Khandesh College Education Society's

Institute of Management and Research, Jalgaon

(An Autonomous Institute affiliated to Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon and Recognized by AICTE, New-Delhi)

NEP-2020 Based CBCS

PROGRAM STRUCTURE AND SYLLABUS

Of

Master of Business Administration (MBA)-II

(Semester 60-40 pattern)

(2024-2026)

Department of MBA

School of Management Studies

PROGRAMME STRUCTURE & CREDIT DISTRIBUTION

SEMESTER-WISE DISTRIBUTION OF COURSES AND CREDITS FOR 2 YEARS MBA

Verticals	Code	Subject	Theory/ Practical	Credit	Marks
Year- 1ST Sem -I					
Mandatory (DSC)	MBA-DSC-511	Management Science	T	4	100
	MBA-DSC-512	Managerial Economics	T	4	100
	MBA-DSC-513	Organisation Behaviour	T	4	100
	MBA-DSC-514	Business Accounting	T	2	50
	MBA-DSC-515	Business Communication	T	2	50
	MBA-DSC-516	AI Basics for Managers	T	2	50
Elective (DSE)	MBA-DSE-517A MBA-DSE-517B	Choose Any one from - Management of Services Operations Management	T	4	100
RM	MBA-RM-518	RM- Research Methodology	T	4	100
OJT/FP/RP	--	--	--	--	
RP	--	--	--	--	
Cumulative Credits /Sem	--	--	--	26	650
Semester -II					
Verticals	**Code**	**Subject**	**Theory/ Practical**	**Credit**	**Marks**
Mandatory (DSC)	MBA-DSC-521	Business Governance	T	2	50
	MBA-DSC-522	Indian Economy & Policies	T	2	50
	MBA-DSC-523	Human Resource Management	T	4	100
	MBA-DSC-524	Marketing Management	T	4	100
	MBA-DSC-525	Financial Management	T	4	100
	MBA-DSC-526	Business Statistics & Analytics	T	4	100
Elective (DSE)	MBA-DSE-527A MBA-DSE-527B MBA-DSE-527C	Choose Any one from - Entrepreneurship & Start-up Ecosystem Sustainability Development SWAYAM/NPTEL/ MOOC Course	T	4	100
RM					
OJT/FP/RP	MBA-FP-528	Field Project		2	50
RP	--	--	--	--	
Cumulative Credits /Sem				26	650
Cumulative Credits for MBA I				**52**	1300
EXIT OPTION: PG Diploma in Business Administration (after 3 year UG Degree) (The student has to Complete 4 credit OJT/SIP)					

2ND Year - Semester -III

Verticals	Code	Subject	Theory/Practical	Credit	Marks
Mandatory (DSC)	MBA-DSC-631	Strategic Management	T	4	100
	MBA-DSC-632	Business Law	T	2	50
Elective (DSE)	MBA-DSE-633	Specialisation-I *	T	4	100
	MBA-DSE-634	Specialisation-II*	T	4	100
	MBA-DSE-635	Specialisation-III*	T	4	100
	MBA-DSE-636	Specialisation-IV*	T	4	100
RM	--	--	--	--	--
OJT/FP/RP	MBA-OJT-637	OJT/SIP		4	100
RP	--	--	--	--	
Cumulative Credits /Sem	--	--	--	26	650

Semester -IV

Verticals	Code	Subject	Theory/Practical	Credit	Marks
Mandatory (DSC)	MBA-DSC-641	Design thinking and Innovation Management	T	4	100
	MBA-DSC-642	Indian Commercial Law	T	2	50
	MBA-DSC-643	Management Information System	T	4	100
Elective (DSE)	MBA-DSE-644	Specialisation-V*	T	4	100
	MBA-DSE-645	Specialisation-VI*	T	4	100
	MBA-DSE-646	Specialisation-VII*	T	4	100
OJT/FP/RP	--	--	--	--	
RP	MBA-RP-647	Research Project	--	4	100
Cumulative Credits /Sem				26	650
Cumulative Credits for MBA II				52	1300
2 Year 4 Semester MBA Degree				104	2600

Abbreviations:

T: Theory Course   **OJT**: On Job Training: Summer Internship **P:** Practical course
RP: Research Project   **FP:** Field Project   **DSC:** Discipline Specific Core Course
RM: Research methodology **DSE:** Discipline Specific Elective Course
SIP: Summer Internship Project

The students can opt any of the following Specialisation

    A. Financial Management,   B. Marketing Management,
    C. Human Resource Management, D Production and Operations Management.
    E. IT & Systems Management,   F. Business Analytics
    G. Healthcare Management   H. International Business Management

	A - Financial Management			
633A	Banking and Investment Management	644A	Financial Derivatives
634A	Income Tax	645A	Goods and Services Tax
635A	Strategic Financial Management	646A	Case Studies in Financial Management
636A	International Financial Management	647A	Research Project
	B - Marketing Management			
633B	Consumer Behaviour and Marketing Research	644B	International Marketing Management
634B	Product and Brand Management	645B	Retail Management
635B	Sales and Distribution Management	646B	Case Studies in Marketing
636B	Digital Marketing	647B	Research Project
	C - Human Resource Management			
633C	Labour Welfare and Compensation Management	644C	Performance Management & HR Analytics
634C	Organizational Leadership Change & Development	645C	International HRM
635C	Strategic Human Resource Management	646C	Case Studies in HRM
636C	Labour Laws and Industrial Relations	647C	Research Project
	D - Production and Operations Management			
633D	World Class manufacturing and Process Management	644D	Industrial and Productivity Management
634D	Management of Technology	645D	International Quality Management
635D	Global Supply Chain Management and International Logistics	646D	Case Studies in Production and operations Management
636D	Operations Research	647D	Research Project
	E - Information Technology and Systems Management			
633E	System Analysis and Design	644E	Cyber Security
634E	IT Asset Management	645E	Machine Learning using Python
635E	RDBMS using SQL server	646E	Cloud Computing for Business
636E	Web Designing using HTML, CSS & Java Script	647E	Research Project
	F – Business Analytics			
633F	Data Science	644F	E Commerce Analytics
634F	Big Data Analytics	645F	Machine Learning using Python
635F	Tableau	646F	Management Application of Business Analytics
636F	Business Analytics using R	647F	Research Project
	G – Healthcare Management			
633G	Epidemiology in Medical and Health Systems Management	644G	Healthcare Ethics & Law
634G	Healthcare Services and Operations Management	645G	Health Insurance & Medical Tourism
635G	Total Quality Management in Healthcare	646G	Marketing of Healthcare Medical Devices
636G	Hospital Safety and Waste Management	647G	Research Project
	H-International Business Management			
633H	International Business Environment	644H	International Marketing Management
634H	Export and Import Management	645H	International HRM
635H	Global Supply Chain Management and International Logistics	646H	Case Studies in International Business Management
636H	International Financial Management	647H	Research Project

Title of The Degree

This degree shall be titled as Master in Business Administration (MBA) with the mention of Specialization in the bracket as "**MBA (Specialization)**". This new curriculum shall be effective from Academic year 2024-25.

Department Vision:

To offer a transformative experience that blends academic excellence with contextual relevance, creating responsible leaders to promote value across rural and urban economies.

Department Mission:

1. **To deliver industry-relevant management education** that cultivates analytical thinking, entrepreneurial spirit, and ethical decision-making.
2. **To promote innovation and research** that address regional and global challenges.
3. **To develop socially responsible leaders** who empower communities through collaboration, technology, and sustainable practices.

Objective of the program:

1. Develop essential leadership and managerial competencies to effectively lead teams and manage organizations.
2. Encourage innovative thinking and entrepreneurial skills for creating and managing new ventures.
3. Prepare students to navigate the complexities of the global business environment.
4. Instill a strong sense of ethics, integrity, and social responsibility in students.
5. Facilitate networking opportunities with industry professionals, alumni, and peers.
6. Enhance career opportunities through internships, training programs and industry partnerships.

Outcome Based Approach to Education (OBE):

In the context of the National Higher Education Qualification Frameworks (NHEQF), an MBA program is designed to ensure that graduates possess the necessary qualities and characteristics expected of them, including both specialized knowledge in their field and broader, transferable skills. Outcome-Based Education (OBE) forms the foundation of this approach, focusing on the attainment of specific, measurable outcomes by the students. Unlike traditional educational models, OBE does not

prescribe a fixed style of teaching or assessment. Instead, it offers flexibility, allowing educators to adopt various roles such as instructors, trainers, facilitators, or mentors—depending on the targeted outcomes. The primary goal of OBE is to enhance the educational experience by ensuring that all activities are geared toward helping students achieve clearly defined goals. Success in this system is demonstrated through the students' ability to apply their knowledge and skills in real-world scenarios, as evidenced by their ability to perform specific tasks. This outcome-driven approach provides a clear standard for assessing student achievement, making the MBA program more effective in preparing graduates for the challenges of the business world.

Four Levels of Outcomes from OBE

1. Programme Educational Objectives (PEOs)

2. Programme Outcomes (POs)

3. Programme Specific Outcomes (PSOs)

4. Course Outcomes (COs)

Graduate Attributes

Graduate attributes for an MBA program, as per the National Higher Education Qualification Frameworks (NHEQF), typically include a set of competencies, skills, and qualities that graduates are expected to acquire by the end of their program. These attributes can be broadly categorized into disciplinary and generic outcomes.

Graduate Attributes	
Disciplinary Attributes	
1.	Advanced Knowledge in Business and Management:
2.	Analytical and Problem-Solving Skills
3.	Strategic Thinking
4.	Leadership and Management Skills
Generic Attributes	
5.	Communication Skills
6.	Ethical and Responsible Practice
7.	Global Perspective
8.	Innovation and Creativity:
9.	Critical Thinking:
10.	Teamwork and Collaboration:

Programme Educational Objectives (PEOs):

Program Educational Objectives (PEO's) are established through a consultation process. PEO's are broad statements that describes the career and professional accomplishments, the student shall achieve in 2-3 years after their graduation.

PEO	Keywords	PEO Statements
PEO- 1	**Lead with Impact**	Exhibit effective leadership and managerial acumen across diverse sectors, fostering innovation and driving organizational success
PEO- 2	**Serve Society**	Implement business solutions that uplift rural and underserved communities, with a focus on sustainability and entrepreneurship
PEO- 3	**Embrace Lifelong Learning**	Engage in lifelong learning, adapting to emerging technologies and global business trends.
PEO- 4	**Act with Integrity**	Maintain high ethical standards and demonstrate social responsibility, contributing to inclusive and equitable development.

Programme Outcomes (POs):

A Programme outcome is broad in scope and defines what the students will be able to do at the end of the Programme. POs are defined in line with the graduate attributes as specified above. POs are to be specific, measurable and achievable.

Programme Outcomes (POs):	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program Specific Outcomes (PSOs):

Program Specific Outcomes (PSOs)	
PSO1.	**Innovation and Entrepreneurship** Identify opportunities for innovation and entrepreneurship, applying creative problem-solving skills to improve existing organizational processes.

Programme Specific Outcomes (PSOs) are statements that describe what the graduates of a specific Programme should be able to do.

Mapping of PEOs with POs:

MAPPING OF PEO WITH PO						
PEO	PO1	PO2	PO3	PO4	PO5	PSO1
PEO1	3	2	3	2	3	2
PEO2	2	2	2	3	2	3
PEO3	2	3	2	2	2	3
PEO4	2	1	3	3	2	1
Level of correlation: 3-High, 2-Medium, 1-Low						

GENERAL COURSE STRUCTURE & THEME

A.   Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B.   Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
DSC	Discipline Specific Core Course
DSE	Discipline Specific Elective Course
RM	Research Methodology
OJT	On Job Training
SIP	Summer Internship Project
FP	Field Project
RP	Research Project

Course Level/Duration/System: Post-graduate one/ Two years 2 or 4 Semesters with multiple entry and exit. The following option will be made available to the students joining MBA Program:

A. **One year:** PG Diploma in Business Administration
B. **Two years**: Master of Business Administration

Semester Wise Credit Distribution of Proposed PG Diploma in Business Administration
& MBA

Semester	Mandatory (DSC)	Elective (DSE)	RM	OJT/FP	RP	Total
I	18	4	4	-	-	26
II	20	4	-	2	-	26
PG Diploma in Business Administration with 4 Credit SIP/OJT						
III	6	16	-	4	-	26
IV	10	12	-	-	4	26
Total	54	36	4	6	4	

Category - wise distribution*

Description	Mandatory (DSC)	Elective (DSE)	RM	OJT/SIP/FP	RP	Total
PGDBA	34	8	4	2		52+4
MBA	16	28		4	4	52

One year: PG Diploma in Business Administration	**Total Credits = 52+4**
Two years: Master of Business Administration	**Total Credits = 104**

Note: Students can take extra credit course from their own department or from other department as per the Admitting Body / University norms.

