and Works Councils; Joint Management Councils; Quality

	Circles; Self-managed work teams; Employee engagement and organizational commitment; Workplace democracy; Information sharing and consultative mechanisms; Industrial democracy in the digital workplace; Contemporary models of employee participation.
Unit-IV	Conflict Management and Dispute Resolution: Industrial conflict- nature, causes and consequences; Types of industrial disputes; Grievance-concept, causes and grievance handling procedure; Discipline and disciplinary procedures; Conflict management in organizations; Preventive and curative approaches to industrial conflict; Mediation; Conciliation; Arbitration; Role of labour institutions in dispute settlement; Building harmonious employment relations; Conflict resolution in hybrid and remote work environments.
Unit-V	Contemporary Employment Relations: Changing nature of employment; Employment Relations- concept and scope; Flexible employment arrangements- flexible working hours, part-time work, temporary employment and fixed-term employment; Contract labour; Outsourcing and subcontracting; Agency work; Workforce restructuring; Downsizing, rightsizing and organizational restructuring; Employment security versus labour market flexibility; Ethical issues in contemporary employment relations.
Unit-VI	Gig Work, Platform Work and Future Employment Systems: Evolution of non-standard employment; Gig economy; Platform labour and digital labour markets; Platform-based business models; Hybrid workforce management; Remote and distributed work; Future employment models; Decent work and social protection; Labour rights in the digital economy; Regulation of gig and platform workers; Future of Employment Relations in Industry 5.0.

Suggested Readings:

1. C. B. Mamoria, Satis Mamoria and P. Subha Rao, Dynamics of Industrial Relations, HPH.
2. G. A. Armstrong, Industrial Relations—An Introduction ,George G. Harrap& Co. Ltd., London.
3. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan.
4. Tony Bennet, Richard Saundry and Virginia Fisher, Managing Employment Relations, Kogan Page Publishers
5. Ed Rose, Employment Relations, Pearson Education.
6. Derek Rollinson and Tony Dundon, Understanding Employment Relations.
7. C. S. Venkataratnam and Manoranjan Dhal, Industrial Relations, Oxford University Press India.

PG2MBAD3015: TRAINING AND HUMAN RESOURCEDEVELOPMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Understand key activities under training
2. Study different methods of training
3. Understand the method of evaluation of training
4. Analyse concepts and issues in HRD
5. Examine emerging issues in HRD
6. Understand concept of HRD Audit

Course Outcomes:

1. Assess the Training Needs Analysis(TNA) framework
2. Analyse the methods of training
3. Evaluate the effectiveness of traing

4. Examine HRD climate and culture
5. Design effective HRD programmes for different target groups
6. Conduct HRD Audit

Unit No.	Syllabus
Unit-I	Training Needs Analysis- Why, When and Where to look for Performance Discrepancies- Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques, Training Design- Organisational / Environmental constraints- Training Objectives- Facilitation of Learning- Facilitation of Transfer- Training Design Process- Key Factors in Designing- Training Design Theories.
Unit-II	Training Methods: Matching training methods with outcomes- Lectures & Demonstrations, Computer- based Training, Games & Simulations, On-the-Job Training- Audiovisual Enhancements to Training- Training facilities- Key Areas of Organisational Training: Orientation Training, Diversity Training, Sexual Harassment Training, Team Training, and other training programmes and Issues- Impact of Technology on Training- Choosing a training method- Group based training methods- Training of special groups like sales and retail staff.
Unit-III	Training & Development Evaluation: Rationale for Evaluation- Training & development outcomes- Types of Evaluation Techniques & Instruments- Training Evaluation Design Issues- Costing Training & Development Programmes- Measuring ROI of training & development programmes- Total Quality Training and HRD.
Unit-IV	Human Resource Development (HRD): Foundational terms and aspects- Micro, Macro and Societal Concerns- National Economic Development and Human Resource Development- Learning and HRD- Fundamentals of Adult Learning- Learning Organisations and Knowledge Management: Concepts and Issues- HRD Climate and culture.
Unit-V	Assessing HRD Needs and Designing Effective HRD programmes: Imperatives for Business and Non-Profit Organisations – Implementing HRD Programmes: Learning environments, infrastructure and resources, Emerging Issues involving Technology in training and issues concerning open, distance, flexible learning and e- learning.
Unit-VI	Concept of HRD Audit- Issues involving performance management, career management and career development- Organization Change and Development: Issues and considerations for business and non- profit organisations.

Suggested Readings:

1. R. A. Noe and A. D. Kodwani, Employee Training and Development, Mcgraw Hill Education(India).
2. I.Dayal, Management Training in Organisation, Prentice Hall of India
3. D.L. Kirpatrick, Evaluating Training Programmes, Berret-Koehler, San Francisco
4. Rolf P.Lynton and Udai Pareek, Training for Development, Sage India
5. T.V.Rao, Readings in Human Resource Development, Oxford and IBH Publishing
6. John M.Werner and R.L.DeSimone, Human Resource Development, Cengage Learning
7. J.P.Wilson, Human Resource Development-Learning and Training for Individuals and Organisations, Kogan Page
8. David McGuire and Kenneth Mollerberg Jorgensen, Human Resource Development- Theory and Practice, SAGE Publications.

PG2MBAD4011: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:
The course aims to:

1. Develop an understanding of International Human Resource Management (IHRM) in multinational organizations &examine global HR policies, international staffing, talent management, and expatriate management.
2. Understand cross-cultural issues, international labour standards, and employment relations & explore the role of digital HR, AI, HR analytics, sustainability, and global workforce management.

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

1. Explain the concepts, evolution, and strategic importance of IHRM & Design global staffing and international talent management strategies.
2. Analyze cross-cultural management and international employee relations & apply HR analytics, AI, HRIS, and digital technologies in global HR.

Unit No.	Syllabus
Unit-I	**Foundations of International Human Resource Management:** Concept, Nature and Scope of IHRM, Domestic HRM vs. International HRM, Evolution of IHRM, Strategic Role of HR in Multinational Corporations (MNCs), International Business Environment and Globalization, Models of IHRM (Matching Model, Harvard Model, Integrative Framework), Global HR Challenges and Opportunities.
Unit-II	**International Staffing and Global Talent Management:** International Staffing Approaches: Ethnocentric**,** Polycentric**,** Regiocentric**,** Geocentric**,** Global Talent Acquisition and Employer Branding**,** Recruitment and Selection for International Assignments**,** Expatriate and Repatriate Management**,** International Career Planning and Succession Planning**,** Global Leadership Development**,** Diversity, Equity, Inclusion (DEI) and Global Workforce Management.
Unit-III	**Cross-Cultural Management and International Employment Relations:** Culture and Organizational Behaviour, Hofstede's Cultural Dimensions, Trompenaars' Cultural Model, Cross-cultural Communication and Negotiation, International Labour Standards (ILO), Comparative Employment Relations, Trade Unions in International Business, Managing International Teams and Remote Workforce.
Unit-IV	**International Performance Management and Compensation:** International Performance Management Systems, Global Performance Appraisal, Competency-based Performance Management, International Compensation Strategies, Balance Sheet Approach, Going Rate Approach, International Incentives, Benefits and Taxation, Compensation for Expatriates and Global Executives, Global Mobility Management.
Unit-V	**Digital HR and Contemporary Issues in IHRM:** Human Resource Information Systems (HRIS), HR Analytics and Workforce Analytics, Artificial Intelligence (AI) in HRM, Digital Recruitment and E-HRM, Remote and Hybrid Workforce Management, Green HRM and Sustainable HRM, ESG and Corporate Social Responsibility (CSR), Ethical and Legal Issues in Global HR, Data Privacy and Employee Well-being.
Unit-VI	**Strategic IHRM and Emerging Global Trends:** Strategic International HR Planning, Knowledge Management in Global Organizations, International Mergers, Acquisitions and HR Integration, Global HR Risk

	Management, Industry 5.0 and Future of Work, Gig Economy and International Workforce, International HR Audit and HR Scorecard, Case Studies: Google, Microsoft, Tata Consultancy Services (TCS), Unilever, Toyota, IBM. **Preparation and Presentation of an International HR Strategy/HR Policy Project**

Suggested Readings:

1. Peter J. Dowling, Marion Festing& Allen D. Engle – International Human Resource Management.
2. Charles M. Vance &Yongsun Paik – Managing a Global Workforce: International Human Resource Management.
3. Monir H. Tayeb – International Human Resource Management.
4. P. Subba Rao – International Human Resource Management.
5. K. Aswathappa& S. Dash – International Human Resource Management.
6. Anne-Wil Harzing& Ashly Pinnington – International Human Resource Management.

PG2MBAD4012: HUMAN RESOURCE ANALYTICS
[Credit: 4 Lecture Hours: 60]

Course Objective:

To provide students, especially, the students of Human Resource Management, with the knowledge of different aspects of Human Resource Analytics and different associated tools, techniques and metrics.

Course Outcomes:

3. Students will get comprehensive ideas of different metrics, tools and techniquesnfor Human Resource Analytics.

4. Students will become skilled in a few tools like Excel, R, Tableau, Python, Visier, Power BI.

Unit No.	Syllabus
UnitI	Introduction; Challenges and Opportunities; Benefits; Contribution of IT Companies in India to HR Analytics; HR Data; A Case of HR Analytics in Any Company; HR Research Tools and Techniques.
UnitII	Predictive, Descriptive, Diagnostic and Prescriptive Analytics or HR; Methodologies as Practiced by Different Organizations; Global Perspective.
UnitIII	HR Analytics in Recruitment and Selection; HR Analytics in People Management; Data-driven Strategic Decision Making; HR Metrics;
UnitIV	Application of Predictive Models to Predict Performance of Employees; HR Dashboards and Scorecards; HR Reporting.
UnitV	HR Data Visualization; Application of R Software for HR Analytics.
Unit VI	HR Analytics Tools (Any Three) – Excel, R, Tableau, Python, Visier, Power BI

Suggested Readings:

1. Diez, F., Bussin, M., Lee, V., Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Publishing Limited.
2. Nijjer, S., Raj, S., Predictive Analytics in Human Resource Management: A Hands-on Approach, Routledge India.
3. Phillips, J. J., Phillips, P. P., Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, McGraw-Hill.

4. Kaulish, S. K., Sheopuri, A. (Editors), HR Analytics: Fundamentals and Applications, Bentham Boks.
5. Bhattacharya, D. K., HR Analytics: Understanding Theories and Applications, SAGE.

PG2MBAD4013: ENTREPRENEURIAL HUMAN RESOURCE MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with comprehensive knowledge of human resource management practices suitable for MSMEs and startup organizations.
2. To develop students' competencies in talent acquisition, employee development, performance management, compensation, and strategic HR practices for entrepreneurial ventures.

Course Outcomes:

1. Identify human resource requirements and design HR policies for startups and MSMEs.
2. Apply HRM tools and practices to attract, develop, motivate, and retain talent for sustainable organizational growth.

Unit No.	Syllabus
Unit I	**Human Resource Management in Startups:** Human Resource Management—Concept and Importance; HR Challenges in MSMEs and Startups; Human Resource Planning; Organizational Culture; Entrepreneurial Leadership; Team Building; Startup Workforce Planning; Human Resource Policies; Strategic Role of HR in Entrepreneurial Organizations.
UnitII	**Talent Acquisition and Workforce Planning:** Job Analysis; Recruitment; Selection; Employer Branding; Competency Mapping; Campus Recruitment; Gig Workforce; Remote Workforce Management; Employee Onboarding; Workforce Diversity and Inclusion.
Unit III	**Training, Performance and Career Development:** Training and Development; Coaching; Mentoring; Learning and Development; Performance Management System; Key Performance Indicators (KPIs); Objectives and Key Results (OKRs); Career Planning; Employee Productivity; Succession Planning.
Unit IV	**Compensation and Employee Engagement:** Compensation Management; Incentive Plans; Employee Stock Ownership Plans (ESOPs); Rewards and Recognition; Employee Motivation; Employee Engagement; Work-Life Balance; Employee Wellness; Employee Retention Strategies.
UnitV	**Labour Laws and HR Analytics:**Labour Laws Applicable to MSMEs; Industrial Relations; Social Security Provisions; POSH Act; Employee Grievance Handling; HR Information System (HRIS); HR Analytics; Workforce Compliance; Ethical Human Resource Practices.
Unit VI	**Strategic Human Resource Management:** Strategic HRM; Leadership Development; Organizational Change Management; Talent Management; HR Risks; Future of Work; Artificial Intelligence in HR; HR Sustainability; Case Studies of HR Practices in Indian Startups.

Suggested Readings:

1. Dessler, G., Human Resource Management, Pearson.
2. Armstrong, M. & Taylor, S., Armstrong's Handbook of Human Resource Management Practice, Kogan Page.

3. Aswathappa, K., Human Resource Management, McGraw-Hill.
4. Rao, V. S. P., Human Resource Management, Excel Books.
5. Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M., Human Resource Management: Gaining a Competitive Advantage, McGraw-Hill.

PG2MBAD4014: HUMAN RESOURCE MANAGEMENT INTOURISM AND HOSPITALITY INDUSTRY
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with comprehensive knowledge of Human Resource Management practices in the tourism and hospitality industry, emphasizing workforce planning, recruitment, training, performance management, employee engagement, and service excellence.
2. To develop strategic HR competencies by integrating digital HR technologies, sustainability, labour legislation, talent analytics, and contemporary global HR practices for tourism and hospitality organizations.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Apply HRM principles and practices to effectively manage human resources in tourism and hospitality organizations for improving organizational performance and customer satisfaction.
2. Develop strategic HR policies and solutions by utilizing HR analytics, digital technologies, sustainability initiatives, and contemporary human resource practices in the tourism and hospitality industry.

Unit No.	Syllabus
Unit I	**Introduction to Human Resource Management in Tourism and Hospitality** Nature, Scope and Importance of HRM in Tourism and Hospitality Industry, Characteristics of Tourism and Hospitality Workforce, Structure of Human Resources in Hotels, Resorts, Airlines, Cruise Lines, Travel Agencies, Tour Operators and MICE Organizations, Strategic Role of HR in Hospitality Service Organizations, Human Resource Challenges in Tourism and Hospitality, Future Trends in Hospitality Human Resource Management.
UnitII	**Human Resource Planning and Talent Acquisition** Human Resource Planning, Job Analysis, Job Description and Job Specification, Recruitment and Selection in Tourism and Hospitality Organizations, Employee Induction and Orientation, Talent Acquisition and Employer Branding, Workforce Diversity and Inclusion, Career Planning and Succession Planning, Employee Retention Strategies.
Unit III	**Training, Performance and Employee Development** Training Need Assessment, Learning and Development Programmes, Hospitality Skill Development, Performance Management System, Performance Appraisal Techniques, Competency Mapping, Coaching, Mentoring and Leadership Development, Employee Engagement and Service Quality Improvement.
Unit IV	**Compensation, Labour Relations and Employee Welfare** Compensation and Reward Management, Wage and Salary Administration, Employee Incentives and Benefits, Employee Welfare Measures, Work-Life Balance and Employee Well-being, Labour Laws Applicable to Tourism and Hospitality Industry, Industrial Relations and Grievance Management, Occupational Health, Safety and Security.
UnitV	**Digital HR and Sustainable Human Resource Management** Human Resource Information System (HRIS), E-HRM and Digital Recruitment, Artificial Intelligence (AI) in Human Resource Management, HR Analytics and

	Workforce Planning, Employee Experience Management, Remote and Hybrid Workforce Management, Green HRM and Sustainable HR Practices, Diversity, Equity and Inclusion (DEI), Ethical Issues and Data Privacy in HRM.
Unit VI	**Strategic Human Resource Management and Contemporary Issues** Strategic Human Resource Management, Human Capital Management, HR Audit and HR Scorecard, Change Management in Tourism and Hospitality, Crisis Management and Business Continuity, Global HR Practices in International Hospitality Chains, Future of Work and Industry 5.0, Case Studies: Indian Hotels Company Limited (Taj Hotels), Marriott International, Oberoi Hotels & Resorts, Hyatt Hotels Corporation, MakeMyTrip, Airbnb. **Preparation and Presentation of an HR Strategy Report/Industry Project.**

Suggested Readings:

1. Dennis Nickson – Human Resource Management for the Hospitality and Tourism Industries.
2. Michael J. Boella& Steven Goss-Turner – Human Resource Management in the Hospitality Industry.
3. Robert H. Woods – Managing Hospitality Human Resources.
4. Gary Dessler – Human Resource Management.
5. P. Subba Rao – Human Resource Management: Text and Cases.
6. John R. Walker – Introduction to Hospitality Management.

PG2MBAD4014: HUMAN RESOUURCE INFORMATION SYSTEM
[Credit: 4 Lecture Hours: 60]

Unit No.	Syllabus
Unit I	System: Concepts, Characteristics and Classification–Information System: Role, Functions & Types– Organisations and Information Systems— Decision Support System (DSS)–Knowledge Based Systems—Business Intelligence, Expert System, Artificial Intelligence (AI) — Data Warehousing — Data Mining — Database Management System (DBMS) – Database concepts and applications in Human Resource Information System (HRIS).
UnitII	Management Information System– Concept, Necessity and Functional Applications–HRIS: Framework and Overview—HRIS Needs Analysis—HRIS.
Unit III	Cost-benefit considerations, change management and other considerations in reshaping HR function using technology.
Unit IV	H.R.I.S. Planning & Designing, System Consideration, Hardware & Software of HRIS—Planning, Installation, Modification, Acceptance Tasking—Critical consierations in HRIS Implementation—Maintaining & Enhancing HRIS.
UnitV	Application of HRMS in Employment Management, Compensation, Benefit, Training & Development, HRP, Grievance Redressal, Occupational Health & Safety and Payroll.
Unit VI	HRIS in different types of organizations—Packaged Human Resources Information Systems— Exposure to HRIS softwar—Basics of Networking, Internet, Intranet, Technology Implications— Uses of Internet and Telecommunications in HR functions such as Acquisition, Training & Development etc.

***Suggested Readings*:**

1. M. Jaiswal and M. Mittal. Management Information System. Oxford University Press.

2. M. J. Kavanagh and M. Thite, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage
3. Keen, Decision support system: An Organizational Perspective. Addison-Wesley Pub.
4. K.C. Laudon and J.P. Laudon, Management Information Systems. Pearson Education.
5. Navatha Elmasari. Database Management System. McGraw Hill.
6. Turba Efrin. Decision Support & Expert Systems — Management Perspective. Macmillan.
7. Vincent R. Ceriello, Human Resource Management System –Strategies, Tactics and Techniques, Lexington.
8. Tony Ivey, Personnel Computer System, Mc Graw Hill International.

PG2MBAD4015: CROSS-CULTURE AND DIVERSITY IN HUMAN RESOURCE MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:
This course examines the strategic role of culture, diversity, equity and inclusion (DEI) in managing organizations operating in multicultural and global environments. It develops competencies required to understand cultural differences, manage diverse workforces, foster inclusive workplaces, and formulate organizational strategies that leverage diversity for innovation, employee engagement and sustainable competitive advantage. The course also explores contemporary issues relating to globalization, digital workplaces, AI, ESG, accessibility and inclusive leadership.

Course Outcomes:
Upon successful completion of the course, students will be able to:
1. Understand the concepts, theories and strategic significance of culture and diversity in organizations.
2. Analyse cultural differences and their implications for organizational behaviour, communication and leadership.
3. Design strategies for managing diversity, equity and inclusion across organizational contexts.
4. Develop competencies for managing multicultural teams, global talent and cross-cultural negotiations.
5. Evaluate organizational policies and HR practices that promote inclusion, equity and employee well-being.
6. Formulate organizational interventions for building inclusive, ethical and culturally intelligent workplaces.

Unit No.	Syllabus
Unit I	**Foundations of Cross-Cultural and Diversity Management** Concept of culture and diversity; Evolution of diversity management; Dimensions of culture; National culture and organizational culture; Workforce diversity and inclusion; Diversity, Equity and Inclusion (DEI); Equality versus equity; Cultural intelligence (CQ); Globalization and multicultural workplaces; Demographic diversity; Identity and intersectionality; Strategic importance of diversity; Business case for diversity; Inclusive organizations; Contemporary trends in global workforce diversity.
UnitII	**Cross-Cultural Theories and Intercultural Communication** Major cross-cultural frameworks; Hofstede's Cultural Dimensions; Trompenaars' Cultural Dimensions; GLOBE Leadership Study; Hall's High-context and Low-context Communication; Cultural values and work behaviour; Cross-cultural perception and stereotypes; Intercultural communication; Communication barriers; Cross-cultural conflict and misunderstanding; Cross-cultural negotiation; Building trust across cultures; Managing virtual multicultural communication; Digital communication in global organizations.

Unit III	**Diversity, Equity and Inclusion in Human Resource Management** Strategic diversity management in International Context; Inclusive recruitment and selection; Bias-free hiring; Diversity analytics; Inclusive onboarding; Equal opportunity and affirmative action; Pay equity; Inclusive performance management; Inclusive learning and development; Talent management in diverse organizations; Career development; Employee Resource Groups (ERGs); Accessibility and disability inclusion; Gender diversity and inclusion; Generational diversity; Neurodiversity; Inclusive workplace policies; Diversity metrics and reporting.
Unit IV	**Managing Multicultural Organizations and Global Leadership** Managing multicultural teams; Cross-cultural leadership; Inclusive leadership; Global leadership competencies; International assignments and expatriate management; Cultural adaptation; Reverse culture shock; Cross-cultural team building; Managing conflict in multicultural environments; Collaboration across cultures; Global organizational culture; Employer branding in multicultural contexts; Ethics in global management; Diversity and innovation; Knowledge sharing across cultures.
UnitV	**Diversity Strategy, Organizational Culture and Sustainability** Strategic integration of diversity into business strategy; Diversity and organizational effectiveness; Inclusive organizational culture; Psychological safety; Employee engagement in diverse workplaces; Diversity and innovation; Corporate Social Responsibility (CSR); ESG and diversity governance; Human rights and workplace inclusion; Diversity risk management; Ethical decision making; Diversity audits; Global diversity standards; Inclusive employer branding; Future of work and workforce diversity.
Unit VI	**Contemporary Issues, Technology and Future Directions** Digital transformation and diversity; Artificial Intelligence and algorithmic bias; Responsible AI in HR; Diversity analytics and people analytics; Hybrid and remote multicultural workplaces; Global mobility; Managing diversity in the gig economy; Cross-cultural issues in international mergers and acquisitions; Crisis management in multicultural organizations; Diversity benchmarking; Measuring inclusion and belonging; Future trends in DEI; Strategic interventions for inclusive organizations; Best practices and global case studies.

Suggested Readings:

1. Thomas, D. C. & Peterson, M. F., *Cross-Cultural Management: Essential Concepts*, Sage Publications.
2. Adler, N. J., *International Dimensions of Organizational Behaviour*, Cengage Learning.
3. Deresky, H., *International Management: Managing Across Borders and Cultures*, Pearson.
4. Hofstede, G., Hofstede, G. J. & Minkov, M., *Cultures and Organizations: Software of the Mind*, McGraw-Hill.
5. Trompenaars, F. & Hampden-Turner, C., *Riding the Waves of Culture*, Nicholas Brealey Publishing.
6. Mor Barak, M. E., *Managing Diversity: Toward a Globally Inclusive Workplace*, Sage Publications.
7. Ferdman, B. M. (Ed.), *The Practice of Inclusion in Diverse Organizations*, Wiley.
8. Cox, T., *Cultural Diversity in Organizations: Theory, Research and Practice*, Berrett-Koehler.
9. Shore, L. M. et al., *The Oxford Handbook of Diversity and Work*, Oxford University Press.
10. Roberson, Q. M. (Ed.), *The Oxford Handbook of Diversity and Work*, Oxford University Press.

PG2MBAD4015: HUMAN CAPITAL MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Unit No.	Syllabus
Unit I	Concept of Human capital—Intellectual capital—Social capital—Organisation capital—Practical Implications of intellectual capital theory. Concept of HCM— Rationale for HCM— HCM and HRM— concept of human capital advantage and resource-based strategy—Process of HCM—HCM Drivers, HCM Journey, Developing HCM—Measuring HR.
UnitII	Practice of HCM: Human Capital Data—Measuring human capital—Measurement Issues, Classification of measures, Developing Measures—Human Capital Measurement Models—Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organisational Performance Model, Human Capital Index, Engagement Model.
Unit III	People and Performance Model —Human capital reporting—applications of HCM.
Unit IV	The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM—The business partner concept and HCM—The skills HR specialists need for HCM—Future of HCM.
UnitV	ROI of Human Capital— Measurement of Human capital's contribution to enterprise goals— Human capital value circle, Enterprise—level Metrics, Foundation Trait Metrics, Structural trait Metrics—Leverage of Human capital ROI.
Unit VI	Human Resource Accounting—Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation—Issues in budgeting HR—HR Audit—Concept, Types, Process, Approaches. Human Resource Audit—Information gathering, evaluation, analysis and action planning.

***Suggested Readings*:**

1. Angela Baron & Michael Armstrong, Human Capital Management— Achieving Added Value Through People, Kogan Page.
2. Eric G. Flamholtz, Human Resource Accounting—advances in concepts, Methods, and Applications, Kluwer Academic Publishers.
3. Jac Fitz-enz, The ROI of Human Capital—Measuring The economic Value of Employee Performance, Amacom
4. M K Kolay, Human Resource Accounting, ICWAI.
5. John McConnell, Auditing your Human Resources Department, AMACOM
6. T V Rao, HRD Audit, Sage Publications.

SYSTEMS, OPERATIONS MANAGEMENT AND DECISION SCIENCES SPECIALIZATION

PG2MBAD3012: PRODUCTION, PLANNING AND CONTROL
[Credit: 4 Lecture Hours: 60]

Course Objective:
To equip the students with a comprehensive understanding of the concepts, objectives, and strategic importance of Production Planning and Control, solve practical production planning problems using quantitative tools, and develop data-driven production strategies for manufacturing and service organizations.

Course Outcomes:

1. Explain the strategic role of Production Planning and Control in modern organizations.
2. Analyse production systems using contemporary technologies, digital manufacturing, AI, and business analytics to support sustainable operations.

Unit No.	Syllabus
Unit-I	Production Systems; Evolution, Objectives and Functions of PPC; Production Strategy; Product Life Cycle; Manufacturing Competitiveness; Process Selection; Plant Layout; Productivity Measurement and Performance Indicators; Demand Forecasting; Qualitative and Quantitative Forecasting Methods; Time Series Forecasting; Moving Average; Weighted Moving Average; Exponential Smoothing; Trend Analysis; Forecast Accuracy Measures.
Unit- II	**Aggregate Production Planning, Capacity Planning and Facility Planning:** Aggregate Production Planning; Production Planning Strategies; Chase Strategy, Level Strategy, Mixed Strategy; Capacity Planning; Capacity Measurement: Capacity Cushion, Economies of Scale, Capacity Expansion Models; Facility Location; Facility Layout; Work Measurement: Time Study, Method Study; Learning Curve; Assembly Line Balancing.
Unit- III	Inventory Concepts, Functions and Costs; Inventory Classification (ABC, VED, FSN, XYZ); EOQ, EPQ and Quantity Discount Models; Reorder Point, Safety Stock and Inventory Control Systems; Inventory Performance Metrics; Bill of Materials (BOM); Material Requirements Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning (ERP).
Unit- IV	**Production Scheduling, Shop Floor Control and Lean Manufacturing:** Routing, Loading, Dispatching, Scheduling, Sequencing, Priority Rules, Gantt Charts, Shop Floor Control; Production Monitoring; Lean Manufacturing; Toyota Production System; Just-in-Time (JIT); Kanban; Kaizen; Value Stream Mapping; Theory of Constraints (TOC); Drum–Buffer–Rope; SMED; Poka-Yoke; Total Productive Maintenance (TPM).
Unit- V	**Quality Management, Maintenance and Sustainable Manufacturing:** Statistical Quality Control: Acceptance Sampling; Six Sigma: DMAIC Methodology; Process Capability; Maintenance Planning: Preventive Maintenance, Predictive Maintenance; Reliability Engineering; Availability Analysis; Sustainable Manufacturing; Green Production; Circular Economy; Carbon-Neutral Manufacturing; ESG in Manufacturing.
Unit- VI	Industry 4.0; Smart Manufacturing and Smart Factory; Digital Manufacturing and Digital Twin; Artificial Intelligence and Machine Learning in Production Planning; IoT; Cyber-Physical Systems; Cloud Manufacturing; Blockchain; Predictive and Prescriptive Analytics; Manufacturing Dashboards; Digital Supply Networks; Sustainability Analytics; Human–Robot Collaboration; Resilient

	Manufacturing Systems; Future of Production Planning and Control.

Suggested Readings:

1. **Jacobs, F. R. & Chase, R. B.,** *Operations and Supply Chain Management,* McGraw-Hill Education.
2. **Nahmias, S. & Olsen, T. L.**, *Production and Operations Analysis,* Waveland Press.
3. **Stevenson, W. J.**, *Operations Management,* McGraw-Hill Education.
4. **B. Mahadevan,** *Operations Management: Theory and Practice*, Pearson India.
5. **K. Aswathappa& K. Shridhara Bhat**, *Production and Operations Management*, HPH.
6.
7. **P. Ramana Rao**, *Production and Operations Management,* Tata McGraw-Hill Education.

PG2MBAD3013: BUSINESS INTELLIGENCE AND DECISION SUPPORT SYSTEM
[Credit: 4 Lecture Hours: 60]

Course Objective:

To equip the students with a comprehensive Understanding of the concepts, architecture, and strategic role of Business Intelligence and Decision Support Systems.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Apply statistical, predictive, and optimization models to solve business decision problems.
2. Integrate business intelligence, advanced analytics, cloud technologies, and emerging digital innovations to enhance organizational performance and strategic decision-making.

Unit No.	Syllabus
Unit-I	Evolution of DSS; Business Intelligence (BI): Concepts and Importance; Managerial Decision Making and Simon's Decision Model; DSS Components and Architecture; Types of DSS (EIS, ESS, GDSS); Knowledge Management Systems; BI Framework; Competitive Intelligence; Business Intelligence vs Business Analytics; Data-Driven Organizations; Digital Transformation and BI.
Unit- II	Data Sources; Database and SQL Fundamentals; Data Warehousing and Data Marts; ETL; OLTP vs OLAP; Multidimensional Data Models (Star and Snowflake Schemas); Data Quality, Data Governance and Metadata; Cloud Data Warehousing; Descriptive, Diagnostic, Predictive and Prescriptive Analytics; Data Exploration; Business Statistics for BI.
Unit- III	Statistical Decision Making; Probability and Bayesian Analysis; Correlation and Regression; Time Series and Forecasting; Decision Models; Linear, Integer and Goal Programming; Transportation, Assignment and Network Models; Simulation; What-if, Scenario and Sensitivity Analysis; Monte Carlo Simulation; Risk Analysis.
Unit- IV	Dashboard Design; Data Visualization and Storytelling; KPIs and Balanced Scorecard; Power BI, Tableau, Excel Analytics and SQL Reporting; Interactive, Mobile and Self-Service BI; Geospatial and Visual Analytics; Artificial Intelligence and Machine Learning; NLP; Recommendation Systems; Text and Sentiment Analytics; Predictive Modelling; Chatbots; Generative AI; AI-Assisted Decision Support; Explainable AI (XAI).

Unit- V	BI Applications in Marketing, Finance, HR, Operations, Supply Chain, Manufacturing, Retail, Banking and Healthcare; Customer and Sustainability Analytics; ESG Reporting; IoT-enabled BI; Cloud, Edge, Blockchain and Real-Time Analytics.
Unit- VI	Big Data Analytics; Data Lakes, Lakehouse, Data Fabric and Data Mesh; Digital Twins; Intelligent Automation and RPA; Decision Intelligence; Augmented Analytics; Responsible AI; Ethics in BI; Cybersecurity; Privacy and Data Protection; Future of Business Intelligence and Decision Support Systems.