Evaluation of the student:

- The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60.

- Standard of passing –
    - In order to pass the examination, the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses comprising of 4 credits. Similarly, the candidate has to obtain at least 40% marks for each head separately, that is 12 marks out of 30 (External) & 8 marks out of 20 marks (Internal) for all courses comprising 2 credits.
    - Minimum marks for passing the Field Project (FP), On the Job Training/ Summer Internship Project (OJT/SIP), Research Project shall be minimum 50%.

- The distribution of marks for each theory paper of 4 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

Theory Examination	Maximum marks
Internal assessment	40
External assessment	60
Total marks	100

- The distribution of marks for each theory paper of 2 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

Theory Examination	Maximum marks
Internal assessment	20
External assessment	30
Total marks	50

- The **OJT/SIP** (summer internship) shall commence after completion of 2nd Semester (During vacation falling after the end of first year) and the report shall be submitted in the III Semester. The marks and the credits shall be allotted in Semester III. Students shall be awarded credit points out of 4 credit points based on aggregate of his/her report submitted and performance in viva voce as per the rubrics provided. The viva-voce panel comprises of one Internal examiner and one External examiner from Academics/Industry to be appointed by Head of Department.

- **Research Project (RP)** shall commence during 4th Semester. The student has to choose his topic of interest related to his specialization and after thorough study, (s)he has to submit a dissertation in the prescribed format. The marks and the credits shall be allotted in Semester IV. Students shall be awarded credit points out of 4 credit points based on the quality of dissertation and his/her performance in viva-voce as per the rubrics provided. The viva voce panel comprises of one Internal examiner and one External examiner from Academics/Industry to be appointed by Head of Department.

- **Internal Assessment:**
    - For the internal assessment, the marks shall be assigned which includes:

Heads	2 Credit (20 Marks)	4 Credit (40 Marks)	Evaluating Authority
Internal test-I	10	20	Concerned Faculty
Internal test-II	10	20	

Assignments *	10	20	
Total marks (Best of two)	**20**	**40**	

*   * *Twenty Marks for Assignment which may include Classroom Paper Presentation, Special Assignments, Research Paper Presentations at State Seminars, Research Paper Presentations at National Seminars, Publications in Journals, Practical (Computer related courses), Presentations of Case Study, Group Discussions, Book Review, Survey, Active participation in Event Management, Industrial Visit, Placement Activities, Institutional Branding Activities, Visit to National/International Business Exhibition etc. In related subjects (at least one activity has to be completed by the student per semester per paper to be supervised and guided by the concerned subject teacher).*

- Two internal tests of 20 Marks each shall be conducted by the subject teacher. The duration of each test will be of 1 Hour.
- Students shall be allowed to keep the terms (ATKT) for next year as per the AICTE/University rules.

Grades:

Marks for each course would be converted into grade points as per **Ten-Point** grading scale which is devised by Exam Department and available on Institute website.

Structure of the Question Paper

- Each question paper shall be of 60 marks and of 3 hours duration.
- **For Theory papers** there will be 2 Sections. In section I, a candidate shall be required to answer 3 questions out of 5 questions and in section II, student shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.
- **For Composite papers (theory and practical / problems)** there will be 2 sections. In section I (practical/problem) a student shall be required to answer 3 questions out of 5 questions & in section II (Theory) he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.
- **For papers including case studies** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each.
- **For case studies (Specialization Paper)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

1. Template-MBA – **All theory papers** of 4 credit

Subject Code - Subject Name

Time: 3 Hours   Marks 60

Instructions

1. Do not write anything on question paper except seat no

2. Each question carry 12 Marks

3. Attempt any 3 questions from Section-I and Any 2 from Section-II

SECTION-I		Marks	CO's
Q1	Theory	12	
Q2	Theory	12	
Q3	Theory	12	
Q4	Theory	12	
Q5	Theory	12	
SECTION-II			
Q6	Theory	12	
Q7	Theory	12	
Q8	Write short note on (any 2)	12	
a)	Theory	6	
b)	Theory	6	
c)	Theory	6	

2. Template-MBA – **All theory papers** of 2 credit

Subject Code - Subject Name

Time Time: 1½ Hours   Marks 30

Instructions
1. Do not write anything on question paper except seat no
2. Each question carry 10 Marks
3. Attempt any 2 questions from Section-I and Any 1 from Section-II

	SECTION-I	Marks	CO's
Q1	Theory	10	
Q2	Theory	10	
Q3	Theory	10	
	SECTION-II		
Q4	Theory	10	
Q5	Write short note on (any 2)	10	
a)	Theory	5	
b)	Theory	5	
c)	Theory	5	

Subject Code - Subject Name

Time: 3 Hours   Marks 60

Instructions
1. Do not write anything on question paper except seat no
2. Each question carry 12 Marks
3. Attempt any 3 questions from Section-I and Any 2 from Section-II

	SECTION-I	Marks	CO's
Q1	Numerical Problem	12	
Q2	Numerical Problem	12	
Q3	Numerical Problem	12	
Q4	Numerical Problem	12	
Q5	Numerical Problem	12	
	SECTION-II		
Q6	Theory	12	
Q7	Theory	12	
Q8	Write short note on (any 2)	12	
a)	Theory	6	
b)	Theory	6	
c)	Theory	6	

Subject Code - Subject Name

Time: 3 Hours   Marks 60

Instructions
1. Do not write anything on question paper except seat no
2. Each question carry 12 Marks
3. Attempt any 3 questions from Section-II and Any 2 cases from Section-II

SECTION-I		Marks	CO's
Q1	Theory	12	
Q2	Theory	12	
Q3	Theory	12	
Q4	Theory	12	
Q5	Theory	12	
SECTION-II			
Q6	Case.1	12	
Q7	Case.2	12	
Q8	Case.3	12	

5. Template-MBA papers with Case Studies of 2 credit

Subject Code - Subject Name

Time Time: 1½ Hours   Marks 30

Instructions
1. Do not write anything on question paper except seat no
2. Each question carry 10 Marks
3. Attempt any 2 questions from Section-I and Any 1 from Section-II

	SECTION-I	Marks	CO's
Q1	Theory	10	
Q2	Theory	10	
Q3	Theory	10	
	SECTION-II		
Q4	Caselet	10	
Q5	Caselet	10	

Subject Code - Subject Name

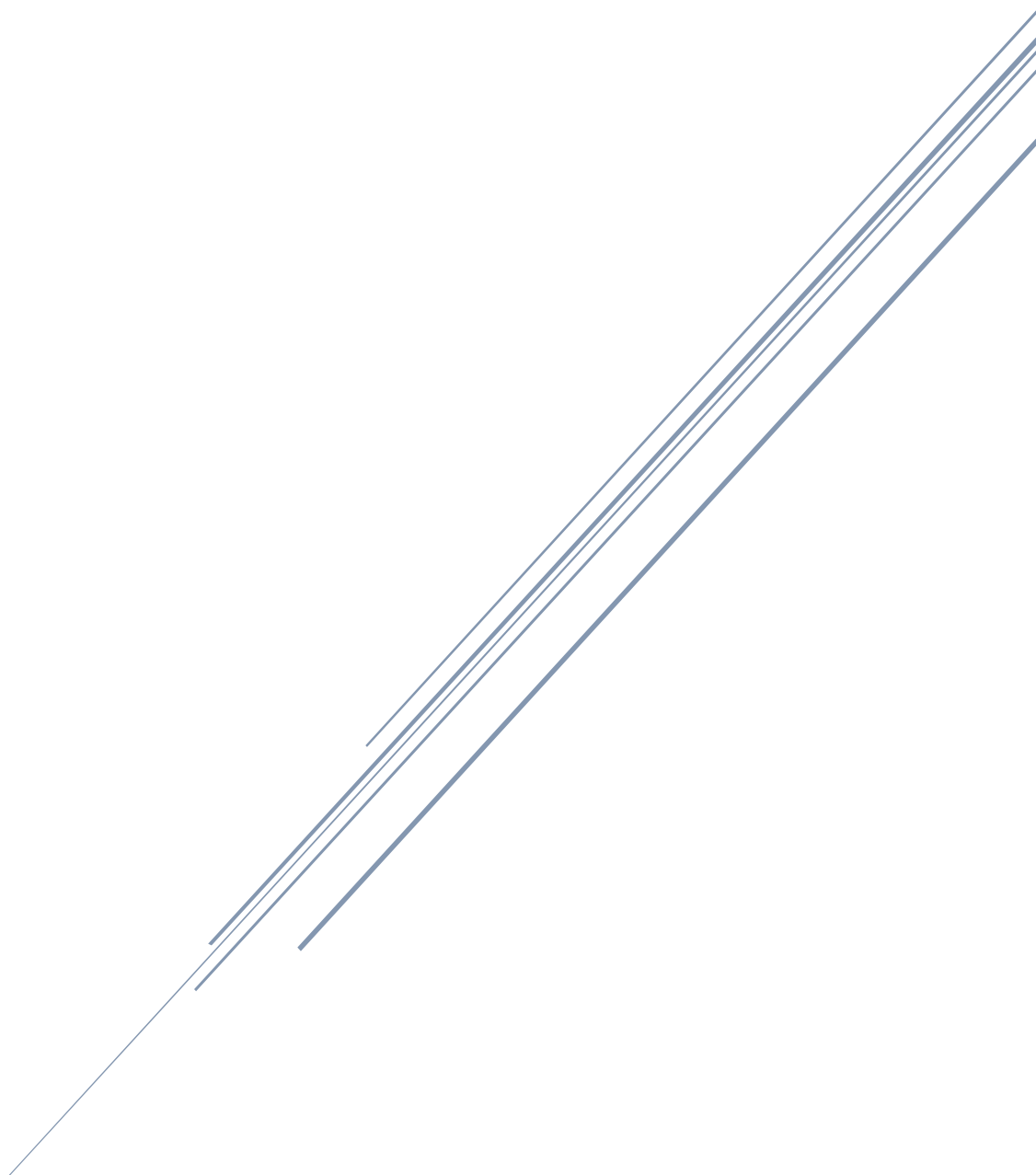Time: 3 Hours   Marks 60

Instructions
1. Do not write anything on question paper except seat no
2. Each Case carry 20 Marks
3. Attempt any 3 Cases

SECTION-I		Marks	CO's
Q1	Case 1	20	
Q2	Case 2	20	
Q3	Case 3	20	
Q4	Case 4	20	
Q5	Case 5	20	

SEMESTER-III

For the Batch 24-26

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: III

MBA-DSC-631 Strategic Management

Course Title: Strategic Management	Course Type: Mandatory DSC
Course Code: DSC-631	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides a foundational understanding of strategic management concepts and practices. It explains how organizations formulate, implement, and evaluate strategies to achieve long-term objectives in a dynamic environment. Specially designed in simple and accessible language, the course uses relatable Indian case lets and practical examples to help MBA students—especially those from semi-urban backgrounds, grasp the core principles of strategic thinking and business planning.

Course Objectives:

1. To introduce students to the basic concepts and significance of strategic management.
2. To understand strategy formulation using tools like SWOT, PESTEL, and organizational appraisal.
3. To explore business-level and corporate-level strategies for expansion, stability, and competition.
4. To study the implementation of strategies through leadership, structure, and functional alignment.
5. To equip students with tools to evaluate and control strategies effectively.
6. To help students interpret and apply strategic thinking through Indian business case lets.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** basic concepts and the evolution of strategic management.
CO2	**Apply** tools like SWOT, PESTEL, and organizational appraisal for strategic analysis.
CO3	**Analyze** strategic alternatives using portfolio models and industry frameworks.
CO4	**Understand** the practical challenges and approaches in strategy implementation.
CO5	**Evaluate** the effectiveness of strategies using control mechanisms and techniques.
CO6	**Interpret** strategic management concepts through real-world Indian case lets.