Suggested Readings:

1. Sharda, R., Delen, D. & Turban, E., *Business Intelligence, Analytics, and Data Science: A Managerial Perspective*. Pearson Education.
2. Power, D. J., *Decision Support, Analytics, and Business Intelligence*. Business Expert Press.
3. Provost, F. & Fawcett, T. *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*, O'Reilly Media.
4. **Seema Acharya & Subhashini Chellappan.** *Big Data and Analytics*. Wiley India.
5. **J. K. Sharma.** *Business Statistics*. Pearson India.
6. **S. Bhattacharyya.** *Business Statistics*. Oxford University Press India.

PG2MBAD3014: QUALITY TOOLKIT FOR MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objective:

To equip the students with a comprehensive understanding of the principles, philosophies, and evolution of quality management and apply quantitative quality tools for process improvement and managerial decision-making.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Explain the philosophies, principles, and frameworks of quality management and organizational excellence.
2. Apply quality improvement tools and statistical techniques to analyse and improve organizational processes.

Unit No.	Syllabus
Unit-I	**Foundations of Quality Management and Continuous Improvement:** Evolution of Quality Management; Quality Gurus and their Contributions; Concepts and Dimensions of Quality; Cost of Quality (CoQ); Quality Planning, Quality Assurance, Quality Control and Quality Improvement; Total Quality Management (TQM); Customer Focus and Voice of Customer (VoC); Service Quality (SERVQUAL); Organizational Excellence; PDCA and SDCA Cycles; Kaizen Philosophy; Quality Culture; Strategic Quality Management.
Unit- II	Seven Basic Quality Tools; Five Why Analysis; Root Cause Analysis; Affinity, Tree and Matrix Diagrams; Process Mapping; SIPOC Analysis; A3 Problem Solving; Statistical Thinking; Sampling and Process Variation; Control Charts for Variables and Attributes; Process Stability; Acceptance Sampling; OC Curve; Producer's and Consumer's Risk.

Unit- III	Lean Philosophy, Toyota Production System and Seven Wastes; Value Stream Mapping, Takt Time, JIT, Kanban, Poka-Yoke and SMED; Six Sigma, DMAIC, DMADV and Lean Six Sigma; Project Selection, CTQ and SIPOC; Process Capability Analysis and Indices (Cp, Cpk, Pp, Ppk); MSA and Gauge R&R; Reliability Engineering; FMEA, RPN and Fault Tree Analysis; ISO 31000, Business Continuity and Enterprise Risk Management.
Unit- IV	**Business Excellence Models and Performance Measurement:** Malcolm Baldrige Performance Excellence Framework; EFQM Excellence Model; Deming Prize; ISO 9001:2015, ISO 14001, ISO 45001, ISO 50001, ISO 26000; Balanced Scorecard; Key Performance Indicators (KPIs); Benchmarking; Policy Deployment (Hoshin Kanri); Quality Audits; Performance Dashboards.
Unit- V	**Digital Quality Management and Industry 4.0:** Industry 4.0 and Quality; Smart Quality Systems; Artificial Intelligence in Quality; Machine Learning for Defect Prediction; Internet of Things (IoT); Computer Vision in Inspection; Digital Twins; Predictive Quality Analytics; Big Data Analytics; Cloud Quality Management; Blockchain for Quality Traceability; Cybersecurity in Quality Systems; ESG and Sustainable Quality.
Unit-VI	**Contemporary Applications of Quality Management:** Quality in Manufacturing; Service Quality Management; Healthcare Quality; Education Quality; Banking and Financial Services Quality; Retail Quality; Supply Chain Quality; Agile Quality Management; Design Thinking and Quality; Customer Experience Management; Sustainability and Circular Economy; Responsible AI in Quality; Global Quality Practices; Future Trends in Quality Management.

Suggested Readings:

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H. &Besterfield-Sacre, M. **Total Quality Management.** Pearson Education.
2. Montgomery, D. C. **Introduction to Statistical Quality Control.** John Wiley & Sons.
3. George, M. L., Rowlands, D., Price, M. & Maxey, J. **The Lean Six Sigma Pocket Tool book.** McGraw-Hill Education.
4. B. Mahadevan, **Operations Management: Theory and Practice.** Pearson India.
5. K. C. Arora, **Production and Operations Management.** Laxmi Publications.
6. R. Panneerselvam, **Production and Operations Management.** PHI Learning.

PG2MBAD3014: DIGITAL SUPPLY CHAIN AND LOGISTICS
[Credit: 4 Lecture Hours: 60]

Course Objective:

To equip the students with a comprehensive understanding of the concepts and architecture of Digital Supply Chains and Smart Logistics and apply quantitative techniques for logistics planning and supply chain optimization.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Explain the concepts, architecture, and strategic importance of digital supply chains and smart logistics systems.
2. Apply forecasting, inventory, transportation, and network optimization models to support supply chain decisions.

Unit No.	Syllabus
Unit-I	**Foundations of Digital Supply Chain Management:** Evolution of Supply Chain Management; Digital Transformation of Supply Chains; Supply Chain Strategy; Supply Chain Drivers; Supply Chain Integration; Supply Chain Performance Measurement; Value Chain Analysis; SCOR Model; Supply Chain Network Design; Global Supply Chains; Digital Supply Networks (DSN); Industry 4.0 and Supply Chains; Supply Chain Maturity Models; Supply Chain Risk Management.
Unit- II	Demand Planning; S&OP and IBP; Forecasting Methods; CPFR; Inventory Planning and Classification; Multi-Echelon Inventory; Safety Stock Optimization; Service Level Management; Strategic Procurement; E-Procurement; Supplier Relationship Management; Supplier Selection and Risk Management; Spend and Procurement Analytics; Digital Procurement Platforms; VMI; Sustainable Procurement and Green Supply Chain Practices.
Unit- III	Warehouse Design, Automation and WMS; Smart Warehousing; RFID, Barcodes, AS/RS, AMRs and Drone-Based Inventory; Cross Docking; Last-Mile, Cold Chain, Omnichannel and Q-Commerce Logistics; Transportation Planning and TMS; Digital Freight Management; Multimodal Transportation; Route Optimization and VRP; Fleet Management; GIS; Reverse and Green Logistics; Carbon Footprint Measurement; Logistics Outsourcing (3PL, 4PL and 5PL).
Unit- IV	Artificial Intelligence and Machine Learning in Supply Chains; IoT; Blockchain; Cloud Supply Chain; Digital Twins; Cyber-Physical Systems; Robotics; Predictive Maintenance; Edge Computing; Autonomous Logistics; Supply Chain Visibility Platforms and Digital Control Towers; Supply Chain Analytics; Big Data; Cloud Analytics; Real-Time Monitoring; AI-enabled Decision Support; Supply Chain Dashboards; Generative AI; Hyper automation; Intelligent Planning Systems.
Unit- V	**Sustainable and Resilient Supply Chains:** Sustainable Supply Chain Management; Circular Economy; ESG in Supply Chains; Green Logistics; Carbon Accounting; Reverse Supply Chains; Closed-Loop Supply Chains; Humanitarian Logistics; Disaster Supply Chains; Business Continuity Planning; Supply Chain Resilience; Risk Analytics; Climate-Responsive Supply Chains.
Unit-VI	**Contemporary Trends and Digital Supply Chain Applications:** Future of Digital Supply Chains; Global Best Practices; Digital Procurement Platforms (Contemporary Developments); Intelligent Planning Systems (Advanced Applications); Executive Decision Support in Supply Chains; Supply Chain Performance Dashboards; Digital Transformation Roadmaps; AI-Driven Supply Chain Innovation; Emerging Technologies in Logistics; Strategic Digital Supply Chain Management.

Suggested Readings:

1. Chopra, S. & Meindl, P. Supply Chain Management: Strategy, Planning, and Operation. Pearson Education.
2. Simchi-Levi, D., Kaminsky, P. &Simchi-Levi, E. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. McGraw-Hill Education.
3. Christopher, M. Logistics and Supply Chain Management. Pearson Education.

4. B. Mahadevan, Operations Management: Theory and Practice. Pearson India.
5. Sunil Chopra. Supply Chain Management: Strategy, Planning, and Operation. Pearson India.
6. R. Panneerselvam. Operations Research. PHI Learning.

PG2MBAD3015: INTELLIGENT BUSINESS MODELLING
[Credit: 4 Lecture Hours: 60]

Course Objective:
To equip the students with a comprehensive understanding of the principles and frameworks of intelligent business modelling and apply quantitative techniques and optimization models to evaluate business decisions.

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

1. Explain the principles, frameworks, and strategic importance of intelligent business modelling in digital enterprises.
2. Apply optimization, decision analysis, and simulation techniques to evaluate complex business problems.

Unit No.	Syllabus
Unit-I	**Fundamentals of Intelligent Business Modelling:** Business Models and Business Modelling; Evolution of Business Models; Systems Thinking in Business; Components of Business Models; Business Model Innovation; Business Model Canvas (BMC); Value Proposition Canvas; Lean Canvas; Platform Business Models; Subscription Economy; Sharing Economy; Network Effects; Digital Transformation; Strategic Business Architecture; Intelligent Enterprises.
Unit- II	**Data-Driven Business Modelling and Business Analytics:** Data-Driven Decision Making; Business Analytics Framework; Data Collection and Integration; Business Data Sources; Data Warehousing; ETL Concepts; Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics; KPI Design; Dashboard Metrics; Data Visualization; Data Governance; Data Quality; Decision Intelligence.
Unit- III	**Quantitative Models and Intelligent Decision Analysis:** Decision Theory; Decision Trees; Risk and Uncertainty; Optimization Models; Linear Programming; Integer Programming; Goal Programming; Network Models; Transportation Models; Assignment Models; Queuing Models; Inventory Models; Simulation; Scenario Planning; Sensitivity Analysis.
Unit- IV	Artificial Intelligence and Machine Learning; Supervised, Unsupervised and Reinforcement Learning; Generative AI; Neural Networks; NLP; Recommendation Systems; Expert Systems; Intelligent Agents; Explainable and Responsible AI; Industry 4.0; IoT; Digital Twins; Cloud Computing; Blockchain; RPA; Business Process Automation; Hyper automation; Process Mining; Business Process Reengineering (BPR); Intelligent Process Automation; Cybersecurity.
Unit- V	Financial Modelling; Revenue, Cost and Pricing Models; Profitability Analysis; Investment Appraisal and Capital Budgeting; Scenario Analysis; Business Valuation; Strategic Planning and Balanced Scorecard; Sustainable Business Models; Circular Economy; Triple Bottom Line; ESG Reporting and Sustainability Metrics; Social Entrepreneurship; Business and Supply Chain Resilience; Risk Analytics; Crisis Management; Agile Business Models; Blue Ocean Strategy; Shared Value Creation; Responsible Innovation.

Unit-VI	**Contemporary Applications of Intelligent Business Modelling:** Digital Platform Business Models; E-Commerce and Marketplace Models; FinTech Business Models; HealthTech Business Models; EdTech Business Models; AgriTech Business Models; Smart Manufacturing; Smart Cities; Intelligent Supply Chains; AI-Driven Business Models; Digital Ecosystems; Future of Intelligent Enterprises; Emerging Global Trends.

Suggested Readings:

1. Osterwalder, A. & Pigneur, Y. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons.
2. Sharda, R., Delen, D. & Turban, E. Business Intelligence, Analytics, and Data Science: A managerial Perspective. Pearson Education.
3. Provost, F. & Fawcett, T. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. O'Reilly Media.
4. B. Mahadevan. Operations Management: Theory and Practice. Pearson India.
5. J. K. Sharma. Operations Research: Theory and Applications. Macmillan India.
6. C. B. Gupta & Vijay Gupta. Business Statistics. Sultan Chand & Sons.

PG2MBAD3015: SUSTAINABLE OPERATIONS
[Credit: 4 Lecture Hours: 60]

Course Objective:

To equip the students with a comprehensive understanding of the principles and strategic importance of sustainable operations and apply quantitative techniques to evaluate environmental and operational performance.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Explain the principles, frameworks, and strategic significance of sustainable operations in manufacturing and service organizations.
2. Evaluate operational performance using productivity, resource efficiency, environmental, and sustainability indicators.

Unit No.	Syllabus
Unit-I	**Foundations of Sustainable Operations Management**: Evolution of Operations Management; Sustainable Development; Triple Bottom Line; SDGs; ESG Framework; Sustainable Value Creation; Operations Strategy and Sustainability; Sustainable Competitive Advantage; Stakeholder Theory; Green Productivity; Eco-efficiency; Sustainable Manufacturing and Service Operations; Global Sustainability Standards (GRI, SASB and ISSB).
Unit- II	**Green Manufacturing, Circular Economy and Resource Efficiency:** Cleaner Production; Lean and Green Manufacturing; Green Process and Product Design; Design for Environment (DfE); Sustainable Process Innovation; Industrial Ecology; Material Flow Analysis; Waste Minimization; Industrial Symbiosis; Green Factory Concepts; Sustainable Capacity Planning and Facility Layout; Circular Economy; Closed-loop Manufacturing; Reverse Logistics; Product Life Cycle Management (PLM); Life Cycle Assessment (LCA); Cradle-to-Cradle Design; Extended Producer Responsibility (EPR); Repair, Reuse, Refurbishment and Remanufacturing; Circular Business Models; Sustainable Packaging.

Unit- III	**Sustainable Supply Chains, Green Logistics and Climate-Smart Operations:** Sustainable Supply Chain Management; Green Procurement; Sustainable Supplier Evaluation and Development; Ethical Sourcing; Green Warehousing, Transportation and Distribution; Last-mile and Cold Chain Sustainability; Humanitarian Logistics; Supply Chain Transparency and Blockchain-enabled Traceability; Energy Management (ISO 50001); Renewable Energy; Carbon Accounting, GHG Protocol and Carbon Foot printing; Carbon Neutrality and Net Zero Operations; Water Management; Climate Risk, Adaptation and Decarbonization Strategies.
Unit- IV	**Sustainable Operations Analytics and Decision Models:** Sustainability Analytics; Key Sustainability Indicators (KSIs); Multi-Criteria Decision Making (MCDM): Analytic Hierarchy Process (AHP), TOPSIS, VIKOR; Goal Programming; Linear Programming for Sustainability; Simulation; Scenario Planning; Sensitivity Analysis; Risk Analytics; Sustainable Operations; Dashboard.
Unit- V	**Smart and Digital Sustainable Operations:** Industry 4.0; Industry 5.0; Smart Manufacturing; Artificial Intelligence; Machine Learning; Internet of Things (IoT); Digital Twins; Cyber-Physical Systems; Blockchain; Cloud Manufacturing; Smart Energy Management; Predictive Maintenance; Robotic Process Automation; ESG Analytics; Responsible AI.
Unit-VI	**Emerging Trends and Applications in Sustainable Operations:** Sustainable Healthcare Operations; Sustainable Retail Operations; Sustainable Tourism and Hospitality Operations; Electric Vehicle Manufacturing; Battery Circular Economy; Hydrogen Economy; Smart Cities; Urban Logistics; Human-Centric Operations; Business Resilience; Circular Supply Networks; Future of Sustainable Operations; Global Best Practices.

Suggested Readings:

1. Heizer, J., Render, B., & Munson, C. (2023). *Operations Management: Sustainability and Supply Chain Management* (14th ed.). Pearson.
2. Simchi-Levi, D., Kaminsky, P., &Simchi-Levi, E. (2021). *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies* (4th ed.). McGraw-Hill.
3. Ehrenfeld, J. R. (2008). *Sustainability by Design: A Subversive Strategy for Transforming Our Consumer Culture*. Yale University Press.
4. Chary, S. N. (2021). *Production and Operations Management* (7th ed.). McGraw-Hill Education.
5. Aswathappa, K., & Bhat, K. S. (2022). *Operations Management*. Himalaya Publishing House.
6. Oberoi, N. K. (2017). *Environmental Management*. Excel Books.

PG2MBAD4011: PROJECT MANAGEMENT'
[Credit: 4 Lecture Hours: 60]

Course Objective:

To equip the students with a comprehensive understanding of the concepts, life cycle, and strategic importance of project management and analyse project performance using quantitative project management tools.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Explain the principles, frameworks, and strategic role of project management across diverse organizational contexts.

2. Develop comprehensive project plans covering scope, schedule, resources, costs, quality, procurement, and stakeholder management.