SN	Contents of Module	Hrs	COs
1	**Unit-1 Introduction to Strategic Management** 1.1 Evolution, nature, and objectives of Business Policy. 1.2 Concept, features, and significance of Strategic Management. 1.3 Strategic Planning – definition, process and levels. 1.4 Vision, Mission, Goals, and Objectives. **Case let -1:** Growth journey of Amul as a strategic cooperative model. **Case Let-2** Infosys: From Startup to Strategic Global Leader	8	**CO1** **CO6**
2	**Unit-2 Strategy Formulation** 2.1 Environmental Appraisal – SWOT, PESTEL, and competitive intelligence. 2.2 Organizational Appraisal – value chain and capabilities. 2.3 Corporate and Business strategies – Expansion, Stability, Retrenchment. 2.4 Porter's Generic Strategies. **Case let -1:** Strategy shift by Maruti Suzuki to retain market leadership. **Case Let-2** Britannia Industries: Reinventing the Brand for Growth	8	**CO2** **CO6**
3	**Unit-3 Strategic Analysis and Choice** 3.1 Product Portfolio Analysis – BCG & GE Matrix. 3.2 Industry Analysis – Porter's Five Forces. 3.3 Process of Strategic Choice. **Case let -1:** Strategic turnaround of Tata Motors with Nexon EV. **Case Let-2** Zomato: Navigating Strategic Choices in a Disruptive Market	8	**CO3** **CO6**
4	**Unit-4 Strategy Implementation** **4.1** Resource Allocation and leadership in implementation. 4.2 Behavioral and functional implementation. 4.3 Strategic Structure alignment – Functional, Divisional, SBU. 4.4 McKinsey 7S Model. **Case let -1:** ITC's diversification from cigarettes to FMCG**.** **Case Let-2** Mahindra Group: Implementing Strategy through Synergistic Diversification	8	**CO4** **CO6**
5	**Unit-5 Strategy Evaluation and Control** 5.1 Strategic Evaluation – meaning, importance and barriers. 5.2 Strategic and Operational Control – types and methods. 5.3 Tools of strategic evaluation and control. **Case let -1:** Strategic exit of Kingfisher Airlines. **Case Let-2** Jet Airways: The High-Flying Collapse	8	**CO5** **CO6**

6	**Unit-6: Strategic Management in Contemporary Business Context**:
	6.1 **Strategic Flexibility and Dynamic Capabilities**
	  • Concept of strategic flexibility in uncertain environments
	  • Developing dynamic capabilities to respond to change
	6.2 **Innovation and Disruption in Strategic Management**
	  • Role of innovation in sustaining competitive advantage
	  • Strategies to manage technological and market disruptions
	6.3 **Blue Ocean Strategy and Strategic Intent**
		8	**CO4**
			CO5
			CO6

SN	Contents of Module	Hrs	COs
	6.4 **Case let -1:** How Reliance Jio disrupted the Indian telecom market through innovation and strategic intent **Case Let-2** BYJU'S: Innovation, Disruption, and Strategic Challenges in EdTech		

REFERENCE BOOKS:

1. Strategic Management – P. Subba Rao, Himalaya Publishing House
2. Strategic Management: Concepts and Cases by Dr. P. Subba Rao Publisher: Himalaya Publishing House
3. Strategic Management – V.S. Pahilwani, Oxford University Press
4. Strategic Management – Azhar Kazmi, McGraw-Hill Education
5. Business Policy and Strategic Management – Francis Cherunilam, Himalaya Publishing House
6. Strategic Management – B. Hiriyappa, New Age International

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	1	1	1
CO2	3	3	2	1	1	2
CO3	3	3	2	2	2	3
CO4	3	2	2	2	2	3
CO5	2	2	2	3	2	1
CO6	3	3	3	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: III

MBA-DSC-632 Business Law

Course Title: Business Law	Course Type: Mandatory DSC
Course Code: MBA-DSC-632	Total Credits: 02
Lectures: Tutorials: Practical: 2:0:0	CIE Marks: 20
Lecture Hours: 24 Hours	ESE Marks: 30

Course Description:

This course introduces MBA students to essential legal frameworks governing business transactions in India. It focuses on the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, and Intellectual Property Rights. The course aims to build a strong understanding of legal obligations, rights, and remedies relevant to business practices. By exploring real-world examples and case studies, students will develop legal acumen for contract management, goods transactions, negotiable instruments handling, and intellectual property protection. This foundation enables managers to navigate legal complexities confidently and ethically in commercial environments.

Course Objectives:

1. To understand the fundamental principles and types of business contracts under Indian law.
2. To explain the legal framework governing the sale and purchase of goods and the rights of buyers and sellers.
3. To familiarize students with negotiable instruments and the legal roles of parties involved.
4. To introduce the importance and legal protection of intellectual property in the business context.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the fundamental legal concepts related to the business law
CO2	**Interpret** the provisions of the Indian Contract Act related to the formation, discharge, and breach of contracts.
CO3	**Analyze** the rights and duties of buyers and sellers under the Sale of Goods Act.
CO4	**Describe** the characteristics, types, and parties of negotiable instruments and relevant legal implications.
CO5	**Recognize** the importance and components of intellectual property rights relevant to business.
CO6	**Apply** legal knowledge to address basic issues related to contracts, goods transactions, instruments, and intellectual property in a business context.

SN	Contents of Module	Hrs	COs
1	**Unit – I Indian Contract Act, 1872** 1.1. Introduction, Meaning, Definitions & Essentials of Contract 1.2. Classification of Contract 1.3. Discharge of Contract 1.4. Breach of Contract & Remedies 1.5. Specific Contracts: - i) Indemnity & Guarantee ii) Agency iii) Bailment & Pledge	6	**CO1, CO2, CO6**
2	**Unit – II Sale of Goods Act, 1930** 2.1. Contract of Sale of Goods: - Its essentials & types of Goods 2.2 Distinction between 'Sale & Agreement to Sale' 2.3 Condition & Warranties: - i) Difference between Condition & Warranty ii) Express & Implied conditions & warranties iii) Doctrine of Caveat Emptor 2.3. Transfer of Property: - i) Rules regarding Transfer of Property ii) Transfer of Title & Transfer of Title by Non-Owners 2.4 Performance of Contract of Sale: - Delivery, modes, rules etc. 2.5. Unpaid seller & his rights, Buyer's right against Seller	6	**CO1, CO3, CO6**
3	**Unit – III Negotiable Instrument Act, 1881** 3.1. Introduction, Definition & Characteristics 3.2. Parties to Negotiable Instruments 3.3. Specimen & its Essentials - Promissory Note, Bill of Exchange & Cheque 3.4. Cheque - Bearer & Crossed, Types of Crossing 3.5. Holder & Holder in due course, Rights/Privileges of Holder in Due course	6	**CO1, CO4, CO6**
4	**Unit – IV Intellectual Property Rights (IPR)** 4.1 Introduction of IPR: Meaning, Relevance, Business Impact, Protection of Intellectual Property, 4.2 The Patents Act, 1970-Objectives, Nature, Criteria of Patentability, Patent Rights, Administration and enforcement Mechanism. 4.3 The Copyright Act, 1957-Concept, Objectives, Nature, Criteria for protection of Copy Right, Ownership of Copy Right, Duration, Infringement Enforcement Mechanism. 4.4 Trademark Act 1999 (Amendment Act 2010)- Concept, Registration, rights of registered proprietor of Trademark, infringement and defenses as per Trade Mark Amendment Act 2010.	6	**CO1, CO5, CO6**

REFERENCE BOOKS:

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
2. Business Law including Company Law by S.S. Gulshan, New Age International Publishers
3. Business law by P.C. Tulsian and Bharat Tulsian– McGraw hill Education
4. Legal Aspects of Business- Akhileshwar Pathak – McGraw hill Education
5. Legal Aspects of Business – M.K. Nabi – Taxmann Publications

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3			2		2
CO2	3	2		3		2
CO3	3	2		3		2
CO4	3			3		2
CO5	3			3		2
CO6	3	3	2	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

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FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies

M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: III

MBA-DSE-633A Banking and Investment Management

Course Title: Banking and Investment Management	Course Type: Elective (DSE)
Course Code: MBA-DSE-633A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The course on *Banking and Investment Management* offers an in-depth understanding of the Indian banking system, digital payment infrastructure, credit planning, and regulatory frameworks. It equips students with knowledge of various investment avenues, including traditional and emerging options, and provides insights into Indian financial markets and mutual funds. Additionally, the course introduces core concepts of insurance and portfolio management, covering both fundamental and technical analysis. With a strong emphasis on contemporary developments like fintech, ESG investing, and behavioral finance, the course prepares students for strategic decision-making in banking, finance, and investment domains in a rapidly evolving financial ecosystem.

Course Objectives:

1. To provide comprehensive knowledge of the structure and functioning of the Indian banking system and digital payment ecosystem.
2. To explain various investment avenues and equip students to assess risk-return characteristics for informed investment decisions.
3. To develop understanding of capital and commodity markets, insurance, and mutual fund operations.
4. To introduce the principles of security analysis, portfolio management, and behavioural aspects of financial decision-making.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the structure, functions, and emerging trends across banking and investment sectors.
CO2	**Describe** the Indian banking system, credit mechanisms, digital payments, and regulatory aspects.
CO3	**Compare** various investment avenues based on risk, return, and liquidity.
CO4	**Analyze** the functioning of financial and commodity markets, including key institutions and indices.
CO5	**Interpret** the features and performance of insurance and mutual fund schemes.
CO6	**Apply** techniques of security analysis and portfolio management to investment decisions.

SN	Contents of Module	Hrs	COs
1	**Unit – I Indian Banking System & Digital Payment Ecosystem** 1.1 Overview of the Indian Banking System 1.2 Commercial Banking: Meaning, Role, and Functions 1.3 Non-Banking Financial Companies (NBFCs): Role, Types, and Regulation 1.4 Key Concepts in Banking: CAMEL Rating, Retail Banking, Microfinance, Payment Banks 1.5 Digital Payment Systems –NEFT, RTGS, IMPS, UPI 2.0 1.6 Fintech Innovations in Banking – Fintech applications, Neo banks	8	**CO1, CO2**
2	**Unit – II Credit Planning, Monetary tools and NPA Management** 2.1 Objectives and Scope of Credit Planning 2.2 Monetary Policy Tools: CRR, SLR, Bank Rate, Repo & Reverse Repo Rate 2.3 NPA Management: Meaning, Gross & Net NPA, RBI's NPA Classification Norms, Provisioning Requirements as per RBI, NPA Recovery Mechanism. 2.4 Basics of Basel III Norms	8	**CO1, CO2**
3	**Unit – III Investment Avenues** 3.1 Concept, Objectives, Characteristics, and Attributes of Investments 3.2 Investment Avenues: • Non-Marketable Fixed Income Avenues: Bank FDs, Corporate FDs, PPF, NSC • Marketable Instruments: Shares, Debentures, Bonds, Private Equity, Venture Capital • Other Avenues: Mutual Funds, ULIPs, Real Estate, Gold (Physical & Sovereign Gold Bonds) 3.3 Emerging Avenues: REITs, InvITs, Crypto Currencies, ETFs 3.4 Sustainable Investing: ESG Investing (Environmental, Social, Governance) Criteria – Conceptual Overview	10	**CO1, CO3**
4	**Unit – IV Indian Financial Markets** 4.1 Capital Market: Functions, Structure, Types 4.2 DEMAT Account, Contract Note, Trading & Settlement Cycle 4.3 Capital Market Regulators and Institutions: SEBI, BSE, NSE 4.4 Capital Market Indices: Sensex, Nifty – Composition and Significance 4.5 Commodity Market: Overview, Participants, and Functions 4.6 Commodity Exchanges: MCX, NCDEX	6	**CO1, CO4**
5	**Unit – V Insurance and Mutual Funds** 5.1. Insurance: Meaning & Principles 5.2 Types of insurance – Life and General 5.3 Types of Life Insurance Policies 5.4 Mutual Funds: Meaning, Advantages 5.5 Types of mutual funds Schemes 5.6 Performance Evaluation of Mutual Fund Schemes	6	**CO1, CO5**
6	**Unit – VI Security Analysis & Portfolio Management** 6.1. Concept of Security & Security analysis	10	**CO1, CO6**

SN	Contents of Module	Hrs	COs
	6.2. Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis		
	6.3. Technical Analysis: Assumptions of Technical Analysis, Trends and Trend lines, Bar charts and Candle Stick Charts		
	6.4. Portfolio Management: Meaning, Strategies, Asset Allocation		
	6.5 Behavioral Finance – Overview and Investor Biases		

REFERENCE BOOKS:

1. Introduction to Banking: Vijayaragavan Iyengar – Excel Books
2. Fundamental of the Indian Financial System – Vasant Desai , Himalaya Publishing House
3. Merchant Banking & Financial Services – Dr. K Ravichandran - Himalaya
4. Investment Management by V. A. Avdhani , Himalaya Publishing House
5. Fundamentals of Investment Management - Geoffrey Hirt, Stanley Block –Tata Mcgrew Hill
6. Investment Analysis & Porfolio Management by Ranganathan - Pearson
7. Investment Management: Security analysis and portfolio Management by V. K. Bhalla - S. Chand
8. Investments – Bodie, Kane, Marcus, Mohanty – Tata McGraw Hill
9. Security analysis and portfolio Management by V.A.Avadhani – Himalaya
10. Financial Management, Ravi M Kishore, Taxman
11. Security analysis and portfolio Management by Rohini Sing – Excel Books

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2		3	2	2
CO2	3	3		3		2
CO3	2	3		2		3
CO4	3	3		3		2
CO5	2	3		2		2
CO6	2	3		2		3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

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SEMESTER: III
MBA-DSE-634A Income Tax

Course Title: Income Tax	Course Type: Elective (DSE)
Course Code: MBA- DSE- 634A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This Course provides a structured analysis of tax concepts including income classification, tax computation, exemptions, deductions, and compliance mechanisms such as PAN, TAN, TDS, and e-filing. Special focus is given to taxation under various income heads—salary, house property, business or profession, capital gains, and other sources—through practical case studies and computations.

Course Objectives:

1. To introduce students to the fundamental principles and legal framework governing income taxation in India.
2. To develop an understanding of various heads of income and their computation methods under the Income Tax Act.
3. To enable students to identify and apply relevant deductions, exemptions, and compliance requirements in computing tax liability.
4. To cultivate analytical and problem-solving skills through practical exposure to tax return preparation and related financial scenarios.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** key income tax terms such as assessment year, exempt income, PAN , residential status etc.
CO2	Compute taxable income under the head Salaries by analyzing allowances, perquisites and deductions
CO3	Apply provisions of the Income Tax Act to determine income from self-occupied and let-out house properties
CO4	Evaluate allowable and disallowable expenses to accurately compute taxable income under the head Profits and Gains of Business or Profession
CO5	Determine taxable capital gains by applying the rules for Short Term and Long Term asset transfers.
CO6	Develop a complete tax computation integrating all income heads including Income from other Sources

SN	Contents of Module	Hrs	COs
1	**Unit-I Basic Concepts under Income Tax Act** 1.1. Direct Vs. Indirect Tax 1.2. Definitions**:** Previous year, Assessment Year, Assesses, Income, Person, Gross Total 1.3. Income, Capital and Revenue Receipts, Capital and Revenue Expenditure, Exempted Incomes, agricultural Income, Residential Status 1.4. Deductions from Gross Total Income: U/S 80C, 80D, 80 E, 80 G, 80GG, 80 GGC, 80U 1.5. New Tax Regime u/s 115BAC, Income Tax Rates under Old & New Regime, PAN, TAN, Tax Deducted at source, Advance Tax, Submission of Returns, e-filing of ITR	6	CO1, CO6
2	**Unit-II Income from Salary** Allowances, Perquisites, Provident Fund contribution, Deductions u/s 16, Practical Problems	12	CO2, CO6
3	**Unit-III Income from House Property** Let out & Deemed Let Out properties, Self-occupied properties, deductions U/s 24, Practical problems	6	CO3, CO6
4	**Unit-IV Income from Business or Profession** Depreciation and other permissible Deductions, Disallowed Expenses, Provisions regarding Tax Audit Practical Problems.	12	CO4, CO6
5	**Unit-V Capital gains** Capital Assets, Transfer of Capital Asset, Long Term & Short Term Capital Asset, Cost of Acquisition, Cost of Improvement, Exemptions u/s 54, Practical Problems	8	CO5, CO6
6	**Income from Other Sources** Incomes, Deductions, Grossing up, Gifts, Practical Problems.	4	CO6

REFERENCE BOOKS:

1. Students' Guide to Income Tax, Vinod K. Singhania Kapil Singhania - Taxmann Publications, New Delhi.
2. Direct Taxes - T. N. Manoharan, Snow White Publications.
3. Income Tax: Law and Practice - N Hariharan – Tata Mcgraw Hill
4. Direct Taxes - Girish Ahuja & Ravi Gupta - Bharat Publications
5. Law and Practice of Income in India- Bhagavati Prasad :, New Age International Publishers, New Delhi.
6. Income Tax – R. G. Saha, Dr. Ushadevi N.- Himalaya Publishing House

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2		3	1	
CO2	3	3		2		
CO3	3	2		2		
CO4	3	3	1	3	2	2
CO5	3	3		3		
CO6	3	3		3	2	1

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

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SEMESTER: III

MBA-DSE-635A Strategic Financial Management

Course Title: Strategic Financial Management	Course Type: Elective (DSE)
Course Code: MBA- DSE- 635A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course is designed to provide students with a comprehensive understanding of the strategic and operational dimensions of corporate finance. It covers key areas such as sourcing of finance, capital structure planning, investment appraisal, dividend policy, and corporate restructuring. Emphasis is placed on long-term financial decision-making, including mergers and acquisitions, turnaround strategies, and financial performance analysis through leverage and cost of capital. Students will gain the ability to evaluate complex financial situations, apply quantitative tools, and develop strategies that align financial decisions with organizational goals. The course bridges theory and practice through real-life case studies, problem-solving exercises, and analysis of contemporary financial challenges in the Indian and global context. By the end of the course, students will be equipped to make informed, data-driven, and strategic financial decisions in dynamic business environments.

Course Objectives:

1. To examine the structure and sources of corporate finance and their significance in business decision-making.
2. To analyse capital structure theories and leverage concepts to evaluate financial risk and performance.
3. To apply capital budgeting techniques for long-term investment decision-making.
4. To understand strategic financial interventions through corporate restructuring such as Mergers, Acquisitions and Turnaround Management

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Identify** between various long-term and short-term sources of finance and compute the cost of capital
CO2	**Analyze** capital structure and leverages to evaluate organization's financial decisions.
CO3	**Apply** capital budgeting techniques to evaluate investment proposals.
CO4	**Evaluate** dividend policies to understand their impact on organization's valuation.
CO5	**Assess** causes of corporate sickness and formulate effective turnaround strategies.

CO6	**Critically** analyze Mergers and Acquisitions including post-merger integration

SN	*Contents of Module*	Hrs	COs

1	**Unit-I Sources of Finance**
	1.1. Long term Sources: Debt and Equity, Retained Earnings, Private Equity, Foreign Direct Investment, Euro Issues, Term Loans, External commercial borrowing, Lease Financing etc. Emerging Issues in Corporate Finance in India
	1.2. Short Term Sources: Trade Credit, Factoring, Commercial Paper, Public Deposits
	1.3. Bank finance for Working Capital: Cash Credit, Overdraft, Discounting of bill, Letter of Credit
	1.4. Computation of Cost of Capital
	       1.4.1. Meaning & Significance
	       1.4.2. Cost of Equity, Cost of Preference, Cost of Debt, Cost of Retained Earnings & Weighted Average Cost of Capital
	       1.4.3. Under & Over Capitalization
		10	**CO1**

2	**Unit-II Capital Structure & Leverages**
	       2.1. Capital Structure
	    2.1.1. Meaning & Features & Determinants
	    2.1.2. EBIT – EPS Analysis
	2.2. Indifference Point
	    2.2.1. Meaning
	    2.2.2. Problems on Computation of Indifference Point
	2.3. Leverages
	    2.3.1. Meaning & Types
	    2.3.2. Problems on Computation of Operating, Financial & Combine Leverages
		10	**CO2**

3	**Unit-III Capital Budgeting Techniques** 3.1. Payback period Method 3.2. Rate of return Method 3.3. Net Present Value Method 3.4. Internal rate of Return Method 3.5. Profitability Index 3.6. Replacement Decision 3.7. Lease or Buy Decision	10	**CO3**
4	**Unit-IV Dividend Policy** 4.1. Determinants of Dividend 4.2. Problems on Dividend Models: Walter Model, Gordon Growth Model	6	**CO4**

5	**Unit-V Turnaround Management**
	5.1. Corporate Sickness
	    5.1.1. Definition, Causes & Symptoms of sickness
	    5.1.2. Prediction of Sickness, Revival of Sick Units.
	5.2. Types of Turnaround
	    5.2.1. Basic Approaches
	    5.2.2. Phases in Turnaround Management.
		6	**CO5**

6	**Unit-VI Mergers and Takeover** 6.1. Mergers & Acquisitions: Kinds, Motives, Reasons, Causes & failures, Post Merger Integration 6.2. Takeovers- Meaning, Kinds of Takeovers, Stages of Hostile Takeover, Takeover defenses.	6	**CO6**

REFERENCE BOOKS:

1. Strategic financial Management- Ravi M. Kishore-Taxman Publication
2. Strategic financial Management - J B Gupta- Taxman Publication
3. Strategic financial Management- A. N. Sridhar-Shroff Publishers & Distributors Pvt. Ltd
4. Strategic financial Management, G. P. Jakhotia, Vikas Publishing House Pvt.Ltd.
5. Strategic Financial Management- Saravanan – Oxford Uni. Press
6. Financial Management - I. M. Pandey – Vikas Publication
7. Financial Management – Prasanna Chandra – Tata McGraw Hill
8. Innovative Corporate Turnarounds - Pradip M. Khandwalla- Saga Publications, New Delhi

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2		1	1	2
CO2	3	3		2	1	2
CO3	3	3		2		2
CO4	3	2		2	1	2
CO5	3	3		1	2	3
CO6	3	3	2	2	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)		✓	✓	✓	✓	✓
End Semester Examination (60)		✓	✓	✓	✓	✓

SEMESTER: III

MBA-DSE-636A International Financial Management

Course Title: International Financial Management	Course Type: Elective (DSE)
Course Code: MBA- DSE- 636A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides students with a comprehensive understanding of international financial management within a dynamic and complex global environment. It explores critical topics such as foreign exchange markets, mechanisms of exchange rate determination, currency risk management through hedging and arbitrage, and international accounting standards including IFRS and IND-AS. The course also covers financing foreign trade, global monetary systems, and the roles of institutions like the IMF. Emphasis is placed on analyzing Balance of Payments, cross-border financial transactions, and the interaction between exchange rates and international liquidity. Students will develop practical skills to navigate and manage financial decisions in multinational corporations and global markets.

Course Objectives:

1. To study the international environment in which the business operates
2. To develop a conceptual and practical understanding of foreign exchange markets and exchange rate systems.
3. To explore international accounting practices, convergence to IFRS, and financing methods for global operations.
4. To examine the structure and function of international monetary institutions and understand balance of payment mechanisms.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
	✓	--	--	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the scope of international financial management and compare domestic vs. international financial operations.
CO2	**Analyze** foreign exchange market structures, determine exchange rates using forecasting models and understand derivative instruments
CO3	**Interpret** IFRS, Ind-AS 1 and understand key transfer pricing issues.
CO4	**Apply** international payment systems to support foreign trade and evaluate the role of Eurocurrency markets as well as depository receipts.
CO5	**Describe** the role of IMF and assess its funding mechanisms towards international liquidity.
CO6	**Analyze** India's balance of payment components and examine its relationship with exchange rates and money supply.

SN	Contents of Module	Hrs	COs
1	**Unit –I International Financial Environment** 　　1.1. International Financial Management: Evolution 　　1.2. International Financial Management- Goals, Features & scope 　　1.3. Domestic V/s International Financial Management. 　　1.4. Role of Financial Manager in International Environment	06	**CO1**
2	**Unit-II Foreign Exchange Market and Exchange Rate** 　　2.1 Wholesale & Retail Market 　　2.2 Participants in the Foreign Exchange Market 　　2.3 Quotations- Direct & Indirect Quote, Bid Rate & Ask Rate 　　　　Cross Rates of Exchange 　　2.4 Factors affecting Exchange Rate 　　2.5 Exchange Rate Determination *(Currency Forecasting)* 　　　　2.5.1 Purchasing Power Parity Theory 　　　　2.5.2 Interest Rate Parity 　　　　2.5.3 International Fischer Effect 　　2.6 Spot Market and the Forward Market 　　2.7 Global Derivative Market - 　　　　Foreign Currency Futures, Options & Swap, Speculation, 　　Arbitrage, Hedging 　　2.8 Arbitrage – Two Point and Triangular Arbitrage 　　2.9 Functions of Foreign Exchange Market 　　2.10 Foreign Exchange Risk Exposure – 　　　　Transaction Exposure, Translation Exposure, Economic 　　Exposure	12	**CO2**
3	**Unit-III International Accounting** 　　3.1 Convergence to International Financial Reporting Standards 　　　　3.1.1 Introduction, Advantages of adopting IFRS, Applicability 　　　　3.1.2 Comparison of IFRS and Ind –AS 　　　　3.1.3 IND-AS1 Presentation of Financial Statements 　　3.2 Transfer pricing- Meaning and Important Issues	06	**CO3**
4	**Unit-IV Financing Foreign Operations** 　　4.1 Financing of foreign trade 　　　　4.1.1 Documentation, Modes of Payment, Methods of Financing 　　　　4.1.2 EXIM Bank 　　　　4.1.3 Recent amendments in EXIM policy 　　4.2 International Transaction Mechanism 　　　　4.2.1 Nostro, Vostro and Loro Account 　　　　4.2.2 Payment Systems - SWIFT, CHIP, CHAP, Telegraphic 　　　　Transfer (TT) 　　4.3 Types of Central Bank Intervention in Currency Market 　　4.4 Eurocurrency Market - 　　　　4.4.1 Characteristics, Instruments & Rate of Eurocurrency 　　　　Market　　　　　　　　　　　　4.4.2 Domestic Issues Vs. 　　　　Euro Issues 　　4.5 Depository Receipts – ADR and GDR	10	**CO4**
5	**Unit-V International Monetary system** 　　5.1. Establishment of International Monitory Fund (IMF) 　　5.2 Constitution, Role & Responsibility of IMF	6	**CO5**