Unit No.	Syllabus
Unit-I	**Fundamentals of Project Management:** Concepts and Characteristics of Projects; Project vs Operations; Project Life Cycle; Types of Projects; Strategic Project Management; Project Governance; Project Success Criteria; Project Selection Techniques; Feasibility Analysis; Business Case Development; Organizational Structures for Projects; Project Initiation; Project Charter.
Unit- II	**Project Planning, Scope and Scheduling:** Scope Management; Work Breakdown Structure (WBS); Responsibility Assignment Matrix (RAM); RACI Matrix; Deliverables Management; Project Scheduling; Milestone Planning; Resource Planning; Project Documentation; Configuration Management; Network Planning; Critical Path Method (CPM); Program Evaluation and Review Technique (PERT); Critical Chain Project Management; Gantt Charts, Milestone Charts; Resource Levelling; Resource Smoothing; Time–Cost Trade-Off; Project Crashing; Line of Balance (LOB).
Unit- III	**Project Execution, Cost, Quality and Procurement Management:** Project Cost Management; Cost Baseline; Budgeting; Cost Control; Earned Value Management (EVM); Quality Planning; Quality Assurance; Quality Control; Lean Projects; Six Sigma in Projects; Procurement Planning; Contract Management; Vendor Selection; Contract Types.
Unit- IV	**Project Risk, Stakeholder, Communication and Leadership Management:** Project Risk Management; Risk Identification, Risk Assessment, Risk Response Planning, Risk Register, Risk Monitoring; Stakeholder Analysis, Stakeholder Engagement; Communication Planning; Conflict Resolution; Negotiation; Leadership in Projects; Team Building; Change Management.
Unit- V	**Agile, Digital and Technology-Enabled Project Management:** Agile Project Management, Agile Manifesto; Scrum Framework; Kanban; Lean Project Management; DevOps (Overview); Hybrid Project Management; Artificial Intelligence in Project Management; Machine Learning Applications; AI-assisted Project Planning; Project Analytics; Predictive Project Analytics; Digital Twins; IoT-enabled Projects; Cloud Collaboration; Robotic Process Automation (RPA).
Unit-VI	**Strategic, Sustainable and Contemporary Project Management:** Sustainable and Green Project Management; ESG and Circular Economy Projects; Project Portfolio and Programme Management; Benefits Realization; Strategic Alignment and Project Governance; Business Continuity and Project Ethics; Global and Cross-Cultural Project Management; Megaprojects; Digital Transformation; Smart Cities and Infrastructure Projects; Healthcare, IT, Startup and Innovation Projects; Project Management Office (PMO); Future of Project Management.

Suggested Readings:

1. Larson, E. W. & Gray, C. F. Project Management: The Managerial Process. McGraw-Hill Education.
2. Kerzner, H. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. John Wiley & Sons.
3. Pinto, J. K. Project Management: Achieving Competitive Advantage. Pearson Education.
4. Prasanna Chandra. Projects: Planning, Analysis, Financing, Implementation, and Review. McGraw-Hill Education (India).
5. Vasant Desai. Project Management. Himalaya Publishing House.

6. K. Nagarajan. Project Management. New Age International Publishers.

PG2MBAD4012: DATA MINING AND WAREHOUSING FOR MANAGERS
[Credit: 4 Lecture Hours: 60]

Course Objective:
To equip the students with a comprehensive understanding of the concepts, architecture, and strategic role of data warehousing and data mining in organizations and interpret analytical results for marketing, finance, operations, supply chain, and customer relationship management.

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

1. Apply data mining, predictive analytics, and machine learning techniques to discover actionable business insights.
2. Interpret analytical outputs using appropriate statistical measures, visualization tools, and business performance indicators.

Unit No.	Syllabus
Unit-I	**Foundations of Data Warehousing, Business Intelligence and Decision Support:** Data, Information, and Knowledge; Data-Driven Organizations; Business Intelligence (BI): Concepts and Architecture; Decision Support Systems (DSS); Executive Information Systems (EIS); Data Warehousing: Concepts and Benefits; Operational Database vs Data Warehouse; Characteristics of Data Warehouses; Metadata Management; Enterprise Data Strategy; Business Applications of Data Warehousing.
Unit- II	**Data Warehouse Design, ETL and Multidimensional Analytics:** Data Warehouse Architecture; ETL (Extract, Transform and Load); Data Cleansing, Data Integration, Data Transformation, Data Marts; Star Schema; Snowflake Schema; Fact and Dimension Tables; Data Warehouse Lifecycle; Cloud Data Warehousing; Online Analytical Processing (OLAP); OLTP vs OLAP; Multidimensional Data Models; Data Cubes; Slice and Dice Operations; Drill-Down and Roll-Up; Pivoting; KPI; Dashboards; Self-Service Analytics; Business Performance Monitoring.
Unit- III	**Data Mining and Predictive Analytics:** Knowledge Discovery in Databases (KDD); Data Mining Process; Classification; Clustering; Association Rule Mining; Sequential Pattern Mining; Anomaly Detection; Predictive Analytics, Prescriptive Analytics; Business Applications of Data Mining; Predictive Modelling; Regression Analysis; Decision Trees; Random Forests; K-Means Clustering; Naïve Bayes (Conceptual); Model Validation.
Unit- IV	**Artificial Intelligence and Business Analytics Applications:** Recommendation Systems; Sentiment Analysis; Generative AI; Explainable AI; Customer Analytics; Market Basket Analysis; Customer Segmentation; CRM Analytics; Fraud Detection; Financial Analytics; Marketing Analytics; Retail Analytics; HR Analytics; Healthcare Analytics; Supply Chain Analytics; Risk Analytics.
Unit- V	**Big Data, Cloud Analytics and Data Governance:** Big Data Fundamentals; Hadoop Ecosystem (Overview); Spark (Conceptual); Cloud Data Warehousing; Data Lakes, Data Fabric, Data Mesh, Data Governance, Master Data Management, Data Security; Privacy Regulations; Ethical AI.

Unit-VI	**Emerging Trends and Managerial Applications:** Artificial Intelligence in Business Intelligence; Real-Time Analytics; Internet of Things (IoT) Analytics; Digital Twins; Blockchain and Data Analytics; ESG Analytics; Intelligent Decision Support Systems; Augmented Analytics; Data Storytelling; Future of Business Intelligence; Digital Transformation through Analytics.

Suggested Readings:

1. Han, J., Kamber, M. & Pei, J.**Data Mining: Concepts and Techniques.**Morgan Kaufmann (Elsevier).
2. Kimball, R. & Ross, M.**The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modelling.**John Wiley & Sons.
3. Sharda, R., Delen, D. & Turban, E.**Business Intelligence, Analytics, and Data Science: A Managerial Perspective.**Pearson Education.
4. Gupta, G. K., Introduction to Data Mining with Case Studies. PHI Learning.
5. Sharma, J. K. **Business Statistics.**Pearson India.
6. R. Panneerselvam. **Research Methodology.**PHI Learning.

PG2MBAD4013: DATA ANALYTICS
[Credit: 4 Lecture Hours: 60]

Course Objective:

To equip the students with a comprehensive understanding of the concepts, processes, and strategic role of data analytics in business and apply statistical and analytical techniques to solve managerial problems.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Explain the concepts, processes, and strategic importance of data analytics in business decision-making.
2. Apply statistical, predictive, and machine learning techniques to analyse business data and solve managerial problems.

Unit No.	Syllabus
Unit-I	**Fundamentals of Data Analytics:** Introduction to Data Analytics; Types of Analytics (Descriptive, Diagnostic, Predictive, Prescriptive); Data-Driven Decision Making; Business Data and Data Ecosystem; Data Sources; Structured, Semi-Structured and Unstructured Data; Big Data Fundamentals; Data Quality and Governance; Data Ethics, Privacy and Security; Descriptive Statistics—Measures of Central Tendency, Dispersion, Coefficient of Variation, Percentiles, Quartiles, Z-Scores, and Data Standardization.
Unit- II	**Data Preparation, Exploratory Data Analysis and Statistical Analysis:** Data Collection, Cleaning, Transformation and Integration; Data Wrangling; Missing Value Treatment; Outlier Detection; Exploratory Data Analysis (EDA); Data Visualization; Correlation Analysis; Feature Engineering; Sampling Techniques; Probability Concepts and Distributions; Normal and Sampling Distributions; Estimation; Hypothesis Testing; Parametric and Non-Parametric Tests; Chi-Square Test; ANOVA; Business Applications of Statistical Inference.

Unit- III	**Predictive Analytics and Machine Learning:** Predictive Analytics Framework; Regression Models (Simple, Multiple and Logistic); Time Series Analysis and Forecasting; Feature Selection; Model Validation; Cross Validation; Overfitting and Underfitting; Introduction to Machine Learning; Supervised and Unsupervised Learning; Decision Trees; Random Forest; K-Means Clustering; Association Rule Mining; Recommendation Systems; Natural Language Processing (Overview); Generative AI Applications; Explainable AI.
Unit- IV	**Business Intelligence and Decision Support Systems:** Business Intelligence Concepts; Dashboards; KPI Design; Interactive Reports; Data Storytelling; Executive Information Systems (EIS); Decision Support Systems (DSS); Visualization Best Practices; Self-Service Analytics; Cloud-Based BI; Real-Time Analytics.
Unit- V	**Analytics Applications in Business:** Marketing Analytics, Financial Analytics, Human Resource Analytics, Operations Analytics, Supply Chain Analytics, Retail Analytics, Healthcare Analytics, Risk Analytics, Customer Analytics, Fraud Analytics, Social Media Analytics, Sustainability Analytics.
Unit-VI	**Emerging Trends and Capstone Applications:** Big Data Analytics; Artificial Intelligence in Business; Cloud Analytics; Edge Analytics; Internet of Things (IoT) Analytics; Digital Twins; Blockchain Analytics; ESG Analytics; Responsible AI; Ethical Data Analytics; Future of Business Analytics.

Suggested Readings:

1. Sharda, R., Delen, D. & Turban, E. B**usiness Intelligence, Analytics, and Data Science: A Managerial Perspective.**Pearson Education.
2. Provost, F. & Fawcett, T.**Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking.**O'Reilly Media.
3. James, G., Witten, D., Hastie, T. &Tibshirani, R.**An Introduction to Statistical Learning: With Applications in R.**Springer.
4. Sharma, J. K. **Business Statistics.**Pearson India.
5. Kothari, C. R. & Garg, Gaurav. **Research Methodology: Methods and Techniques.**New Age International Publishers.
6. R. Panneerselvam. **Business Statistics.**PHI Learning.

PG2MBAD4013: OPTIMIZATION FOR MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objective:

To equip the students with a comprehensive understanding of the principles and applications of optimization in managerial decision-making and apply deterministic and probabilistic optimization techniques to real-world managerial problems.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Formulate managerial decision problems as optimization models using appropriate decision variables, objective functions, and constraints.
2. Apply linear, integer, network, inventory, and simulation models to solve business and operational problems.

Unit No.	Syllabus
Unit-I	**Foundations of Optimization and Managerial Decision Making:** Introduction to Optimization; Decision Science and Operations Research; Systems Approach; Mathematical Modelling; Optimization Models—Objective Functions, Decision Variables and Constraints; Feasible and Optimal Solutions; Types of Optimization Problems; Deterministic and Stochastic Models; Multi-objective Optimization; Decision Support Systems; Business Analytics Applications.
Unit- II	**Linear, Integer and Goal Programming:** Linear Programming (Graphical and Simplex Methods); Duality and Sensitivity Analysis; Resource Allocation and Product Mix; Integer, Binary and Mixed Integer Programming; Goal Programming; Non-linear and Quadratic Programming (Conceptual); Multi-objective and Compromise Programming; Strategic Business Applications.
Unit- III	**Network, Inventory and Simulation Models:** Transportation and Assignment Models; Network Optimization (Shortest Path, Minimum Spanning Tree, Maximum Flow); CPM, PERT and Project Crashing; Supply Chain Network Design; Inventory Models (EOQ, EPQ, Quantity Discount, Multi-item, Safety Stock, Service Level); Queuing Theory; Monte Carlo Simulation; Risk, Scenario and Sensitivity Analysis.
Unit- IV	**Artificial Intelligence and Advanced Optimization Techniques:** Artificial Intelligence in Optimization; Machine Learning-assisted Optimization; Genetic Algorithms; Simulated Annealing; Particle Swarm Optimization; Ant Colony Optimization; Tabu Search; Evolutionary Computing; Reinforcement Learning for Optimization; Hyperparameter Optimization; Explainable AI in Optimization.
Unit- V	**Sustainable Optimization and Multi-Criteria Decision Models:** Sustainable Optimization; Green Supply Chain Optimization; Carbon-Constrained Optimization; Circular Economy Optimization; Multi-Criteria Decision Making (MCDM); Analytic Hierarchy Process (AHP); TOPSIS; VIKOR; Data Envelopment Analysis (DEA); Robust Optimization; Resilient Operations; ESG-based Decision Models.
Unit-VI	**Contemporary Applications of Optimization:** Optimization in Marketing; Revenue Management; Dynamic Pricing; Healthcare Optimization; Human Resource Optimization; Financial Engineering; Smart Manufacturing; Smart Cities; E-commerce Optimization; Digital Supply Chains; Cloud Optimization; Decision Intelligence; Future Trends in Optimization.

Suggested Readings:

1. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to Operations Research* (11th ed.). McGraw-Hill Education.
2. Taha, H. A. (2017). *Operations Research: An Introduction* (10th ed.). Pearson.
3. Winston, W. L. (2022). *Operations Research: Applications and Algorithms* (4th ed.). Cengage Learning.
4. Sharma, J. K. (2022). *Operations Research: Theory and Applications* (7th ed.). Macmillan Education India.
5. Vohra, N. D. (2022). *Quantitative Techniques in Management* (6th ed.). McGraw-Hill Education (India).
6. Gupta, P. K., & Hira, D. S. (2020). *Operations Research* (Revised ed.). S. Chand Publishing.

PG2MBAD4014: PURCHASING AND MATERIALS MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objective:
To make the students aware of different aspects of purchasing and materials management functions and activities.

Course Outcomes:
1. After undergoing this course, the students will be well-informed and knowledgeful about varieties of aspects of purchasing and materials management.
2. Students will be trained with different relevant tools and techniques.

Unit N	Syllabus
Unit-I	Role of Purchasing and Materials Management; Purchasing Process; Purchasing Cycle; Vendor Relationship Management; Authorities of Materials Management.
Unit- II	Determination and Description of Material Quality – Cost-Reduction Techniques – Value and Value engineering – Make or Buy Decisions; Evaluation of Inventory; Various Types of Inventory Locator Systems; Inventory Stratification.
Unit- III	Purchasing research – Price Determination and Negotiation – Vendor Rating, Selection and Development.
Unit- IV	Legal Aspects of Purchasing – Tendering – Different Appraisal Methods.
Unit- V	Material Logistics – Inventory Control of Spare Parts – Materials Information System.
Unit-VI	Different Types of Code Reading – Bar Code, Radio Frequency Identification.

Suggested Readings:

1. Ansan, A. and Moderress, B. *JIT Purchasing*. Free Press, New York.
2. Baily, P. etc. *Purchasing Principles and Management*. Pitman, London.
3. Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Dobler, D.W. etc. *Purchasing and Materials Management*. McGraw Hill, New York.
5. Dutta, A.K. *Integrated Materials Management*. PHI, New Delhi.
6. Farrington, B. and Waters, D.W. *Managing Purchasing*. Chapman, London.

PG2MBAD4015: MANAGING E-BUSINESS
[Credit: 4 Lecture Hours: 60]

Course Objective:
To make the students aware of different tools, techniques and different aspects of E-Business and to train the students about how to manage such business.

Course Outcomes:
At the end of the course, students will learn how to operate such business. Students will also learn various relevant tools and techniques.

Unit N	Syllabus
Unit-I	E-Business and E-Commerce Fundamentals; E-Business Infrastructure; E-Environment.
Unit- II	E-Business Strategy; E-Procurement; E-Marketing.
Unit- III	Structuring and Resourcing an E-Business Project; Five Phases of E-Business Adoption; E-Business Publishing.
Unit- IV	External and Internal Integration; Key Technologies, Web Services.
Unit- V	Supporting Technologies – XML, Microsoft .Net; Hardware Platforms; Operating Systems.
Unit-VI	Security Policies; Networking Systems; Open Source Technologies.