SN	Contents of Module	Hrs	COs
	5.3 Funding facilities, International liquidity 5.4 Special Drawing Rights (SDR)		

6	**Unit-VI Balance of Payment**
	    6.1. India's Balance of Payment
	    6.2. Importance, Functions, Principles & Components of Balance of Payment
	    6.3. Accounting of Balance of Payment: Deficit & Surplus
	    6.4. Elasticity approach Vs Absorption Approach
	    6.5. General Equilibrium approach
	    6.6. Balance of Payment Vs Exchange Rate
	    6.7. Balance of Payment and Money Supply
		8	CO6

REFERENCE BOOKS

1. International Finance Management by Madhu Vij – Excel Books
2. International Financial Management, H.R. Machiraja, Himalaya Publication
3. International Financial Management by P. G. Apte, Tata McGraw Hill
4. International Finance – O' Brien – Oxford University Press
5. Practical Approach to IFRS- Jasmine Kaur, McGraw Hill Publication
6. International Financial Management by Thumuluri Siddaiah (IFM) Pearson
7. International finance Marketing by V.A Avadhani – Himalaya Publication
8. International Finance Management by Vyuplesh Saran – Prentice Hall
9. International Finance Management by Cheol S. Eun & Bruce G Resnick , Tata McGraw Hill
10. International Financial Management Jain Macmillan

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2		3	1	2
CO2	3	3		3	1	2
CO3	2	2	1	3	1	1
CO4	3	3		3	1	2
CO5	1	1		3		
CO6	1			3		

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)		✓	✓	✓	✓	
End Semester Examination (60)		✓	✓	✓	✓	

SEMESTER: III

MBA-DSE-633B Consumer Behavior and Marketing Research

Course Title: Consumer Behavior & Marketing Research Course Type: Elective (DSE)
Course Code: MBA-DSE-633B   Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0   CIE Marks: 40
Lecture Hours: 48 Hours   ESE Marks: 60

Course Description:

This course provides foundational knowledge about consumers and their behavior in the marketplace, focusing on the psychological and sociological aspects of decision-making. It introduces students to marketing research tools and techniques that support consumer insights and data-driven decisions. The course is designed in simple, easy-to-understand language to benefit students from semi-urban areas.

Course Objectives:

1. To explain key concepts and factors influencing consumer behaviour.
2. To explore consumer decision-making, perception, learning, attitude, and cultural influences.
3. To understand the process and importance of marketing research.
4. To equip students with tools for collecting, analysing, and interpreting consumer data.
5. To help students link behavioural insights with marketing strategies.
6. To apply contemporary tools and digital methods in understanding consumer trends.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	✓	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** the basic concepts of consumer value, satisfaction, and retention.
CO2	**Analyze** buyer behavior and cultural/social influences on decisions
CO3	**Understand** the psychological processes like perception, learning, and attitude formation.
CO4	**Apply** marketing research processes and tools in consumer behavior analysis
CO5	**Evaluate** qualitative and quantitative research techniques.
CO6	**Conduct** basic consumer research and interpret findings for marketing decisions.

SN	Contents of Module	Hrs	COs
1	**Unit-I Introduction to Consumer Behavior** 1.1 Concept of Consumer Behavior 1.2 Customer Value, Satisfaction, and Retention 1.3 Consumer Decision Making Process 1.4 Consumer Research Paradigms & Process 1.5 Influence of Digital Media on Consumer Decisions	8	CO1
2	**Unit-II Individual and Social Influences on Buying Behavior** 2.1 Factors Influencing Buyer Behavior 2.2 Cultural and Social Class Influences 2.3 Family Life Cycle and Role of Reference Groups 2.4 Post Purchase Behavior 2.5 Consumer Behavior in Rural Markets	8	CO2
3	**Unit-III Psychological Processes in Consumer Behavior** 3.1 Perception – Elements and Dynamics 3.2 Learning and Consumer Memory 3.3 Motivation and Personality 3.4 Attitude Formation and Change 3.5 Ethics and Consumer Perception	8	CO3
4	**Unit-IV Introduction to Marketing Research** 4.1 Introduction to Marketing Research – Role, Scope, and Relevance 4.2 Nature and Characteristics of Qualitative Research 4.3 Problem Identification and Research Objectives 4.4 Qualitative Research Methods – In-depth Interviews, Focus Group Discussions, and Observation 4.5 Application of Netnography in Understanding Online Consumer Communities	8	CO4
5	**Unit-V Tools and Techniques in Qualitative Research** 5.1 Designing Discussion Guides and Interview Protocols 5.2 Sampling in Qualitative Research – Purposive, Snowball, Convenience 5.3 Projective Techniques – Word Association, Sentence Completion, Storytelling, and Role Play 5.4 Recording, Transcribing, and Thematic Analysis 5.5 Use of Mobile Ethnography and Visual Methods (Photos, Videos) in Research	8	CO5
6	**Unit-VI : Interpretation, Insights, and Research Reporting** 6.1 Coding and Categorizing Qualitative Data 6.2 Interpreting Themes, Patterns, and Consumer Narratives 6.3 Translating Research into Marketing Insights and Strategy 6.4 Preparing Consumer Insight Reports and Presenting Findings 6.5 Ethical Concerns in Qualitative Marketing Research	8	CO6

REFERENCE BOOKS:

1. **Krishna Havaldar** – *Consumer Behavior: Insights from Indian Market*, Oxford University Press
2. **Rajan Saxena** – *Marketing Management*, Tata McGraw Hill
3. **Naresh Malhotra & Satyabhushan Dash** – *Marketing Research: An Applied Orientation*, Pearson
4. **Nargundkar, Rajendra** – *Marketing Research: Text and Cases*, Tata McGraw Hill
5. **Sontakki, C.N.** – *Marketing Research*, Himalaya Publishing House
6. **Suja R. Nair** – *Consumer Behaviour in Indian Perspective*, Himalaya Publishing House
7. **Dr. R.L. Varshney & Dr. S.L. Gupta** – *Marketing Management: Indian Perspective*, Sultan Chand
8. **David Carson et al.** – *Qualitative Marketing Research*, SAGE Publications

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	1	1	1
CO2	3	3	2	2	2	2
CO3	3	2	2	2	1	1
CO4	3	3	2	2	1	3
CO5	2	3	2	2	1	3
CO6	3	3	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

SEMESTER: III
MBA-DSE-634B Product and Brand Management

Course Title: Product and Brand Management	Course Type: Elective (DSE)
Course Code: MBA-DSE-634B	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course offers a foundational yet practical understanding of how products are developed, managed, and positioned in competitive markets. It introduces students to brand-building strategies, brand equity, and managing brands in evolving market contexts. The course is structured in simple language to facilitate comprehension among students from diverse and semi-urban backgrounds.

Course Objectives:

1. To provide fundamental knowledge of product and brand strategies in the modern business environment.
2. To explain the methods of planning, developing, and managing product lines and brand equity.
3. To equip students with analytical tools for market positioning, differentiation, and portfolio management.
4. To introduce learners to practical aspects of branding across diverse sectors.
5. To nurture strategic thinking for product innovation and brand sustainability.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** core concepts of product and brand management, including product life cycle, new product development, agile practices, and branding foundations.
CO2	**Analyze** product and brand strategies using frameworks for positioning, differentiation, and innovation, with emphasis on Indian and global contexts.
CO3	**Apply** models like Keller's and Aaker's to build brand identity, equity, and messaging across digital and traditional media platforms.
CO4	**Evaluate** brand architecture, brand portfolio management, and co-branding strategies through real-world case studies of Indian conglomerates.
CO5	**Develop** integrated product and branding strategies by leveraging digital tools, customer insights, design thinking, and ethical branding principles.
CO6	**Assess** the effectiveness of brand equity measurement, internal branding, and legal, sustainable, and AI-driven approaches to modern brand management.

SN	Contents of Module	Hrs	COs
1	**Unit-I Introduction to Product and Brand Management** 1. Concept of Product and its Classification 2. New Product Development (NPD) Process 3. Product Life Cycle and Strategies 4. Introduction to Branding: Definitions and Scope 5. Branding Challenges in the Indian Market 6. Product Branding Vs. Personal Branding 7. Introduction to Agile Product Management	8	**CO1**
2	**Unit II : Product Strategy and Innovation** 2.1 Product Mix, Line, and Portfolio Strategy 2.2 Product Differentiation and Positioning 2.3 Concept of Innovation and Disruptive Products 2.4 Role of R&D and Consumer Insight in Product Development 2.5 Design Thinking in Product Strategy 2.6 Brand building of a Product 2.7 Indian Case Studies of Product Innovation	8	**CO1, CO5**
3	**Unit – III Fundamentals of Branding** 3.1 Brand Elements and Naming Strategies 3.2 Brand Identity, Image, and Personality 3.3 Building Strong Brands – Keller's Brand Equity Model, Aaker's model 3.4 Brand Communication and Messaging 3.5 Celebrity Endorsements and Influencer Branding in India 3.6 Positioning: POPs, PODs, and 3 Cs	6	**CO1, CO2**
4	**Unit – IV Brand Architecture and Portfolio Management** 4.1 Brand Architecture: House of Brands vs. Branded House 4.2 Brand Extension and Stretching 4.3 Co-Branding and Ingredient Branding 4.4 Brand Rejuvenation and Rebranding 4.5 Systematic process of Brand Audit 4.6 Case Studies: Indian Conglomerates and Brand Structure	6	**CO4, CO3**
5	**Unit – V Measuring and Managing Brand Equity** 5.1 Concept and Importance of Brand Equity 5.2 Brand Valuation Methods 5.3 Internal Branding and Employee Alignment 5.4 Digital Brand Marketing and Social Media Management 5.5 Monitoring Brand Health and Brand Crisis Management 5.6 Brand Color, Logo and Message driven Product Marketing 5.7 Social Media's Role in Brand Equity 5.8 Use of AI/Analytics in Forecasting	10	**CO2, CO4**
6	**Unit – VI Strategic Brand and Product Planning** 6.1 Brand Positioning Strategies 6.2 Brand Loyalty and Customer Engagement 6.3 Branding in Services and Rural Markets 6.4 Legal Aspects in Branding (Trademarks, Patents, Copyrights) 6.5 Brand Sustainability and Ethical Branding Trends	10	**CO5**

SN	Contents of Module	Hrs	*COs*
	6.6 Design branding strategies in digital world		

REFERENCE BOOKS:

1. Strategic Brand Management by Kevin Lane Keller, Pearson Education
2. Product Management: Text and Cases by Ramanuj Majumdar, PHI Learning
3. Brand Management: Principles and Practices by Kirti Dutta, Oxford University Press
4. Product Policy and Brand Management by Tapan Panda, Oxford University Press
5. Brand Sense by Martin Lindstrom, Free Press
6. Building Strong Brands by David A. Aaker, Free Press
7. Marketing Management by Philip Kotler and Kevin Keller, Pearson Education
8. Positioning: The Battle for Your Mind by Al Ries and Jack Trout, McGraw Hill

COPO Mapping

Course Outcomes \ Program Outcomes (POs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	1	2	3
CO2	2	3	1	2	2	3	2
CO3	2	2	2	2	2	2	2
CO4	3	3	2	2	2	2	3
CO5	3	2	2	3	2	3	3
CO6	3	3	2	3	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

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SEMESTER: III

MBA-DSE-635B Sales and Distribution Management

Course Title: Sales and Distribution Management	Course Type: Elective (DSE)
Course Code: MBA-DSE-635B	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces students to the fundamental principles and practices of sales and distribution. It helps students understand how sales organizations are structured and managed, the nature of marketing channels, the role of intermediaries, and the distribution logistics. The language and approach are simplified to benefit students from semi-urban backgrounds.