Suggested Readings:

1. Chaffey, W-Business and E-Commerce Management: Strategy, implementation and Practice; Pearson Education India.
2. Chaffey, D., Hemphill, T., Edmundson-Bird, D., Digital Business and E-Commerce Management; Pearson Education.
3. Charan, R., Yang, J., The Amazon Management System: The Ultimate Digital Business Engine That Creates Extraordinary Value for Both Customers and Shareholders; Vicara Books.
4. Barnes, S., Hunt, B., E-Commerce and V-Business: Business Models for Global Success; Butterworth-Heinemann.
5. Combe, C., Introduction to E-Business Management and Strategy; Butterworth-Heinemann.
6. Simon, A.R., Shaffer, S.L., Data Warehousing and Business Intelligence for E-Commerce; Morgan Kaufmann.

PG2MBAD4015: INTERNET OF THINGS
[Credit: 4 Lecture Hours: 60]

Course Objective:

To make the students aware of different pros and cons, and different tools, techniques, functions of relevant components of Internet of Things (IoT).

Course Outcomes:

After this course, students will be trained with different relevant tools and techniques and will be well-aware of different components and aspects of IoT.

Unit N	Syllabus
Unit-I	Introduction – Characteristics, Enablers of Internet of Things (IoT), Applications, Evolution in Smart Devices, Benefits; IoT versus M2M; IoT versus WoT.
Unit- II	Connectivity Terminologies; Networking Issues; Overview of Sensor

	Technology; IoT Networking; Machine to Machine Communications; Interoperability in IoT; Introduction to Arduino; Introduction to Python Programming; Introduction to Raspberry; Cloud Computing Fundamentals; Fog Computing Fundamentals.
Unit- III	Smart Cities; Smart Homes; Connected Vehicles; Smart Grid; Industrial Internet of Things; Data Handling and Analytics; Applications of IoT in Various Fields – Agriculture, Healthcare, Activity Monitoring; Introduction to Industry 4.0; Application of IoT in Manufacturing.
Unit- IV	Relevance of IoT in Marketing; Impact of IoT in Marketing and Advertising; Application of IoT in Marketing; Growing Opportunities; Introduction to Smart Marketing.
Unit- V	Relevance of IoT in Human Resource; Basic Framework; Impact of IoT on Human Resource; Growing Opportunities.
Unit-VI	Impact of IoT on Accounting Industry; Benefits of IoT Applications; Various Practices; Smart Accounting.

Suggested Readings:

1. Internet of Things, RMD Sundaram Shriram K Vasudevan, Abhishek S Nagaraja, Wiley.
2. Internet of Things: Principles and Paradigms, Rajkumar Buyya, Amir Vahid Dastjerdi (Editor), Morgan Kaufmann.
3. Internet of Things with Arduino Cookbook, Marco Schwartz, Packt Publishing.
4. Internet of Things with Python, Gaston C. Hillar, Packt Publishing.
5. Internet of Things, The: How Smart TVs, Smart Cars, Smart Homes, and Smart Cities Are Changing the World, Michael Miller, Que Publishing.
6. Internet of Things and its Applications: Made Simple, Prof. Satish Jain, Shashi Singh, BPB Publications.

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT SPECIALIZATION

PG2MBAD3012: NEW VETURE CREATION AND BUSINESS MODEL DESIGN
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. Toprovide students with a comprehensive understanding of the entrepreneurial process, opportunity identification, business model design, and venture creation for establishing sustainable and innovative business enterprises.
2. To develop students' entrepreneurial competencies in designing scalable business models, mobilizing resources, preparing business plans, and managing new venture growth in a dynamic business environment.

Course Outcomes:

1. Identify and evaluate entrepreneurial opportunities, design innovative business models, and formulate viable business plans for new venture creation.
2. Apply entrepreneurial and managerial tools to mobilize resources, develop sustainable business strategies, and manage the growth and scaling of new ventures.

Unit-I:	**Entrepreneurship and New Venture Creation**: Entrepreneurship: Concept, Nature and Importance; Entrepreneurial Process; Entrepreneurial Competencies; Types of Entrepreneurship; Innovation and Creativity; Design Thinking in Entrepreneurship; Opportunity Recognition and Opportunity Assessment; Entrepreneurial Ecosystem; Start-up India, Stand-up India and MSME Development Initiatives; Role of Incubators, Accelerators and Entrepreneurship Development Institutions**. [7L]**
Unit-II:	**Business Opportunity Identification and Feasibility Analysis**: Sources of Business Ideas; Techniques for Idea Generation; Opportunity Screening; Feasibility Analysis—Market, Technical, Financial, Commercial, Legal and Environmental Feasibility; Customer Discovery and Validation; Design Thinking for Problem Identification and Solution Development; Minimum Viable Product; Lean Start-up Methodology; Business Opportunity Evaluation. **[7L]**
Unit-III:	**Business Model Design:** Business Model—Concept and Importance; Business Model Innovation; Business Model Canvas - Value Proposition, Customer Segments, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships and Cost Structure; Lean Canvas; Value Proposition Design; Platform and Digital Business Models; Circular and Sustainable Business Models; Business Model Validation and Pivoting. **[7L]**
Unit-IV:	**Business Planning and Venture Launch:** Business Plan—Purpose, Structure and Components; Executive Summary; Marketing Plan; Operations Plan; Human Resource Plan; Financial Plan; Risk Assessment and Contingency Planning; Legal Forms of Business Ownership; Business Registration Procedures; Intellectual Property Rights (IPR); Funding Requirements; Pitch Deck Preparation and Investor Presentation. **[7L]**
Unit-V:	**Financing and Managing New Ventures:** Sources of Venture

	Finance—Bootstrapping, Angel Investors, Venture Capital, Seed Funding, Crowdfunding, Bank Finance, Government Schemes and Grants; Financial Projections and Break-even Analysis; Working Capital Planning; Building Entrepreneurial Teams; Leadership in Start-ups; Managing Growth; Scaling Strategies; Strategic Alliances; Exit Strategies—IPO, Mergers & Acquisitions and Buyouts. **[6L]**
Unit-VI:	**Contemporary Trends in Entrepreneurship and New Venture Management:** Digital Entrepreneurship; Social Entrepreneurship; Women Entrepreneurship; Family Business and Succession Planning; Sustainable and Green Entrepreneurship; Rural Entrepreneurship; Technology-based Ventures; Artificial Intelligence and Business Innovation; Global Entrepreneurship; Entrepreneurial Ethics and Corporate Governance; Case Studies of Successful Indian and Global Start-ups. **[6L]**

Suggested Readings:

1. Barringer, B. R. & Ireland, R. D., *Entrepreneurship: Successfully Launching New Ventures*, Pearson.
2. Osterwalder, A. & Pigneur, Y., *Business Model Generation*, Wiley.
3. Ries, E., *The Lean Startup*, Crown Business.
4. Timmons, J. A. & Spinelli, S., *New Venture Creation: Entrepreneurship for the 21st Century*, McGraw Hill.
5. Hisrich, R. D., Peters, M. P. & Shepherd, D. A., *Entrepreneurship*, McGraw Hill.
6. Scarborough, N. M. & Cornwall, J. R., *Essentials of Entrepreneurship and Small Business Management*, Pearson.

PG2MBAD3012: ENTREPRENEURIAL MARKETING

[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of entrepreneurial marketing concepts, market opportunity identification, customer value creation, and innovative marketing strategies for startups and MSMEs.
2. To develop students' competencies in designing customer-centric marketing plans, digital marketing strategies, branding, customer acquisition, and entrepreneurial growth in competitive business environments.

Course Outcomes*:*

1. Identify market opportunities, design entrepreneurial marketing strategies, and develop customer-centric value propositions for startups and small businesses.
2. Apply entrepreneurial marketing tools, digital marketing techniques, branding strategies, and customer relationship management practices to achieve sustainable business growth.

Unit-I:	**Foundations of Entrepreneurial Marketing:** Entrepreneurial Marketing—Concept, Nature and Importance; Traditional Marketing versus Entrepreneurial Marketing; Entrepreneurial Orientation; Customer Value Creation; Market Orientation; Entrepreneurial Competencies in Marketing; Innovation in Marketing; Marketing Challenges for Startups and MSMEs; Entrepreneurial Marketing Ecosystem; Startup India and Digital India

	Initiatives. **[7L]**
Unit-II:	**Market Opportunity Identification and Customer Discovery:** Opportunity Recognition; Customer Discovery Process; Design Thinking in Marketing; Market Research; Customer Persona Development; Market Segmentation, Targeting and Positioning (STP); Competitor Analysis; Product-Market Fit; Minimum Viable Product (MVP); Lean Startup Approach. **[7L]**
Unit-III:	**Branding and Product Strategy:** Branding—Concept and Importance; Brand Identity; Brand Positioning; Brand Equity; Product Strategy; Product Differentiation; New Product Development; Pricing Strategies for Startups; Packaging; Storytelling; Intellectual Property and Branding. **[7L]**
Unit-IV:	**Digital Marketing and Growth Strategies:** Digital Marketing—Concept and Importance; Website Marketing; Search Engine Optimization (SEO); Search Engine Marketing (SEM); Social Media Marketing; Content Marketing; Influencer Marketing; Email Marketing; Mobile Marketing; Growth Hacking; Marketing Analytics; Artificial Intelligence in Marketing. **[7L]**
Unit-V:	**Customer Acquisition and Relationship Management:** Customer Acquisition Strategies; Customer Lifetime Value; Customer Retention; Customer Relationship Management (CRM); Customer Experience Management; Referral Marketing; Entrepreneurial Selling; Sales Funnel; Service Quality; Customer Loyalty Programmes. **[6L]**
Unit-VI:	**Strategic Marketing for Startup Growth:** Go-to-Market Strategy; Business-to-Business (B2B) Marketing; Business-to-Consumer (B2C) Marketing; Rural and International Marketing; Sustainable Marketing; Marketing Ethics; Entrepreneurial Marketing Plan; Case Studies of Successful Indian and Global Startups. **[6L]**

Suggested Readings:

1. Morris, M. H., Schindehutte, M. & LaForge, R. W., *Entrepreneurial Marketing: A Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives*, Edward Elgar.
2. Stokes, D., Wilson, N. & Mador, M., *Entrepreneurial Marketing*, Cengage Learning.
3. Kotler, P., Keller, K. L., Koshy, A. & Jha, M., *Marketing Management: A South Asian Perspective*, Pearson.
4. Hisrich, R. D., Peters, M. P. & Shepherd, D. A., *Entrepreneurship*, McGraw-Hill.
5. Osterwalder, A. & Pigneur, Y., *Business Model Generation*, Wiley.

PG2MBAD3013: ENTREPRENEURIAL FINANCE AND VALUATION
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with comprehensive knowledge of entrepreneurial finance, startup funding, financial planning, and valuation techniques.
2. To enable students to evaluate funding alternatives, investment decisions, and financial sustainability of startups and MSMEs.

Course Outcomes*:*

1. Identify financial requirements, funding sources, and investment opportunities for

entrepreneurial ventures.

2. Apply valuation methods, financial planning tools, and risk assessment techniques for startup financing decisions.

Unit-I:	**Entrepreneurial Finance:** Entrepreneurial Finance—Concept and Importance; Financial Planning for Startups; Financial Life Cycle of a Venture; Capital Requirements; Sources of Entrepreneurial Finance; Bootstrapping; Government Financial Assistance; Startup India Funding Initiatives; Financial Sustainability. **[7L]**
Unit-II:	**Financial Planning and Working Capital Management:** Financial Statements; Budgeting; Cash Flow Management; Cost Analysis; Break-even Analysis; Working Capital Planning; Financial Forecasting; Unit Economics; Ratio Analysis; Financial Decision Making. **[7L]**
Unit-III:	**Startup Funding:** Angel Investors; Venture Capital; Seed Funding; Crowdfunding; Incubators and Accelerators; Bank Finance; SIDBI Schemes; MSME Credit Facilities; Government Grants; Investment Readiness. **[7L]**
Unit-IV:	**Business Valuation:** Business Valuation—Concept and Importance; Asset-based Valuation; Market-based Valuation; Discounted Cash Flow (DCF) Method; Venture Capital Method; Pre-money and Post-money Valuation; Cap Table; Term Sheet; Investment Negotiation; Due Diligence. **[7L]**
Unit-V:	**Financial Risk Management and Exit Strategies:** Financial Risk; Investment Appraisal; Capital Budgeting; Sensitivity Analysis; Financial Governance; Business Restructuring; Mergers and Acquisitions; Initial Public Offering (IPO); Buyouts; Exit Planning. **[6L]**
Unit-VI:	**Strategic Financial Management for Startups:** Financial Strategy; Investor Pitch Deck; Fundraising Process; Financial Performance Measurement; ESG Considerations; Startup Failures; Financial Turnaround Strategies; Case Studies of Indian Startup Financing. **[6L]**

Suggested Readings:

1. Smith, J. K., Smith, R. L. & Bliss, R. T., *Entrepreneurial Finance*, Stanford University Press.
2. Damodaran, A., *Applied Corporate Finance*, Wiley.
3. Berk, J. & DeMarzo, P., *Corporate Finance*, Pearson.
4. Ross, S. A., Westerfield, R. W., Jordan, B. D. & Jaffe, J., *Fundamentals of Corporate Finance*, McGraw-Hill.
5. Hisrich, R. D., Peters, M. P. & Shepherd, D. A., *Entrepreneurship*, McGraw-Hill.

PG2MBAD3014: HUMAN RESOURCE MANAGEMENT FOR MSMEs AND STARTUPS
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with comprehensive knowledge of human resource management practices suitable for MSMEs and startup organizations.
2. To develop students' competencies in talent acquisition, employee development, performance management, compensation, and strategic HR practices for entrepreneurial ventures.

Course Outcomes*:*

1. Identify human resource requirements and design HR policies for startups and MSMEs.
2. Apply HRM tools and practices to attract, develop, motivate, and retain talent for sustainable organizational growth.

Unit-I:	**Human Resource Management in Startups:** Human Resource Management—Concept and Importance; HR Challenges in MSMEs and Startups; Human Resource Planning; Organizational Culture; Entrepreneurial Leadership; Team Building; Startup Workforce Planning; Human Resource Policies; Strategic Role of HR in Entrepreneurial Organizations. **[7L]**
Unit-III:	**Talent Acquisition and Workforce Planning:** Job Analysis; Recruitment; Selection; Employer Branding; Competency Mapping; Campus Recruitment; Gig Workforce; Remote Workforce Management; Employee Onboarding; Workforce Diversity and Inclusion. **[7L]**
Unit-IIII:	**Training, Performance and Career Development:** Training and Development; Coaching; Mentoring; Learning and Development; Performance Management System; Key Performance Indicators (KPIs); Objectives and Key Results (OKRs); Career Planning; Employee Productivity; Succession Planning. **[7L]**
Unit-IV:	**Compensation and Employee Engagement:** Compensation Management; Incentive Plans; Employee Stock Ownership Plans (ESOPs); Rewards and Recognition; Employee Motivation; Employee Engagement; Work-Life Balance; Employee Wellness; Employee Retention Strategies. **[7L]**
Un	**Labour Laws and HR Analytics:**Labour Laws Applicable to MSMEs; Industrial Relations; Social Security Provisions; POSH Act; Employee Grievance Handling; HR

it-V:	Information System (HRIS); HR Analytics; Workforce Compliance; Ethical Human Resource Practices. **[6L]**
Unit-VI:	**Strategic Human Resource Management:** Strategic HRM; Leadership Development; Organizational Change Management; Talent Management; HR Risks; Future of Work; Artificial Intelligence in HR; HR Sustainability; Case Studies of HR Practices in Indian Startups. **[6L]**

Suggested Readings:

1. Dessler, G., Human Resource Management, Pearson.
2. Armstrong, M. & Taylor, S., Armstrong's Handbook of Human Resource Management Practice, Kogan Page.
3. Aswathappa, K., Human Resource Management, McGraw-Hill.
4. Rao, V. S. P., Human Resource Management, Excel Books.
5. Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M., Human Resource Management: Gaining a Competitive Advantage, McGraw-Hill.

PG2MBAD3015: OPERATIONS AND SUPPLY CHAIN MANAGEMENT FOR STARTUPS

[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with comprehensive knowledge of operations management and supply chain practices for startups and MSMEs.
2. To develop students' competencies in designing efficient production systems, inventory management, logistics, quality management, and digital operations.

Course Outcomes*:*

1. Identify operational challenges and design efficient operations and supply chain systems for startups.
2. Apply operations management tools and digital technologies to improve productivity, quality, and supply chain performance.

Unit-I:	**Startup Operations Management:** Operations Management—Concept and Importance; Operations Strategy; Product and Service Design; Process Design; Capacity Planning; Facility Location; Facility Layout; Productivity Improvement; Startup Operations Ecosystem. **[7L]**
Unit-II:	**Production Planning and Inventory Management:** Production Planning; Forecasting; Aggregate Planning; Inventory Management; Economic Order Quantity (EOQ); ABC Analysis; Just-in-Time (JIT); Lean Operations; Materials Requirement Planning (MRP). **[7L]**
U	**Supply Chain Management:** Supply Chain—Concept and Importance; Procurement

nit-III:	Management; Vendor Selection; Supplier Relationship Management; Warehousing; Logistics Management; Distribution Network Design; E-commerce Fulfilment; Reverse Logistics. **[7L]**
Unit-IV:	**Quality and Process Improvement:** Quality Management; Total Quality Management (TQM); Six Sigma; Kaizen; Benchmarking; Process Innovation; Productivity Measurement; Continuous Improvement; Customer Satisfaction. **[7L]**
Unit-V:	**Digital Operations and Industry 4.0:** Enterprise Resource Planning (ERP); Supply Chain Analytics; Artificial Intelligence; Internet of Things (IoT); Blockchain Applications; Automation; Smart Manufacturing; Green Supply Chain Management. **[6L]**
Unit-VI:	**Strategic Operations Management:** Operations Scaling; Global Supply Chain Management; Risk Management; Business Continuity Planning; Sustainable Operations; Circular Economy; Startup Operations Strategy; Case Studies of Successful Indian Startups. **[6L]**

Suggested Readings:

1. Heizer, J., Render, B. & Munson, C., *Operations Management*, Pearson.
2. Stevenson, W. J., *Operations Management*, McGraw-Hill.
3. Slack, N., Brandon-Jones, A. & Burgess, N., *Operations Management*, Pearson.
4. Bowersox, D. J., Closs, D. J. & Cooper, M. B., *Supply Chain Logistics Management*, McGraw-Hill.

PG2MBAD3015: SMALL BUSINESS MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with comprehensive knowledge of planning, establishing, managing, and growing small businesses and MSMEs.
2. To develop students' competencies in business planning, functional management, innovation, and sustainable growth of small business enterprises.

Course Outcomes*:*

1. Identify managerial issues relating to planning, financing, marketing, operations, and growth of small businesses.
2. Applymanagement principles and government support mechanisms to improve the competitiveness and sustainability of MSMEs.

Unit-I:	**Introduction to Small Business Management:** Small Business—Concept, Nature and Importance; Classification of MSMEs; Characteristics of Small Businesses; Role of MSMEs in Economic Development; Entrepreneurship Ecosystem; Startup India; Stand-up India; Government Support Institutions. **[7L]**
Unit-II:	**Establishing Small Business Enterprises:** Business Opportunity Identification; Business Idea Generation; Feasibility Analysis; Business Plan Preparation;

	Forms of Business Ownership; Business Registration; Legal and Regulatory Compliance; Licensing Procedures. **[7L]**
Unit-III:	**Managing Small Business Functions:** Planning; Organizing; Staffing; Leadership; Decision Making; Business Communication; Marketing Management; Financial Management; Human Resource Management; Operations Management. **[7L]**
Unit-IV:	**Growth and Innovation in Small Businesses:** Innovation Management; Technology Adoption; Digital Transformation; Business Expansion Strategies; Franchising; Networking; Cluster Development; Export Promotion; Business Competitiveness. **[7L]**
Unit-V:	**Sustainability and Risk Management:** Business Sustainability; Corporate Social Responsibility; Business Ethics; Risk Identification; Risk Mitigation; Crisis Management; Environmental Management; Green Business Practices. **[6L]**
Unit-VI:	**Strategic Management of Small Businesses:** Strategic Planning; Family Business Management; Succession Planning; Internationalisation of MSMEs; Government Support Schemes; Financial Assistance; Business Growth Strategy; Case Studies of Successful Indian MSMEs and Small Businesses. **[6L]**

Suggested Readings:

1. Scarborough, N. M. & Cornwall, J. R., Essentials of Entrepreneurship and Small Business Management, Pearson.
2. Longenecker, J. G., Petty, J. W., Palich, L. E. & Hoy, F., Small Business Management: Launching and Growing Entrepreneurial Ventures, Cengage Learning.
3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
4. Hisrich, R. D., Peters, M. P. & Shepherd, D. A., Entrepreneurship, McGraw-Hill.
5. Khanka, S. S., Entrepreneurial Development, S. Chand Publishing.

PG2MBAD4011: INNOVATION MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with a comprehensive understanding of innovation management, creativity, design thinking, and innovation strategies for developing competitive entrepreneurial ventures.
2. To develop students' competencies in managing innovation processes, technology commercialization, intellectual property, and innovation-driven business growth.

Course Outcomes*:*

1. Identify innovation opportunities and apply creativity, design thinking, and innovation management principles in entrepreneurial organizations.
2. Apply innovation strategies and manage technology, intellectual property, and innovation ecosystems for sustainable business growth.

Unit-I:	**Innovation Management:** Innovation—Concept and Importance; Types of Innovation; Innovation Process; Creativity and Idea Generation; Design Thinking; Innovation Culture; Innovation Strategy; National Innovation System; Innovation Ecosystem; Role of Innovation in Entrepreneurship. **[7L]**
Unit-II:	**Managing Innovation:** Innovation Planning; Opportunity Recognition; Product and Process Innovation; Service Innovation; Business Model Innovation; Open Innovation; Disruptive Innovation; Blue Ocean Strategy; Innovation Portfolio Management. **[7L]**
Unit-III:	**Technology and Intellectual Property Management:** Technology Management; Technology Transfer; Commercialization of Technology; Intellectual Property Rights (IPR); Patents; Copyrights; Trademarks; Geographical Indications; Licensing; Technology-Based Entrepreneurship. **[7L]**
Unit-IV:	**Innovation Tools and Techniques:** Design Thinking; Lean Innovation; Agile Innovation; Rapid Prototyping; Minimum Viable Product (MVP); Business Model Canvas; Innovation Analytics; Digital Innovation; Artificial Intelligence for Innovation Management. **[7L]**
Unit-V:	**Innovation Financing and Commercialization:** Innovation Funding; Venture Capital; Angel Investment; Government Support for Innovation; Startup India Initiatives; Incubation Centres; Technology Business Incubators; Commercialization Strategies. **[6L]**
Unit-VI:	**Strategic Innovation Management:** Innovation Leadership; Innovation Governance; Sustainable Innovation; Innovation Performance Measurement; Innovation Risks; Future Trends in Innovation; Case Studies of Innovative Indian and Global Enterprises. **[6L]**

Suggested Readings:

1. Tidd, J. & Bessant, J., *Managing Innovation*, Wiley.
2. Trott, P., *Innovation Management and New Product Development*, Pearson.
3. Drucker, P. F., *Innovation and Entrepreneurship*, Harper Business.
4. Osterwalder, A. & Pigneur, Y., *Business Model Generation*, Wiley.

PG2MBAD4012: SOCIAL ENTREPRENEURSHIP
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with an understanding of social entrepreneurship concepts, social innovation, and entrepreneurial approaches for solving social problems.
2. To develop students' abilities to design, manage, and scale sustainable social enterprises through impact measurement, funding, and stakeholder management.

Course Outcomes:

1. Identify the concepts, models, and practices of social entrepreneurship and identify opportunities for creating social value.
2. Apply strategies for managing social enterprises through innovation, impact assessment, resource mobilization, and sustainable growth.

Unit-I:	**Introduction to Social Entrepreneurship:** Concept and Evolution of Social Entrepreneurship; Social Entrepreneurship vs Traditional Entrepreneurship; Social Value Creation; Characteristics of Social Entrepreneurs; Social Innovation; Role of Social Enterprises in Economic Development; Social Entrepreneurship Ecosystem in India. **[7L]**
Unit-II:	**Social Enterprise Models and Opportunity Identification:** Types of Social Enterprises; Identification of Social Problems and Opportunities; Social Business Models; Community-Based Entrepreneurship; Inclusive Entrepreneurship; Grassroots Innovation; Case Studies of Successful Social Enterprises. **[7L]**
Unit-III:	**Managing Social Enterprises:** Social Enterprise Planning; Resource Mobilization; Stakeholder Management; Leadership in Social Enterprises; Social Marketing; Partnership and Collaboration; Scaling Social Ventures; Challenges in Social Entrepreneurship. **[7L]**
Unit-IV:	**Social Innovation and Impact Measurement:** Design Thinking for Social Innovation; Sustainable Development Goals (SDGs); Social Impact Assessment; Social Return on Investment (SROI); Impact Measurement Tools; Technology and Digital Social Innovation. **[7L]**
Unit-V:	**Funding and Institutional Support for Social Enterprises:** Social Enterprise Financing; Impact Investment; Crowdfunding; Philanthropic Funding; Government Schemes; NGOs and Social Incubators; Role of Institutions Supporting Social Entrepreneurship in India. **[6L]**
Unit-VI:	**Strategic Management of Social Enterprises:** Social Entrepreneurship Strategy; Governance of Social Enterprises; Ethical Issues; Sustainability of Social Ventures; Future Trends; Case Studies of Indian and Global Social Enterprises. **[6L]**

Suggested Readings:

1. Yunus, M., Building Social Business: The New Kind of Capitalism That Serves Humanity, Public Affairs.
2. Bornstein, D. & Davis, S., Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press.
3. Dees, J. G., The Meaning of Social Entrepreneurship, Stanford University.
4. Nicholls, A., Social Entrepreneurship: New Models of Sustainable Social Change, Oxford University Press.

PG2MBAD4013: SUSTAINABILITY AND ENTREPRENEURSHIP
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To develop understanding of sustainable entrepreneurship, green innovation, and responsible business practices for long-term value creation.
2. To enable students to integrate environmental, social, and economic sustainability principles into entrepreneurial ventures.

Course Outcomes*:*

1. Identify sustainability concepts and identify entrepreneurial opportunities based on sustainable business practices.
2. Apply sustainable business strategies incorporating green innovation, circular economy, and responsible entrepreneurship principles.

Unit-I:	**Introduction to Sustainable Entrepreneurship:** Concept of Sustainability; Sustainable Development Goals (SDGs); Triple Bottom Line Approach; Sustainable Entrepreneurship; Green Entrepreneurship; Environmental Challenges and Entrepreneurial Opportunities. **[7L]**
Unit-II:	**Sustainable Business Models:** Sustainable Business Model Innovation; Circular Economy; Resource Efficiency; Waste Management Entrepreneurship; Renewable Energy Ventures; Eco-friendly Products and Services; Sustainable Supply Chain Management. **[7L]**
Unit-III:	**Green Innovation and Technology:** Green Technologies; Clean Technology Entrepreneurship; Sustainable Product Development; Eco-Innovation; Climate Entrepreneurship; Digital Technologies for Sustainability. **[7L]**
Unit-IV:	**Responsible Entrepreneurship:** Corporate Social Responsibility (CSR); Business Ethics; Social Responsibility of Entrepreneurs; Stakeholder Management; ESG (Environmental, Social and Governance) Framework; Sustainable Leadership. **[7L]**
Unit-V:	**Financing Sustainable Ventures:** Green Finance; Impact Investment; Sustainable Venture Capital; Government Policies Supporting Green Entrepreneurship; Sustainability Certification and Standards. **[6L]**
Unit-	**Strategic Sustainability Management:** Sustainability Strategy; Measuring Sustainability Performance; Sustainability Reporting; Challenges in Sustainable

V I:	Entrepreneurship; Future Trends; Case Studies of Sustainable Enterprises. **[6L]**

Suggested Readings:

1. Schaltegger, S. & Wagner, M., Sustainable Entrepreneurship and Sustainability Innovation, Springer.
2. Cohen, B. & Winn, M., Market Imperfections, Opportunity and Sustainable Entrepreneurship.
3. Kuratko, D. F., Entrepreneurship: Theory, Process, Practice, Cengage Learning.
4. Porter, M. E. & Kramer, M., Creating Shared Value, Harvard Business Review.

PG2MBAD4013: BUSINESS LEGISLATIONS FOR MSMEs AND STARTUPS
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with knowledge of legal frameworks governing MSMEs, startups, and entrepreneurial ventures in India.
2. To develop understanding of regulatory compliance, intellectual property protection, taxation, and business laws applicable to entrepreneurs.

Course Outcomes*:*

1. Identify various business legislations and regulatory requirements applicable to MSMEs and startups.
2. Apply legal knowledge for managing contracts, intellectual property, taxation, and compliance issues in entrepreneurial ventures.

Unit-I:	**Introduction to Business Laws for Entrepreneurs:** Importance of Business Laws; Legal Environment of Business; Types of Business Organisations; Startup Registration Process; MSME Classification; Startup India Framework; Regulatory Requirements. **[7L]**
Unit-II:	**Corporate and Commercial Laws:** Companies Act, 2013; Formation and Registration of Companies; Partnership Act; Limited Liability Partnership (LLP); Entrepreneurial Contracts; Legal Agreements and Documentation. **[7L]**
Unit-III:	**Intellectual Property and Technology Laws:** Importance of IPR for Startups; Patents; Copyrights; Trademarks; Geographical Indications; Trade Secrets; Licensing Agreements; Technology Transfer Agreements. **[7L]**
Unit-IV:	**Labour, Taxation and Compliance Laws:**Labour Laws Applicable to MSMEs; Employment Agreements; GST Framework; Income Tax Compliance; Financial Reporting Requirements; Regulatory Filings. **[7L]**
Unit-	**Consumer Protection and Digital Business Laws:** Consumer Protection Act; E-Commerce Regulations; Data Protection and Privacy Laws; Cyber Laws; Digital Contracts; Online Business Compliance. **[6L]**

V:	
Unit-VI:	**Legal Risk Management for Startups:** Legal Challenges in Entrepreneurship; Business Dispute Resolution; Arbitration and Mediation; Bankruptcy and Insolvency Code; Case Studies of Startup Legal Issues. **[6L]**

Suggested Readings:

1. Kuchhal, M. C., *Business Law*, Vikas Publishing.
2. Avtar Singh, *Business Law*, Eastern Book Company.
3. Taxmann, *Corporate Laws and Practice*.
4. Intellectual Property Rights – WIPO Publications.
5. Bare Acts: Companies Act, GST Act, Consumer Protection Act.

PG2MBAD4014: FAMILY BUSINESS MANAGEMENT
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with an understanding of family business structures, governance systems, succession planning, and entrepreneurial growth.
2. To develop managerial competencies required for sustaining and expanding family-owned enterprises.

Course Outcomes*:*

1. Identifythe dynamics, challenges, and strategic issues involved in managing family businesses.
2. Apply strategies for governance, succession, innovation, and professional management of family.