Course Objectives:

1. To provide basic understanding of sales processes and the sales force management.
2. To study methods of motivating and evaluating the performance of sales personnel.
3. To examine the design and management of marketing channels and intermediaries.
4. To explore the role of logistics and technology in efficient distribution.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the role, objectives, and process of sales management.
CO2	**Explain** how to train, motivate, and evaluate the sales force.
CO3	**Apply** the principles of sales planning including quotas and territories
CO4	**Analyze** marketing channels and the functions of intermediaries
CO5	**Evaluate** logistics and distribution decisions in channel performance
CO6	**Recognize** emerging technologies in sales and distribution

SN	Contents of Module	Hrs	COs
1	**Unit 1: Introduction to Sales Management** **1.1 Role and Scope of Sales Management:** Understand sales as a strategic function in the organization. **1.2 Prospecting and Presentation Techniques:** Techniques for identifying potential customers through databases, referrals, and digital tools. **1.3 Functions and Responsibilities of Sales Managers:** Setting sales targets, territory design, recruitment, training **1.4 Ethical Selling and Customer Relationship Management (CRM):** Importance of trust-building and ethical behavior in long-term sales success**.**	**8**	**CO1**

SN	Contents of Module	Hrs	COs
2	**Unit 2: Sales Force Training and Evaluation** **2.1 Sales Training – Objectives and Methods:** Induction vs ongoing training; role-plays, field visits, and simulations. Skills-based vs product-based training. **2.2 Motivating and Compensating Salespeople: Role of financial** (commissions, incentives) and non-financial (recognition, growth) motivators. **2.3 Monitoring and Controlling Sales Performance**: KPIs like conversion ratio, customer acquisition cost, average sales per rep. **2.4 Role of Emotional Intelligence in Sales Success:** Understanding how empathy, self-awareness, and adaptability improve sales interactions. Training salespeople to handle rejections and buyer objections positively.	8	CO2
3	**Unit 3: Sales Planning and Territory Management** 3.7 **Setting and Administering Sales Quotas:** Types: Volume-based, profit-based, activity-based quotas. 3.8 **Designing Sales Territories:** Geographical, product-wise, or customer-type-based segmentation. 3.9 **Allocation of Sales Efforts:** Resource allocation based on territory attractiveness and sales rep skills	8	CO3
4	**Unit 4: Channel Management and Intermediaries** 4.1 **Designing Marketing Channels:** Selecting channel structure based on product type, customer location, and margins. Direct vs indirect channels, hybrid structures. 4.2 **Role and Types of Intermediaries:** Wholesalers, retailers, distributors, and stockiest functions and differences. 4.3 **Role of E-commerce Platforms as New Intermediaries:** Flipkart, Amazon, and D2C platforms as distribution enablers	8	CO4
5	**Unit 5: Logistics and Distribution** **5.1 Objectives of Logistics Management:** Ensure product availability at right place, right time, and at minimum cost. Integration of transportation, warehousing, and inventory management. **5.2 Key Decisions in Logistics and Transportation:** Choosing optimal transportation mode (rail, road, air, etc.). Designing warehouse locations for cost and speed efficiency. **5.3 Channel Performance Assessment: Performance metrics:** stock availability, fill rate, cost per delivery **5.4 Last Mile Delivery Challenges in Semi-Urban India:** Issues: poor infrastructure, low digital literacy, reverse logistics.	8	CO5
6	**Unit 6: Technology and Trends in Sales & Distribution** **6.1 Digital Tools for Sales Monitoring**: Sales force automation, mobile CRMs, and geo tracking apps. **6.**2 Difference between logistics and distribution **6.3** E-commerce logistics and digital tracking **6.4** Cost optimization in supply chain **6.5** Point of Purchase (POP) materials, in-store displays	8	CO6

REFERENCE BOOKS:

1. Panda & Sahadev – Sales and Distribution Management, Oxford University Press

2. Mallik – Sales Management, Oxford University Press
3. R.S.N. Pillai & Bagavathi – Modern Marketing, S. Chand
4. Krishnaveni Muthiah – Logistics Management, Himalaya Publishing House
5. Cundiff, Still & Govoni – Sales Management, Prentice Hall of India.
6. Johnston, Mark W. & Marshall, Greg W. Sales Force Management: Leadership, Innovation, Technology Publisher: Routledge / McGraw-Hill

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	1	1	1
CO2	3	3	2	1	2	1
CO3	3	3	2	2	2	2
CO4	3	3	2	2	2	3
CO5	3	3	2	2	3	3
CO6	2	3	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

SEMESTER: III
MBA-DSE-636B Digital Marketing

Course Title: Digital Marketing	Course Type: Elective (DSE)
Course Code: MBA-DSE-636B	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces MBA students to the fundamentals of digital marketing. The content is curated in simple and accessible language to benefit students from semi-urban backgrounds. It explores the use of digital platforms to promote products and services, discusses key tools such as SEO, SEM, social media, and email marketing, and explains how to create and analyse digital marketing strategies. Real Indian examples and case let's make learning practical and relatable.

Course Objectives:

1. To understand the concept and evolution of digital marketing.
2. To explore the various channels and tools used in digital marketing.
3. To learn how to develop, execute, and monitor a digital marketing campaign.
4. To study content creation and audience engagement strategies.
5. To interpret digital analytics for marketing decisions.
6. To understand current trends and ethical practices in digital marketing.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	✓ --

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the fundamentals and evolution of digital marketing
CO2	**Explain** and **apply** digital marketing tools such as SEO, SEM, and social media
CO3	**Develop** a simple digital marketing plan for a product or service.
CO4	**Analyze** content strategies for engagement and conversions
CO5	**Interpret** key digital metrics for campaign effectiveness.
CO6	**Understand** emerging trends and ethical aspects in digital marketing

SN	Contents of Module	Hrs	COs
1	**Unit I: Introduction to Digital Marketing** 1.1 Traditional vs Digital Marketing 1.2 Evolution, Benefits, and Scope 1.3 Customer journey in the digital world 1.4 Overview of digital channels	8	CO1
2	**Unit II: Key Tools of Digital Marketing** 2.1 SEO – Basics and On-page/Off-page SEO 2.2 SEM – PPC, Google Ads 2.3 Social Media Marketing – Platforms and strategy 2.4 Email Marketing – Planning and execution	8	CO2
3	**Unit III: Digital Marketing Planning & Execution** 3.1 Target audience & segmentation 3.2 Setting objectives and budget 3.3 Content creation: Types & tools 3.4 Campaign execution basics	8	CO3
4	**Unit IV: Content Strategy and Engagement** 4.1 Creating compelling content 4.2 Visual and video marketing basics 4.3 Influencer marketing 4.4 Customer engagement techniques	8	CO4
5	**Unit V: Digital Analytics and Performance Measurement** 5.1 Key metrics – CPC, CTR, Bounce Rate, ROI 5.2 Google Analytics basics 5.3 Tools for measuring performance	8	CO5
6	**Unit VI: Trends, Challenges & Ethics in Digital Marketing** **6**.1 Mobile marketing and voice search 6.2 AI and chatbots in marketing 6.3 Data privacy, ethics, and digital fatigue	8	CO6

REFERENCE BOOKS:
1. **Seema Gupta** – *Digital Marketing*, McGraw Hill Education
2. **Deepak Bansal** – *A Complete Guide to Search Engine Optimization*, B.R. Publishing
3. **Dr. Ruchi Tewari** – *Digital Marketing Insights*, Oxford University Press
4. **Punit Gaur** – *Digital Marketing for Beginners*, Notion Press
5. **Vikas Gupta** – *Digital Marketing Handbook*, Dreamtech Press

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	1	1	1
CO2	3	3	2	1	2	2
CO3	3	3	2	2	3	3
CO4	2	3	2	2	2	3
CO5	2	3	2	3	2	2
CO6	3	2	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

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SEMESTER: III
MBA-DSE-633C Labour Welfare and Compensation Management

Course Title: Labour Welfare & Compensation Management	Course Type: Elective (DSE)
Course Code: MBA-DSE-633C	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides a comprehensive understanding of Labour Welfare and Compensation Management, emphasizing employee well-being, workplace safety, and effective compensation practices. Students will explore key concepts such as labour welfare, employee participation, empowerment strategies, and the structure of compensation systems. The course also covers job evaluation methods, wage and salary administration, incentive plans, fringe benefits, and social security systems. Through real-world examples and case studies, learners will develop the ability to design welfare programs and compensation strategies that enhance organizational performance and employee satisfaction.

Course Objectives:
1. To introduce the concept, need, and approaches to labour welfare.
2. To familiarize students with employee participation, empowerment, and their applications.
3. To explain compensation management principles and factors affecting compensation.
4. To impart knowledge on job evaluation, wage administration, and wage fixation.
5. To highlight various incentive plans, fringe benefits, and social security measures.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	-	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Define** and **explain** labour welfare concepts and welfare officer roles.
CO2	**Analyze** employee participation and empowerment mechanisms.
CO3	**Apply** key concepts in designing a compensation system.
CO4	**Interpret** job evaluation processes and techniques.
CO5	**Summarize** wage administration methods and wage differentials.
CO6	**Identify** incentive plans, fringe benefits, and social security provisions.

SN	Contents of Module	Hrs	COs

1	**Unit-I Introduction to labour welfare** 1.1 Concept, Need & Features of Labour Welfare 1.2 Agencies for welfare work 1.3 Approaches to Labour Welfare 1.4 Types of welfare facilities 1.5 Qualities and Role Labour Welfare Officer 1.6 Employee Health & Safety: 1.6.1 Work environment and work behavior 1.6.2 Accidents: Cause and prevention, Employee health, Effective Safety management	8	**CO1**
2	**Unit-II Employee Participation and Empowerment** 2.1 Workers' Participation in Management (WPM) – Concept, Objectives, Characteristics 2.2 Forms & levels of WPM, Essentials for Effective WPM 2.3 Employee Empowerment—Concept, Importance and Types of Employee Empowerment, 2.4 Characteristics of Empowered Organization, Empowerment Process 2.5 Quality Circles- Concept, Objectives Structure and Benefits 2.6 India & International Labour Organization: Objectives, Structure, Recommendations of ILO, Impact of ILO on India	8	**CO2**
3	**Unit-III Introduction to Compensation Management** 3.1 Concept, Objectives, importance & Core components of Compensation 3.2 Factors affecting employee's compensation: Internal & External 3.3 Designing a Compensation system 3.4 Compensation as a Retention strategy 3.5 Framework of Compensation Policy	8	**CO3**
4	**Unit-IV Job Evaluation** 1.1 Concept, Objectives, Features of Job Evaluation 1.2 Process, Techniques of Job Evaluation 1.3 Limitations of Job Evaluation	6	**CO4**
5	**Unit-V Wages & Salary Administration** 4.4 Concept Objectives & Principles of Wage & Salary Administration 4.5 Elements in Wages & Salary Administration 4.6 Types of Wages 4.7 Factors influencing Compensation Levels 4.8 Wage Differentials 4.9 Wage Determination Process 4.10 Methods of wage Fixation	10	**CO5**
6	**Unit-VI Incentives Plans & Fringe Benefits** 6.1 Incentives Plan: Concept, Characteristics, Benefits 6.2 Types of Wage Incentive Plan: Individual & Group Incentives Plan 6.3 Limitation & Prerequisites for effective incentive plan 6.4 Fringe Benefits: Concept, Features, Need, Objectives, Significance 6.5 Fringe benefits in India	8	**CO6**

REFERENCE BOOKS:
1. Dynamics of Industrial Relations - C. B. Mamoria; Himalaya Publishing House
2. Human Resource Management 2006 – V. S. P. Rao – Excel Books ISBN: 81-7446-448-4

3. Compensation management 2010 – Kanchan Bhatia – Himalaya Pub – ISBN: 978-81-8488-511-8
4. Personnel & Human Resource Management- AM Sharma, Himalaya Publishing House
5. Essentials of HRM & IR by P Subba Rao – Himalaya
6. Labour Welfare Trade Union & Industrial Relations by Punekar, Deodhar & Sankaran - Himalaya Publications
7. Human Resource Management by K. Ashwathappa – Tata McGraw Hill
8. Human Resource Management by Wayne Mondy- Pearson
9. Personnel and Human Resource Management 2010 – P. Subba Rao – Himalya Publishing House Pvt. Ltd. ISBN: 978-81-8488-669-6

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO 2	2	3	3	3	3	2
CO3	3	3	3	2	2	3
CO4	2	3	2	1	1	2
CO5	2	2	2	2	2	1
CO6	2	2	2	2	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	-	✓	✓
End Semester Examination (60)	✓	✓	✓	-	✓	✓

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SEMESTER: III

MBA-DSE-634C Organizational Leadership Change & Development

Course Title: Org. Leadership Change & Development Course	Type: Elective (DSE)
Course Code: MBA-DSE-634C	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This paper addresses the issues, basic theories and methods associated with organizational Leadership, Change and Development in contemporary organizations. It provides an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Organizational Leadership explores the roles leaders must embrace to run a division, department, or organization: as a beacon who sets direction; an architect who aligns talent, systems and structure, and culture; and a catalyst who drives innovation and change. It also addresses how leadership influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. Through this paper the students will be able to gain a clearer understanding of the leadership style required for a particular situation and also how to prepare for the next phase of leadership journey.