Unit-I:	**Introduction to Family Business:** Concept and Evolution of Family Business; Characteristics of Family Enterprises; Importance of Family Businesses in Economic Development; Family Business Models; Three-Circle Model of Family Business. **[7L]**
Unit-II:	**Family Business Governance:** Family Governance Systems; Family Constitution; Roles and Responsibilities; Professionalization of Family Businesses; Family Councils; Conflict Management. **[7L]**
Unit-III:	**Succession Planning and Leadership Development:** Importance of Succession Planning; Next Generation Development; Leadership Transition; Mentoring and Training; Challenges in Family Business Succession. **[7L]**
Unit-IV:	**Strategic Management of Family Enterprises:** Growth Strategies; Innovation in Family Businesses; Diversification; Competitive Advantage; Professional Management Practices; Digital Transformation. **[7L]**
Unit-V:	**Financial and Ownership Management:** Family Business Financing; Ownership Structures; Wealth Management; Risk Management; Family Business Valuation; Legal Issues. **[6L]**
Unit-VI:	**Contemporary Issues in Family Business:** Globalization of Family Businesses; Sustainability; Entrepreneurship Across Generations; Women in Family Business; Case Studies of Successful Indian and Global Family Enterprises. **[6L]**

Suggested Readings:

1. Poza, E. J., *Family Business*, Cengage Learning.
2. Gersick, K. E. et al., *Generation to Generation: Life Cycles of the Family Business*, Harvard Business School Press.
3. Ward, J. L., *Keeping the Family Business Healthy*, Jossey-Bass.
4. Carlock, R. S. & Ward, J. L., *Strategic Planning for the Family Business*, Palgrave Macmillan.

5. Sharma, P., *Family Business Studies: An Annotated Bibliography and Guide to Literature*, Springer.

PG2MBAD4015: CONTEMPORARY PRACTICESIN ENTREPRENEURSHIP
[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with an understanding of contemporary entrepreneurial practices and emerging forms of entrepreneurship in different social, economic, and cultural contexts.
2. To develop students' ability to identify entrepreneurial opportunities and apply entrepreneurial approaches for inclusive growth, sustainability, and socio-economic development.

Course Outcomes*:*

1. Identify different contemporary forms of entrepreneurship and evaluate their contribution to economic development and social transformation.
2. Apply entrepreneurial concepts and strategies in developing ventures based on agripreneurship, women entrepreneurship, rural entrepreneurship, indigenous entrepreneurship, inclusive entrepreneurship, and student entrepreneurship.

Unit-I:	**Agripreneurship:** Concept and Evolution of Agripreneurship; Importance of Agripreneurship in Economic Development; Agri-Business Opportunities; Agricultural Value Chain Entrepreneurship; Food Processing Ventures; Agri Startups; Technology in Agriculture Entrepreneurship; Government Initiatives Supporting Agripreneurship; Challenges and Future Prospects of Agripreneurship. **[7L]**
Unit-II:	**Women Entrepreneurship:** Concept and Growth of Women Entrepreneurship; Characteristics and Role of Women Entrepreneurs; Opportunities and Challenges for Women Entrepreneurs; Women-Led Startups; Financial and Institutional Support; Self-Help Groups (SHGs) and Women Entrepreneurship Development; Digital Entrepreneurship among Women; Success Stories of Women Entrepreneurs. **[7L]**
Unit-III:	**Rural Entrepreneurship:** Concept, Nature and Importance of Rural Entrepreneurship; Rural Entrepreneurial Ecosystem; Identification of Rural Business Opportunities; Rural Enterprise Development; Role of Local Resources and Traditional Skills; Micro Enterprises and Rural Startups; Government Schemes for Rural Entrepreneurship Development; Challenges in Rural Entrepreneurship. **[7L]**
Unit-IV:	**Indigenous Entrepreneurship:** Concept and Meaning of Indigenous Entrepreneurship; Traditional Knowledge-Based Enterprises; Cultural and Heritage-Based Entrepreneurship; Local Resource Utilization; Handicrafts and Artisan Entrepreneurship; Indigenous Innovation; Role of Communities in Indigenous Enterprise Development; Preservation of Local Culture through Entrepreneurship. **[7L]**
Unit-V:	**Inclusive Entrepreneurship:** Concept and Importance of Inclusive Entrepreneurship; Entrepreneurship for Social Inclusion; Entrepreneurship among Underrepresented Groups; Micro and Small Enterprise Development; Accessibility and Diversity in Entrepreneurship; Social Enterprise Models; Role of Microfinance, NGOs and Government Institutions in Promoting Inclusive Entrepreneurship. **[6L]**
Unit-VI:	**Student Entrepreneurship:** Concept and Emergence of Student Entrepreneurship; Campus Entrepreneurship Ecosystem; Entrepreneurial Education and Skill Development; Student Innovation and Startup Culture; Role of Incubation Centres, Innovation Hubs and Entrepreneurship Cells; Funding Opportunities for Student Ventures; Youth Entrepreneurship Challenges and Future Trends. **[6L]**

Suggested Readings:

1. Kuratko, D. F., Entrepreneurship: Theory, Process, Practice, Cengage Learning.
2. Hisrich, R. D., Peters, M. P. & Shepherd, D. A., Entrepreneurship, McGraw-Hill Education.
3. Drucker, P. F., Innovation and Entrepreneurship, Harper Business.
4. Schumpeter, J. A., The Theory of Economic Development, Harvard University Press.
5. P. C. Jain, Entrepreneurship Development, New Age International Publishers.

PG2MBAD4015: DIGITAL ENTREPRENEURSHIP AND E-COMMERCE

[Credit: 4 Lecture Hours: 60]

Course Objectives:

1. To provide students with an understanding of digital entrepreneurship, e-commerce models, digital platforms, and technology-driven business opportunities in the modern entrepreneurial ecosystem.
2. To develop students' competencies in designing, managing, and scaling digital ventures through digital marketing, online business strategies, emerging technologies, and e-commerce practices.

Course Outcomes*:*

1. Identify the concepts, models, and practices of digital entrepreneurship and e-commerce in the contemporary business environment.
2. Apply digital business strategies by applying e-commerce technologies, digital marketing tools, platform-based models, and innovation approaches for entrepreneurial growth.

Unit-I:	**Introduction to Digital Entrepreneurship:** Concept and Evolution of Digital Entrepreneurship; Digital Transformation and Entrepreneurial Opportunities; Characteristics of Digital Entrepreneurs; Digital Business Ecosystem; Technology-Driven Entrepreneurship; Digital Venture Creation; Role of Internet, Cloud Computing and Emerging Technologies in Entrepreneurship. **[7L]**
Unit-II:	**E-Commerce Concepts and Business Models:** Introduction to E-Commerce; Evolution and Growth of E-Commerce; Types of E-Commerce Models (B2B, B2C, C2C, C2B); E-Commerce Value Chain; Digital Platforms and Marketplaces; Online Business Models; Platform-Based Entrepreneurship; Case Studies of Successful E-Commerce Ventures. **[7L]**
Unit-III:	**Digital Venture Development and Management:** Identifying Digital Business Opportunities; Digital Business Planning; Online Product and Service Development; Website and Mobile Application-Based Ventures; Digital Payment Systems; Customer Relationship Management in Digital Business; Data-Driven Decision Making; Managing Digital Startups. **[7L]**
Unit-IV:	**Digital Marketing and Customer Engagement:** Digital Marketing Strategies; Search Engine Optimization (SEO); Social Media Marketing; Content Marketing; Influencer Marketing; Email Marketing; Online Consumer Behaviour; Customer Analytics; Digital Branding and Reputation Management. **[7L]**

Unit-V:	**Technology and Innovation in Digital Entrepreneurship:** Artificial Intelligence in Entrepreneurship; Big Data Analytics; Blockchain Technology; Internet of Things (IoT); FinTech Entrepreneurship; Digital Innovation; Cyber Security Issues; Data Privacy; Legal and Ethical Issues in Digital Business. **[6L]**
Unit-VI:	**Scaling and Future of Digital Entrepreneurship:** Scaling Digital Ventures; Funding for Digital Startups; Venture Capital and Angel Investment; Digital Startup Ecosystem in India; Government Initiatives (Startup India, Digital India); Future Trends in E-Commerce; Social Commerce; Case Studies of Indian and Global Digital Enterprises. **[6L]**

Suggested Readings:

1. Chaffey, D., *Digital Business and E-Commerce Management*, Pearson.
2. Laudon, K. C. & Traver, C. G., *E-Commerce: Business, Technology, Society*, Pearson.
3. Turban, E. et al., *Electronic Commerce: A Managerial and Social Networks Perspective*, Springer.
4. Osterwalder, A. & Pigneur, Y., *Business Model Generation*, Wiley.
5. Kotler, P., Kartajaya, H. & Setiawan, I., *Marketing 5.0: Technology for Humanity*, Wiley.

BUSINESS ANALYTICS SPECIALIZATION

PG2MBAD3012: PREDICTIVE ANALYTICS (PM)
[Credit: 4, Lecture hour: 60]

Course Objective:

To equip the students with a comprehensive understanding of different Predictive Analytics techniques.

Course Outcomes:

1. Students will learn different techniques for predicting future outcomes in different ways.
2. Students will develop the ability to predict different outcomes based on the different techniques leant along with the associated software knowledge.

Unit No.	Syllabus
Unit-I	Linear Regression Analysis – Concept, Model Building, Model Diagnostics, Interpretation of Regression Results for Management Decisions; Multiple Linear Regression - Concept, Model Building, Model Diagnostics, Interpretation of Regression Results for Management Decisions; Non-Linear Regression Analysis – Model Building; Logistic Regression.
Unit-II	Decision Tree – Basics, Drawing Ordinary Decision Tree; Induction Algorithms; Handling Missing Data.
Unit-III	Clustering – Graphical Representations, Clustering Criteria, Different types of Hierarchical and Non-Hierarchical Clustering, Different Types of Distance Measures.
Unit-IV	Time Series Analysis – Box-Jenkins Method; Overview of Different Neural Network Models.
Unit-V	Sentiment Analysis, Content Analysis, Random Forest.
Unit-VI	Implementation of Different Models with Python.

Suggested Readings:

1. Bandyopadhyay, S., Business Analytics: Theory and Practice, CRC Press, 2026.
2. Albright, S. Christian, Winston, Wayne L., Business Analytics: Data Analysis & Decision Making, Cengage Learning, 2015.
3. Hamilton, Time Series Analysis, Princeton University Press, 1994.
4. Kumar, U. Dinesh, Business Analytics: The Science of Data-Driven Decision Making, Wiley, 2021.
5. Brown, Martin C., Python: The Complete Reference; McGraw Hill Education, 2018.

PG2MBAD3013: ARTIFICIAL INTELLIGENCE IN MANAGEMENT (AIM)
[Credit: 4, Lecture hour: 60]

Course Objective:

To equip the students with the knowledge on the application of Artificial Intelligence (AI) in Management so that they can apply those in solving different real-life problems in their future lives.

Course Outcomes:

1. Students will learn different techniques of Artificial Intelligence which have been applied to solve different management problems.
2. To keep the students aware and conversant with different contemporary AI tools.

Unit No.	Syllabus
Unit-I	Introduction to Artificial Intelligence and Machine Learning – Fundaments, History, Scope of AI and Machine Learning;
Unit-II	Supervised Learning Methods – Linear Models, Tree-Based Methods, Instance-Based Methods, Distance-Based Methods, Probabilistic Models, Discriminant Analysis, Neural Networks.
Unit-III	Unsupervised Learning Methods – Clustering, Dimension Reduction Techniques, Anomaly and Outlier Detection, Association Rule Mining.
Unit-IV	Reinforcement Learning Methods – Model-Free Methods, Model-Based Methods,

	Advanced and Specialized Learning Methods.
Unit-V	Hybrid Learning Methods; Other Learning Techniques – Multi-task Learning, Active Learning, Online Learning, Transfer Learning, Ensemble Learning, Inductive Learning, Transductive Learning, Deductive Inference.
Unit-VI	Introduction to Nature-Based Algorithms; Multicriteria Decision Analysis Techniques.

Suggested Readings:

1. Colins, M., Machine Learning: An Introduction to Supervised and Unsupervised Learning Algorithms, 2017.
2. Cerulli, G., Fundamentals of Supervised Machine Learning: With Applications in Python, R, and Stata, Springer, 2023.
3. Vinod, C. S. S., Anand, H. S., Machine Learning: A Practitioner's Approach, PHI Learning, 2025.
4. Shalev-Shwartz, S., Shai Ben-David, Understanding Machine Learning: From Theory to Algorithms, Cambridge University Press, 2014.
5. Muller, A. C., Guido, S., Introduction to Machine Learning with Python: A Guide for Data Scientists, O'Reilly, 2017.

PG2MBAD3013: SMART COMPUTING (SMC)
[Credit: 4, Lecture hour: 60]

Course Objective:
To give ideas of different components of Smart computing. To give brief ideas of all te components.

Course Outcomes:
1. Students will learn different components of Smart computing and how they work.
2. To keep the students aware of different AI tools and techniques.

Unit No.	Syllabus
Unit-I	Idea of Cyber-Physical Systems; Internet of Things – Overview, Different Components, Essential Algorithms.
Unit-II	Overview of Machine Learning Algorithms – Supervised Learning, Unsupervised Learning, Reinforcement Learning, Other Learning Algorithms.
Unit-III	Smart Manufacturing; Components; Introduction to Cloud Computing
Unit-IV	Data Mining and Data Warehouse – Definitions, Different Components, Classifications, Different Algorithms; Cognition-Based Smart Computing.
Unit-V	Different Optimization Techniques – Markov Chain, Dynamic Programming, Information Systems, Queuing Theory.
Unit-VI	Intelligent Knowledge Management – Predicate Logic; Sustainability in Different Sectors.

Suggested Readings:

1. Banafa, A., Introduction to Internet of Things (IoT), River Publishers.
2. Bhatia, P., Data Mining and Data Warehousing: Principles and Practical Techniques, Cambridge University Press.
3. Patterson, Dan W. *Introduction to Artificial Intelligence and Expert Systems*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Arockiarajan, A., Duraiselvam, M., Raju, R., Advances in Industrial Automation and Smart Manufacturing; Springer.
5. Nithia, A., Achieve Manufacturing Excellence Lean and Smart Manufacturing: Requirement for the Successful implementation of the Factory of the Future; Partridge Publishing Singapore.

PG2MBAD3014: DATA VISUALIZATIONAND DESCRIPTIVE, DIAGNOSTIC, AND

PRESCRIPTIVE ANALYTICS (DVDDP)
[Credit: 4, Lecture hour: 60]

Course Objective:
To train the students with different data visualization techniques and relevant software.

Course Outcomes:
1. Students will get overviews of different data visualization techniques as well as overview of descriptive, diagnostic, and prescriptive analytics.
2. To train students in visualization with Tableau and Excel.

Unit No.	Syllabus
Unit-I	Introduction Data Visualization; Different Charts and Diagrams - Arc diagram, Sankey diagram, Network diagram, Illustration diagram, Chord diagram, Venn diagram, Sunburst diagram, Tree diagram, Bar chart, Bubble chart, Candlestick chart, Flow chart, Dot matrix chart, Radar chart, Radial bar chart, Pictogram chart, Pie chart, Kagi chart, Marimekko chart , Scatterplot, Stem & Leaf plot, Density plot, Parallel coordinates plot, Choropleth map, Connection map, Histogram, Bullet graph, Stacked area graph.
Unit-II	Descriptive Analytics – Association Rule Mining, Sequence Rule Mining, Clustering Algorithms., Applications of Descriptive Analytics.
Unit-III	Prescriptive Analytics – Introduction, Tools, Applications.
Unit-IV	Diagnostic Analytics – Introduction, Tools, Applications.
Unit-V	Data Visualization with Tableau.
Unit-VI	Data Visualization with Excel.

Suggested Readings:

1. Bandyopadhyay, S., Business Analytics: Theory and Practice, CRC Press.
2. Paczkowski, W. R., Hands-On Prescriptive Analytics: Optimizing Your Decision Making with Python, Shroff/O'Reilly.
3. Chaturvedi, A., Malik, P., Mastering Data Visualization with Tableau: Empowering business decisions with Tableau, BPB Publication.
4. Stewart, K., Nordell, R., Microsoft® Excel 365 Complete: In Practice, McGraw Hill.
5. Sosulski, K., Data Visualization Made Simple: Insights into Becoming Visual, Routledge.

PG2MBAD3015: SOCIAL MEDIA AND WEB ANALYTICS (SMWA)
[Credit: 4, Lecture hour: 60]

Course Objective:
To provide students with the knowledge of different tools, metrics and other concepts of web and social media analytics.

Course Outcomes:
1. Students will get ideas of tools and techniques of web and social media analytics.
2. Students will become skilled in handling with different issues related to web ad social media.