Course Objectives:
1. Understand the concept, importance, and traits of leadership.
2. Study various leadership theories and styles.
3. Analyze leadership behavior in different contexts and cultures.
4. Explore the role of leadership in managing change.
5. Understand the fundamentals and applications of Organization Development (OD).
6. Develop ethical, value-based, and innovative leadership competencies.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the context and utility of leadership.
CO2	**Apply** leadership theories in various organizational settings and decision-making processes
CO3	**Evaluate** leadership behavior in multicultural teams and ethical contexts.
CO4	**Explore** evolving leadership approaches and skills required to lead effectively in a VUCA world.
CO5	**Manage** change successfully
CO6	**Implement** Organizational interventions for Development of organization.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction** 1.1 Concept of Leadership 1.2 Leadership vs management 1.3 Leadership skills 1.4 Functions of Leadership 1.5 Traits of Leadership 1.6 Importance of leadership 1.7 Leadership styles	8	CO1
2	**Unit – II Theories of Leadership** 2.1 Likert's 4 Systems of management 2.2 Fielders Leadership Contingency theory 2.3 Hersey-Blanchard's Situational Leadership Theory 2.4 Path Goal Theory 2.5 Vroom-Yetton Leadership model 2.6 Charismatic Leadership Theory 2.7 Transformation Leadership Theory 2.8 The Ohio State University studies 2.9 Blake & Mouton's Managerial Grid	10	CO2

3	**Unit – III Perspectives on effective Leadership behaviour**
	3.1 Leaders as mentors
	3.2 Ethical leadership
	3.3 Managing Diversity
	3.4 Leadership in different cultures
	3.5 The leader's role in shaping and reinforcing culture
	3.6 Leadership in different types of teams
	3.7 Current/Emerging issues in leadership
	    3.7.1. Team management
	    3.7.2. Women leaders
	    3.7.3. EI and Leadership
		8	CO3

4	**Unit- IV Leadership in VUCA World** 4.1 Digital Leadership – Meaning, Skills, and Competencies 4.2 Leading Remote and Hybrid Teams 4.3 Agile Leadership – Concepts, Principles, and Benefits 4.4 Role of AI and Technology in Leadership and People Management 4.5 Sustainable and Inclusive Leadership 4.6 Future of Leadership – Trends, Challenges, and Readiness	6	CO4
5	**Unit – V Leading Change in organizations** 5.1 Meaning, Nature and Importance of Change 5.2 Forces for change 5.3 Types of Change 5.4 The Change process (Kurt Lewin model) 5.5 Manager as a Change Agent 5.6 Resistance to change 5.7 Overcoming resistance to change	8	CO5
6	**Unit – VI Organization Development** 6.1 Meaning and objectives of Organization Development 6.2 Characteristics of Organization Development 6.3 Significance of OD programs 6.4 Prerequisites for OD	8	CO6

SN	Contents of Module	Hrs	COs
	6.5 The OD process 6.6 OD interventions: Sensitivity Training, Survey feedback, Process Consultation, Team building, QWL programs, MBO 6.7 Benefits & Limitations of OD		

REFERENCE BOOKS:
1. Organizational Behaviour- Robbins, Judge, Vohra- Pearson Publications
2. Organizational Behaviour- Fred Luthans- McGraw-Hill International editions
3. Organizational Behaviour- Kavita Singh- Pearson Publications
4. Organizational Behaviour- V S P Rao – Excel Books
5. Organizational Behaviour- K Aswathappa- Himalaya Publishing House
6. Organizational Behaviour- Suja. R. Nair- Himalaya Publishing House
7. Organizational Behaviour- Dr. S. Shahjahan, Linu Shahjahan- New Age International Publishers
8. Leadership in Organisations- Gary Yukl

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	3	1
CO2	3	3	3	2	3	2
CO3	2	2	3	3	3	2
CO4	2	3	3	2	3	3
CO5	2	3	2	2	3	3
CO6	3	3	2	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	--	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

SEMESTER: III
MBA-DSE-635C Strategic Human Resource Management

Course Title: C - Human Resource Management	Course Type: Elective (DSE)
Course Code: MBA-DSE-635C	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides an in-depth understanding of the strategic role Human Resource Management (HRM) plays in achieving business goals. It explores the alignment of HR strategies with corporate strategies and examines advanced approaches in procurement, retention, organizational development, performance management, and contemporary HR issues. Students will gain insights into the behavioral and ethical dimensions of strategy implementation, enhancing their capability to lead HR functions strategically in dynamic business environments.

Course Objectives:

- To study the integration of business strategy with HRM
- To understand the concept and relevance of employee engagement
- To position HR as a strategic value-adding function
- To explore the role of IT in strategic HRM

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** SHRM and its strategic role.
CO2	**Analyze** HR strategies for value creation.
CO3	**Apply** strategic staffing and separation practices.
CO4	**Design** jobs and organizational structures.
CO5	**Evaluate** performance systems and global HR issues.
CO6	**Use** HR technologies and innovations strategically.

SN	Contents of Module	Hrs	COs
1	**Unit 1: Foundations of Strategic Human Resource Management** 1.1 Meaning and Definition of SHRM 1.2 Traditional HR vs Strategic HR 1.3 Need and Importance of SHRM in current business landscape 1.4 Strategic Challenges for HR Managers in a VUCA world 1.5 HR Strategy Framework: 1.5.1 External Environmental Scanning 1.5.2 Internal Capital Assessment 1.6 Integration of HR with Organizational Strategies: 1.6.1 HR & Corporate Strategy 1.6.2 HR & Business Strategy	8	CO1
2	**Unit 2: HR Strategies and Strategic Value Addition** 2.1 Types of HR Strategies: 2.1.1 Overall Strategies: High Performance Management, High Involvement, High Commitment 2.1.2 Specific Strategies: 2.1.2.1 Human Capital Management 2.1.2.2 Performance Management 2.1.2.3 Corporate Social Responsibility (CSR) 2.1.2.4 Employee Engagement 2.1.2.5 Organizational Development (OD) 2.1.2.6 Knowledge & Talent Management 2.2 Barriers to Strategic HR 2.3 HR as a Strategic Partner 2.4 Competitive Advantage through HR 2.5 The VRIO Framework (Value, Rarity, Imitability, Organization)	10	CO2
3	**Unit 3: Strategic Staffing and Separation Management** 3.1 Strategic Staffing: Concept and Importance 3.2 Staffing Process & Core Concepts: 3.2.1 Organization and Job Analysis 3.2.2 Person–Job Fit and Person–Organization Fit 3.3 Strategic Approaches to Staffing: 3.3.1 Traditional 3.3.2 Strategy Implementation 3.3.3 Strategy Formation 3.4 Strategic Issues in Staffing 3.5 Employee Separation Management:	8	CO3
4	**Unit 4: Job Design, Work Systems & Organizational Design** 4.1 Job Design: 4.1.1 Approaches: Engineering, Human Relations, Socio-Technical 4.1.2 Techniques: Job Rotation, Enrichment, Enlargement, Job Sharing 4.2 Designing & Redesigning Work Systems: 4.2.1 Specialist, Generalist, Strategic Approaches 4.2.2 Stages in Redesigning Work Systems 4.3 Organizational Design: 4.3.1 OD Process: Differentiation & Integration 4.3.2 Factors Affecting OD 4.3.3 Emerging Issues in Organizational Design	6	CO4
5	**Unit 5: Performance, Global Competitiveness & Strategic Challenges** 5.1 Strategic Recruitment and Selection 5.2 Managing Talent Surplus and Shortage 5.3 Shift from Performance Appraisal to Performance Management 5.4 Strategic Dimensions of Performance Appraisal	8	CO5

SN	Contents of Module	Hrs	COs
	5.5 Economic Value Added (EVA) as a metric 5.6 Organizational Appraisal through Balanced Scorecard (BSC)		
6	**Unit 6: Technology and Innovation in Strategic HRM** 6.1 Role of IT in Strategic HRM 6.2 Technologies Transforming HR 6.3 HR Innovations: AI, Automation, HR Analytics 6.4 Web-based HRM vs Conventional HRM 6.5 HR Application Software (e.g., SAP, Workday, Zoho People) 6.6 Future Challenges and Emerging Trends in HR	8	CO6

REFERENCE BOOKS:

1. Strategic HRM- Rajeesh Viswanathan, Himalaya Publishing House
2. Strategic HRM – Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM – Michael Armstrong , Kogan Page , London.
4. Strategic HRM – Agrawala , Oxford University Press , New Delhi.
5. Human Resource Management – Gary Dessler , Prentice Hall India, New Delhi .
6. Strategic HRM and OD- Ramakant K Patra, Himalaya Publishing house N.D.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	3	2	2
CO2	3	3	2	2	2	2
CO3	3	3	2	2	3	2
CO4	2	3	2	3	2	2
CO5	2	3	2	2	2	3
CO6	3	3	3	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III

MBA-DSE-636C Labour Laws and Industrial Relations

Course Title: Labour Laws and Industrial Relations	Course Type: Elective (DSE)
Course Code: MBA-DSE-636C	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course offers a comprehensive overview of labour laws and industrial relations in India. It covers key legislations such as the Factories Act, Minimum Wages Act, Payment of Wages Act, and social security laws including ESI and EPF. Students will learn about essential provisions concerning worker welfare, safety, wages, and benefits, alongside the legal responsibilities of employers and employees. The course also delves into the fundamentals of industrial relations, addressing employee discipline, trade unionism, and industrial disputes, with a focus on resolution mechanisms like conciliation, arbitration, and adjudication. The curriculum concludes with grievance handling and collective bargaining, equipping students to effectively manage workplace legalities and promote constructive labour-management relationships.

Course Objectives:

1. To **understand** the key provisions of labor legislation in India concerning the welfare and rights of employees.
2. To **examine** the significance of wage, social security, and industrial relations laws.
3. To **explore** the mechanisms of dispute resolution, grievance procedures, and collective bargaining in Indian industry.
4. To **develop** a comprehensive view of employer-employee legal obligations.
5. To **foster** analytical thinking regarding ethical, legal, and leadership issues in industrial relations.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the provisions of The Factories Act and their application in employee welfare.
CO2	**Analyze** wage legislations and their role in safeguarding employee remuneration rights.
CO3	**Examine** the framework of social security legislation and its importance in employee safety.
CO4	**Understand** the principles of industrial relations and employee discipline.

CO5	**Evaluate** the Industrial Disputes Act and other related acts in resolving workplace conflict.	
CO6	**Demonstrate** the process of grievance handling and collective bargaining in organizations.	

SN	Contents of Module	Hrs	COs
1	**Unit – I The Factories Act 1948** 1.1. Definition & Objectives. 1.2. Provisions related to the Health, Safety and the welfare of Workers. 1.3. Factory Inspectorate. 1.4. Working Hours of Adult Workers. 1.5. Provisions regarding Leave and Wages. 1.6. Obligation of Employers and Workers. 1.7. Provision for Employment & work for Women and Children 1.8. Offences and Penalties	06	**CO1**
2	**Unit – II Wage Legislations in India** **2.1 Minimum wages Act, 1948** 2.1.1 Object, Applicability & definition 2.1.2 fixation of minimum rate of wages 2.1.3 Procedure for fixing and revising minimum wage, 2.1.4 Offences & Penalties **2.2 Payment of wages Act, 1936** 2.2.1 Object, Applicability & definitions 2.2.2 Time of payment of Wages. 2.2.3 Deductions from wages. 2.2.4 Obligations of Employers & Employees. **2.3 Payment of Bonus Act 1965** 2.3.1 Object, Applicability & definitions 2.3.2 Calculation of Bonus, 2.3.3 Time limit for payment 2.3.4 Employees entitled to Bonus 2.3.5 Payment of min/max Bonus 2.3.6 Calculation of allocable surplus, 2.3.7 Set-on and set-off of allocable surplus **2.4 Payment of Gratuity Act, 1972** 2.4.1 Object, Applicability & definitions 2.4.2 Payment of Gratuity 2.4.3 Nomination 2.4.4 Determination of the amount of gratuity	10	**CO2**
3	**Unit – III Social-Security Legislations** **3.1 Employees state insurance Act, 1948** 3.1.1 Object, definitions 3.1.2 Obligations of Employers & Employees. 3.1.3 Contribution 3.1.4 Benefits to employees **3.2 The employee Provident fund & Miscellaneous provisions Act, 1952**	**10**	**CO3**