Unit No.	Syllabus
Unit-I	Web Analytics – Basics; Web Analytics Tools; Web Analytic Software; Different Metrics – Visitor Metrics, Content Metrics, Goal Metrics, Traffic Metrics; Basics of Google Web Analytics – Tracking Traffic Channels, E-Commerce Tracking.
Unit-II	Pillars of Web Analytics; Different Google Metrics for Website Visibility; Web Analytics Mistakes; Web Analytics Methods – Cookies, Geotargeting, Mobile Phone

	Tracking, Geotagging.
Unit-III	Web Mining – Crawling, Web Search and Information Retrieval, Different Types of Learning and Clustering, Social; Network Analysis
Unit-IV	Social Media Analytics – Measuring, Analyzing, Interpreting; Concept of Big Data; Data in Social Media Outlets – Social Sites, Professional Networking Sites, Information Sharing Sites, Microblogging Sites, Blogs/Wikis; Domains of analysis; Velocity of Data.
Unit-V	Key Metrics to Track – Engagement Metrics, Reach and Impressions, Follower Growth, Website Traffic, Conversations and Sales; Tools for Social Media Analytics – Native Platform Analytics Tools such as, Facebook Insights, Twitter Analytics, Instagram Insights, LinkedIn Analytics, YouTube Analytics; Third Party Tools such as, Google Analytics, Hootsuite, Sprout Social, Buffer.
Unit-VI	Analyzing and Interpreting Data; Best Practices.

Suggested Readings:

1. Bandyopadhyay, S., Business Analytics: Theory and Practice, CRC Press.
2. Kaushik, A., Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Sybex.
3. Gupta, D., Gupta, M., Gupta, P. M., Social Media and Web Analytics, PHI Learning Pvt. Ltd.
4. Pandey, S., Web Analytics : The Ultimate Guide of Web Analytics, Kindle Edition.
5. Ganis, M., Kohirkar, A., Social Media Analytics, IBM Press, Pearson Plc.

PG2MBAD3015: BUSINESS FORECASTING (BFG)
[Credit: 4, Lecture hour: 60]

Course Objective:

To provide students with the knowledge of different kinds of Forecasting techniques so as to apply those in their future.

Course Outcomes:

1. Students will get ideas of different types of forecasting technique in different fields of study and applications.
2. To train students with knowledge of R software for forecasting.

Unit No.	Syllabus
Unit-I	Introduction to Forecasting; Forecasting Methods; Regression Analysis – Linear, Multiple Linear, and Nonlinear Regression; Parsimony Principle, Shrinkage Principle.
Unit-II	Box-Jenkin's Methods – AR, MA, ARMA, ARIMA; White Noise; Lag Operator; Wold's Theorem; Chain Rule of Forecasting.
Unit-III	Financial Time Series – Introduction; Conditional Heteroscedastic Models such as ARCH, GARCH, GARCH-M, CHARMA; Nonlinear Models such as TAR, STAR, Markov Switching Model.
Unit-IV	Forecast Verification – Reason for Verification; Verification Data, Scores, Skill, Value; Numerical Descriptive Measures; Properties of Scoring Rules; Verification of Binary Forecast; Signal Detection Theory; Measures of Accuracy; Skill Scores.
Unit-V	Forecasting with R.
Unit-VI	Forecasting with Excel.

Suggested Readings:

1. Diebold, F. X., Elements of Forecasting, Thomson South-Western.
2. Chatfield, C., Tim Series Forecasting, Chapman & Hall/CRC.
3. Tsay, R. S., Analysis of Financial Time Series, Wiley.

4. Jolliffe, I. T., Stephenson, D. B., Forecast Verification: A Practitioner's Guide in Atmospheric Science, Wiley.
5. Dhanda, N., Khan, Y., Time Series Analysis and Forecasting, Addition Publishing House.

PG2MBAD4011: DIGITAL SUPPLY CHAIN (DSC)
[Credit: 4, Lecture hour: 60]

Course Objective:
To provide glimpse of different aspects of Digital Supply Chain and its components.

Course Outcomes:
1. Students will get overviews of different aspects of Digital Supply Chain such as, Internet of Things, Cloud Computing, Logistics 4.0 and some more.
2. To make students aware and updated with the latest trend in Supply Chain.

Unit No.	Syllabus
Unit-I	Trends in Supply Chain Management; Introduction to Supply Chain 4.0; Definition of Digital Supply Chain; Key Benefits of Digital Supply Chain; Enabling Technologies.
Unit-II	Internet of Things (IoT) – Characteristics, Baseline Technologies, IoT Network Configuration, Gateways, Multi-Homing, IPv6 Header Format, Sensing and Actuation, Functionality-Based IoT Protocols, Introduction to Protocols like MQTT, CoAP, XMPP, AMQP, IEEE 802.15.4, Zigbee, 6LowPAN, RFID; Cyber-Physical System; Blockchain Technology.
Unit-III	Cloud Computing – Introduction, Migration into Cloud, Platforms, SaaS Paradigm, Provisioning of Virtual machines, Distributed Data Storage in Cloud, Technologies and Tools for cloud Computing, Aneka, CometCloud, MapReduce Programming.
Unit-IV	Fuzzy Decision Making in SCM; Machine Learning in SCM; Augmented Reality in SCM.
Unit-V	Logistics 4.0 – Introduction, Smart Warehouses, Maturity Models.
Unit-VI	Smart, Sustainable, and Green Supply Chain.

Suggested Readings:
1. Annavarapu, B. J., Digital Transformation in Supply Chain: Embracing Industry 4.0, Redshine Publication.
2. Kamal, R., Internet of Things (IoT): Architecture and Design Principles, McGraw Hill.
3. Saurabh, K., Cloud Computing: Architecting Next-Gen Transformation Paradigms, Wiley.
4. Parksoy, T., Kochan, C. G., Ali, S. S. (Editors), Logistics 4.0: Digita Transformation of Supply Chain Management, CRC Pres.
5. Mohan, C., An Introduction to Fuzzy Set Theory and Fuzzy Logic, Viva Books – Originals.

PG2MBAD4011: INDUSTRY 4.0 (I4)
[Credit: 4, Lecture hour: 60]

Course Objective:

To provide glimpse of different aspects of Industry 4.0, Smart Computing and its components.

Course Outcomes:

1. Students will get overviews of different aspects of Industry 4.0 and the relevant associated technologies.
2. To make students aware different aspects of Industry 4.0.

Unit No.	Syllabus
Unit-I	Basic Concepts of Industry 4.0 – Components; Technological Requirements; Various Frameworks of Smart Manufacturing.
Unit-II	Industry 4.0 Standards; Concepts related to Big Data; MapReduce; Big Table; Hadoop.
Unit-III	Cyber-Physical System; Smart Health; Smart Transportation; Smart Infrastructure – Sensor Technology.
Unit-IV	Communication Technologies – Wi-fi Connection; BlueTooth Connection; Wired Connections.
Unit-V	Internet of Things – Basic Concepts, IoS, RFID Technologies, Embedded Computing Devices, Data Mining Models.
Unit-VI	Cloud Computing Concepts - Software Packages, Various Cloud Based Software and Tools.

Suggested Readings:

1. Bandyopadhyay, S., Production and Operations Analysis: Traditional, Latest and Smart Views, CRC Press.
2. Arockiarajan, A., Duraiselvam, M., Raju, R., Advances in Industrial Automation and Smart Manufacturing, Springer.
3. Luo, Z., Smart Manufacturing Innovation and Transformation: Interconnection and Intelligence, Idea Group.
4. Matt, T. D., Modrak, V., Zsifcovits, H. (Editors), Implementing Industry 4.0 in Smes: Concepts, Examples and Applications, Palgrave Macmillan.
5. Ignite, T., Industry 4.0, Ignite Publication.

PG2MBAD4012: GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI)
[Credit: 4, Lecture hour: 60]

Course Objective:

To provide students with the knowledge of different aspects of Generative AI and how to work with Generative AI.

Course Outcomes:

1. Students will get comprehensive ideas of Generative AI and different aspects of Generative AI.
2. Students will become skilled in a few tools like ChatGpt, Claude, Gemini, NotebookLM and Prompt Engineering.

Unit No.	Syllabus
Unit-I	Introduction; GenAI Types and Modes – GANs, Diffusers, Transformers; Basics of Natural Language Processing – Early Approaches, Emergent Approaches.; AI Layers;
Unit-II	Applying Pretrained Generative Models; Fine-Tuning – PEFT; Large Language Models; Performance Evaluation.
Unit-III	ChatGpt; ChatGpt with AI; Fundamentals of Prompt Engineering.
Unit-IV	Introduction to Claude and Canva.
Unit-V	Introduction to Gemini.

Unit-VI	Introduction to NotebookLM.

Suggested Readings:

1. Motwani, H., Generative AI 360°: Practical Guide to ChatGPT, Midjourney & AI Tools to Boost Productivity & Creativity, ZebraLearn.
2. Chan, C. K. Y., Colloton, T., Generative AI in Higher Education: The ChatGPT Effect, Routledge.
3. Richardsn, E. C., Prompt Engineering: Hands-on guide to prompt engineering for AI interactions, BPB Publication.
4. Qureshi, B., A Hands-On Claude AI Build Guide: From Student to Entrepreneur, Kindle Edition.
5. Stay, J., Canva For Dummies, For Dummies.

PG2MBAD4013: HUMAN RESOURCE ANALYTICS (HRA)
[Credit: 4, Lecture hour: 60]

Course Objective:

To provide students, especially, the students of Human Resource Management, with the knowledge of different aspects of Human Resource Analytics and different associated tools, techniques and metrics.

Course Outcomes:

1. Students will get comprehensive ideas of different metrics, tools and techniquesnfor Human Resource Analytics.
2. Students will become skilled in a few tools like Excel, R, Tableau, Python, Visier, Power BI.

Unit No.	Syllabus
Unit-I	Introduction; Challenges and Opportunities; Benefits; Contribution of IT Companies in India to HR Analytics; HR Data; A Case of HR Analytics in Any Company; HR Research Tools and Techniques.
Unit-II	Predictive, Descriptive, Diagnostic and Prescriptive Analytics or HR; Methodologies as Practiced by Different Organizations; Global Perspective.
Unit-III	HR Analytics in Recruitment and Selection; HR Analytics in People Management; Data-driven Strategic Decision Making; HR Metrics;
Unit-IV	Application of Predictive Models to Predict Performance of Employees; HR Dashboards and Scorecards; HR Reporting.
Unit-V	HR Data Visualization; Application of R Software for HR Analytics.
Unit-VI	HR Analytics Tools (Any Three) – Excel, R, Tableau, Python, Visier, Power BI

Suggested Readings:

1. Diez, F., Bussin, M., Lee, V., Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Publishing Limited.
2. Nijjer, S., Raj, S., Predictive Analytics in Human Resource Management: A Hands-on Approach, Routledge India.
3. Phillips, J. J., Phillips, P. P., Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, McGraw-Hill.
4. Kaulish, S. K., Sheopuri, A. (Editors), HR Analytics: Fundamentals and Applications, Bentham Boks.
5. Bhattacharya, D. K., HR Analytics: Understanding Theories and Applications, SAGE.

PG2MBAD4014: MARKETING ANALYTICS (MKTGA)
[Credit: 4, Lecture hour: 60]

Course Objective:
To provide students, especially, the students of Marketing Management, with the knowledge of different aspects of Marketing Analytics and different associated tools, techniques and metrics.

Course Outcomes:
1. Students will get comprehensive ideas of different metrics, tools and techniques for Marketing Analytics.
2. Students will become skilled in a few tools like Excel, Tableau, Python.

Unit No.	Syllabus
Unit-I	Introduction; Data Preparation for Marketing Analytics – Creating Structured Data, Handling Missing Data, Grouping Data, Visualizing Data with Excel and Tableau; Application of Python for Data Preparation.
Unit-II	Product Analytics – Cluster Analyis for Segmentation, Traditional Segmentation Methods; K-Means Clustering and Other Clustering Algorithms; Choosing the best Segmentation Approach; Evaluating Clusters; Conjoint Analysis.
Unit-III	Marketing Mix Analytics – Multiple Regression in Marketing Mix Models; Evaluating Regression Models; Design of Price and Advertising Elasticity Models.
Unit-IV	Customer Analytics – Retention and Customer Lifetime Value; Logistic Regression; Support Vector Machines; Decision Tree; Random Forest; Model Evaluation;
Unit-V	Digital Analytics – Field Experiments, Web Experiments, Natural Experiments; Metrics for Search Advertising.
Unit-VI	CLV-Based Optimization; Search Engine Marketing; Understanding Multiclass Classification; Performance Metrics.

Suggested Readings:

1. Gupta, S., Jathar, A., Marketing Analytics, Wiley.
2. Palmatier, R. W., Peterson, J. A., Germann, F., Marketing Analytics, Bloomsbury Academic India.
3. Winston, W. L., Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley.
4. Hermann, C., Burbary, H., Digital Marketing Analytics, Pearson Education.
5. Charan, A., Marketing Analytics: A Practitioner's Guide to Marketing Analytics and Research Methods, World Scientific.

PG2MBAD4014: HEALTHCARE ANALYTICS (HA)
[Credit: 4, Lecture hour: 60]

Course Objective:
To provide students with the knowledge of different aspects of Healthcare Analytics and different associated tools, techniques and metrics.

Course Outcomes:
1. Students will get comprehensive ideas of different metrics, tools and techniques for Healthcare Analytics.
2. Students will become skilled in a few tools like Excel, Tableau.

Unit No.	Syllabus
Unit-I	Introduction – Data Sources; Basic Analytics; Clinical Prediction Models; Temporal Data Mining; Visual Analytics.
Unit-II	Clinico-Genomic Data Integration; Information Retrieval; Study of Electronic Health Records.
Unit-III	Biomedical Image Analysis – Object Detection; Image Segmentation; Image

	Registration; Feature Extraction; Mining of Sensor Data; Clinical Prediction Models – Linear and Multiple Regression, Logistic Regression, Bayesian Model, Decision Tree, Artificial Neural Network Algorithms, Different Types of Learning Models.
Unit-IV	Biomedical Signal Analysis; Genomic Data Analysis; Survival Models.
Unit-V	Natural Language Processing; Data Mining for Clinical Text.
Unit-VI	Social Media Analytics for Healthcare.

Suggested Readings:

1. Reddy, C. K., Aggarwal, C. C. (Editors), Healthcare Data Analytics, CRC Press.
2. Biswas, S., Healthcare Analytics : Comprehensive and Organized, Aryan Publishing House.
3. Gopal, R., Nagra, G. K., Vij, P., Essentials of Healthcare Analytics, Notion Press.
4. Bennett, J. B., Competing On Healthcare Analytics: The Foundational Approach to Population Health Analytics, Createspace Independent Publishing Platform.
5. Dai, T., Tayur, S., Handbook of Healthcare Analytics, John Wiley & Sons Inc.

PG2MBAD4015: FRONTIERS IN MANAGEMENT (FRM)
[Credit: 4, Lecture hour: 60]

Course Objective:

To provide students with the latest trends in Management practice and research.

Course Outcomes:

1. Students will get comprehensive ideas of contemporary issues in Management.
2. Students will be able to predict the requirements of future.

Unit No.	Syllabus
Unit-I	Cognitive Decision Making; Fog Computing; Business Experimentation.
Unit-II	Fintech; Blockchain Technology; AI-Driven Analytics.
Unit-III	Discrete and Continuous Simulation; Simulation Optimization.
Unit-IV	AI-Powered Marketing; ESG and Sustainability.
Unit-V	Gig Economy.
Unit-VI	Gender Inclusivity

Suggested Readings:

1. Bandyopadhyay, S., Bhattacharya, R., Discrete and Continuous Simulation: Theory and Practice, CRC Press.
2. Bhattacharya, M., FinTech: AI Transforming Modern Digital Finance, McGraw Hill.
3. Indumathi, J., Blockchain Technology, Oxford University Press.
4. Vinoj, J., Swathika, R., Manikandan, K. B., Naidu, N. B., Lalitha, S., Fog Computing: Architecture, Technologies, Applications, and Future Trends, Notion Press.
5. Rai, S., Leelawati, AI-Powered Marketing, Forever Shinings Publication.