SN	Contents of Module	Hrs	COs
	3.2.1 Object, Applicability & definitions		
	3.2.2 Employees' Provident Funds Scheme		
	3.2.3 Employees' Family Pension Scheme,		
	3.2.4 Employees' Deposit-linked Insurance Scheme,		
	3.2.5 Determination of moneys due from employers,		
	3.2.6 Special provisions relating to existing provident funds		
	3.2.7 Transfer of accounts		
	3.2.8 Obligations & Rights of employer & employees.		
	3.3 Maternity Benefit Act, 1961		
	3.3.1 Object, Applicability & definitions		
	3.3.2 Right to payment of maternity benefit.		
	3.3.3 Employment of, or work by, women prohibited during certain periods		
	3.3.4 Penalty for contravention of Act by employer.		
	3.4 PoSH (Protection of Women from Sexual Harassment) Act, 2013		
	3.4.1 Object, Applicability & definitions		
	3.4.2 Prevention of sexual harassment.		
	3.4.3 Constitution of Internal Complaints Committee.		
	3.4.4 Complaint of sexual harassment.		
	3.4.5 Duties of employer.		
4	**Unit – IV Introduction to Industrial Relations**	6	**CO4**
	4.1 Industrial Relations –		
	4.1.1 Concept, Scope & Objectives of IR, Approaches to IR		
	4.1.2 Functional Requirement for Sound IR Policy		
	4.2 Employee Discipline –		
	4.2.1 Concept, Objectives, Need,		
	4.2.2 Principles & Approaches to Discipline		
	4.2.3 Trade Unionism		
	4.2.4 Types, role & importance		
	4.2.5 Growth & Need of & Managerial Trade Unions		
5	**Unit – V Industrial Disputes Act, 1947**	10	**CO5**
	4.1 Industrial Disputes		
	4.1.1 Concept, Definition,		
	4.1.2 Causes & Consequences of Industrial Disputes,		
	4.1.3 Types of Industrial Disputes - Strikes & Lockouts,		
	4.1.4 Prevention of Industrial Disputes		
	4.2 Industrial Dispute Settlement Machinery		
	4.2.1 Applicability and Definitions		
	4.2.2 Authorities Under this Act		
	4.2.3 Setting up of Grievance Redressal Machinery		
	4.2.4 Procedure, Powers and Duties of Authorities		
	4.5 Industrial Employment (Standing Orders) Act, 1946		
	4.5.1 Object, Applicability & definitions		
	4.5.2 Submission of draft standing orders, Conditions for certification of standing orders, Certification of standing orders, Date of operation of standing orders.		

SN	Contents of Module	Hrs	COs
	4.5.3 Register of standing orders, Posting of standing orders, Duration and modification of standing orders		
	4.5.4 Penalties and procedure		
6	**Unit – VI Grievance Procedure & Collective Bargaining**	6	**CO6**
	5.1 **Grievance Procedure**		
	5.1.1 Meaning, Nature & Causes and Steps in Grievance Procedure		
	6.2 Collective Bargaining –		
	6.2.1 Concept, Objectives, Importance & Need,		
	6.2.2 Process of Collective Bargaining,		
	6.2.3 Bargaining Strategies		
	6.3 Negotiations		
	6.3.1 Qualities of Good Negotiator		

REFERENCE BOOKS:

1. Labour Industrial laws- Dr.V.G.Goswami, Central Law Agency.
2. Labour Laws- Taxmann, Taxmann.
3. Labour Law- S. D. Geet, Nirali Prakashan
4. Labour Laws for managers- B. D. Singh, Excel
5. Labour Law: A Practical Guide to ManageDay to Day Labour Problem: S.R. Samant :Labour Law Agency : Mumbai
6. Labour & Industrial Law: Rega Surya Rao: Andhra Law House:Visakhapatnam
7. Labour Laws for Managers: B. D. Singh:Excel Books
8. Dynamics of Industrial Relations by C. B. Mamoria; Himalaya Publishing House
9. Industrial Relations Concepts and Issues by T. N. Chhabra, R. K. Suri ; Dhanpat Rai and Company Pvt Ltd.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	3	2	1
CO2	3	3	1	3	2	2
CO3	3	2	2	3	2	2
CO4	2	2	2	2	3	1
CO5	3	2	2	3	3	1
CO6	2	3	3	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III
MBA-DSE-633D World Class Manufacturing & Process Management

Course Title: World Class Manufacturing & Process Mgmt. Course Type: Elective (DSE)

Course Code: MBA-DSE-633D	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course focuses on the effective management of manufacturing units, covering current trends and practices in the industry. It includes an in-depth look at how lean manufacturing, process optimization, and the use of digital technologies are applied to improve productivity, quality, and operational efficiency. Key topics include the integration of technology with innovation to develop advanced manufacturing systems, adoption of smart manufacturing practices, and the role of automation and data-driven decision-making. The course also addresses essential safety protocols, regulatory compliance, and sustainable manufacturing practices. Emphasis is placed on practical approaches to process improvement, efficiency enhancement, and the development of world-class manufacturing capabilities.

Course Objectives:
1. To aware the current knowledge about the manufacturing trends in industries.
2. To study the innovative methods of Manufacturing Systems.
3. To view the Importance of Maintenance Management in Industry.
4. To Analyze the Safety measures followed in Industry.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the recent trends in manufacturing.
CO2	**Demonstrate** the relevance and basics of World Class Manufacturing.
CO3	**Analyze** the innovative ways adopted in manufacturing.
CO4	**Understand** the safety measures followed in production units.
CO5	**Evaluate** various process management tools and techniques used to improve manufacturing performance.
CO6	**Apply** maintenance and technology transfer strategies to enhance manufacturing efficiency and sustainability.

SN	Contents of Module	Hrs	COs
1	**Unit – I Manufacturing Management** 1.1 Introduction to Manufacturing Management 1.2 Principles of Manufacturing Management 1.3 Manufacturing activity scheduling 1.4 Manufacturing resource planning 1.5 Current Trends in Manufacturing in India	6	**CO1**
2	**Unit- II World Class Manufacturing & Technology Transfer** 2.1. Evolution, Principles & Strategy of WCM 2.2. Japanese approach towards WCM 2.3. Characteristic of Re-engineered process. 2.4. Software in use, Problems of implementation on the system. 2.5. Optimized Production Technology (OPT), 2.6. Automation in Design and manufacturing, Role of Robotics etc. 2.7. Industry 4.0 & WCM. 2.8. Definition and Classifications of Technology Transfer 2.9. Channels of technology Flow 2.10 International Technology Transfer 2.11 Intra-firm Technology Transfer 2.12 Issues related to technology transfer	10	**CO1, CO2**
3	**Unit- III Innovative Manufacturing System** 3.1. Lean Manufacturing: Concept, Tools & Techniques, Advantages and Disadvantages 3.2. Flexible Manufacturing System: Different production system of FMS & its Configuration 3.3. Group Technology: Concept & applications of GT 3.4. Cellular Manufacturing System: Concept 3.5. Agile Manufacturing: Concept 3.6. Smart Manufacturing Technology.	6	**CO1, CO3**
4	**Unit- IV Process Management** 4.1. Processes: Meaning, Types & Scope 4.2. Process planning and selection 4.3. Process Modelling, Analysis & Design 4.4. Major process decisions 4.5. Process Measurement & Metrics 4.6. Process Improvement: Methods – Kaizen Umbrella, Process Management tools 4.7. Process Management tools & Techniques: Design of Experiments (DOE), Taguchi Method, Quality Function Deployment (QFD), Single Minute Exchange of Die (SMED), Visual Control (VC) 4.8. Product Design Concepts: Design for manufacture (DFM), Design for Assembly (DFA), Design for Operations (DFO)	10	**CO5**
5	**Unit- V Maintenance Management** 5.1. Maintenance Function, Types and Strategies 5.2. Maintenance economics 5.3. Spare Parts Management: Types of Spares & Inventory Planning for Spare Parts 5.4. Measurement of Maintenance performance:	8	**CO5, CO6**

SN	Contents of Module	Hrs	COs
	5.4.1. Total Productive Maintenance		
	5.4.2. Concept of Reliability, Reliability Improvement		
	5.4.3 Maintenance Planning & Control		
6	**Unit- VI Management of Industrial Safety**	6	**CO4**
	6.1. Industrial Safety scope & Significance.		
	6.2. Safety programs and organization		
	6.3. Causes, problems and sources of industrial accidents		
	6.4. Theory of accident occurrences		
	6.5. Accident prevention and control		
	6.6. Investigation and Analysis of accident		
	6.7. Duties of plant supervisor and safety inspector		
	6.8. Industrial Safety using innovative & Proactive Strategies.		

REFERENCE BOOKS:

1. Production & Operation Management – S N Chary.
2. Production & Operation Management – Panneerselvam, R.
3. Operation Management – William J. Stevenson
4. Operations Management - B Mahadevan – Pearson
5. Management of Technology by Tarek Khalil – TMH
6. System Thinking – Martin J. Brokman
7. Flexible Manufacturing System – H K Shivanand, M M Benal & V Koti.
8. Smart Manufacturing Innovation and Transformation: Interconnection and Intelligence – ZongWei Luo.

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	3
CO2	3	2	1	2	1	3
CO3	2	3	2	2	2	3
CO4	2	2	2	3	2	2
CO5	3	3	1	2	2	2
CO6	3	3	1	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: III
MBA-DSE-634D Management of Technology

Course Title: Management of Technology	Course Type: Elective (DSE)
Course Code: MBA-DSE-634D	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course is concerned with Management issues surrounding the technology being used in organization. The focus will be on theoretical & practical aspects of Management of technology in organization. This course is also concerned with Human & organizational issues as well as strategic and operational issues related to technology introduction & use.

Course Objectives:

1. To study the use of technology in manufacturing Sector.
2. To study the impact of technology on human and society.
3. To study the evolutionary changes of technology management in manufacturing sector.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the fundamentals of technology development, sources and types of technology, and their strategic implications in business environments.
CO2	**Analyze** how competitive advantage is achieved through new technologies, including the roles of R&D, government policies, and intellectual property management.
CO3	**Apply** methods of technological forecasting and assessment to support innovation and effective technology acquisition.
CO4	**Formulate** and evaluate technology strategies including aspects like diffusion, absorption, financial planning, and project management.
CO5	**Assess** the human factors in technology management, focusing on integration of people with technology, leadership, and organizational change.
CO6	**Examine** the broader social and environmental impacts of technology, including its influence on industrial relations and ecological sustainability.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Technology Management:** 1.1. Introduction to key concepts of technology Development. 1.2. Sources & Types of Technology. 1.3. Changing context of technological environment. 1.4. Strategic implications of Technology 1.5. Needs assessment of Technology	12	**CO1**
2	**Unit- II Competitive advantages through new technologies:** 2.1. Product development – from scientific breakthrough to marketable product – 2.2. Role of Government in Technology Development. 2.3. Linkage between technology, development and competition, 2.4. Managing research and development (R&D), 2.5. Managing Intellectual Property. 2.6 Industrial Analysis & Technology Planning	6	**CO2**
3	**Unit – III Technological Forecasting & Assessment** 3.1. Technological Forecasting & Assessment: (a) Changing Context of Technological Environment. (b) Technological Forecasting. (c) Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram 3.2. Technology Assessment: (a) Technology Choice, Technological leadership & fellowship. (b) Technology Acquisition. Meaning of Innovation and creativity, (c) Innovation management	8	**CO3**

4	**Unit- IV Technology strategy.**
	4.1. Strategic Management of Technology.
	4.2. Framework for formulating technology strategy,
	4.3. Financial aspects of in technology Management.
	4.4. Technology diffusion and absorption:
	   (a)Rate of Diffusion; Innovation Time and Innovation Cost
	   (b) Speed of Diffusion.
	   (c)Project management in adoption and implementation of new technologies.
	4.5. Technology transfer, licensing, Joint venture, technology alliance.
		8	**CO4**

5	**Unit – V Human Aspects in Technology Management** 5.1. Integration of People and Technology, 5.2. Organizational and Psychological Factors, 5.3. Leadership & Change Management. 5.4 Performance Appraisal & Counselling.	8	**CO5**
6	**Unit – VI Social Issues in Technology Management:** 6.1. Technological Change and Industrial Relations, 6.2. Technology Assessment and Environmental Impact Analysis.	6	**CO6**

REFERENCE BOOKS:

1. Management of Technology - Tarek Khalli - McGraw-Hill.
2. Management of Technology: The Key to competitive and wealth creation. New Delhi. – Khalil, T. Tata McGraw- Hill.
3. Management of Technology & Innovation: Competing through Technological Excellence – Rastogi, P.N. – Sage Publications.
4. Strategic Management of Technological Innovation – Schilling, M. – McGraw Hill.
5. Managing Technological Innovation - Twiss, B. -. Pitman.
6. Strategic Management of Technology & Innovation - Burgelman, R.A., M.A. Madique, and S.C.
   Wheelwright -. Irwin.
7. Strategic Management of Technology and Innovation – Burgelman, R.A, Christensen, C. M., & Wheelwright – McGraw Hill.

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	2
CO2	3	3	1	2	2	3
CO3	2	3	1	2	2	3
CO4	3	3	1	2	2	3
CO5	2	2	3	1	3	2
CO6	2	2	2	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III
MBA-DSE-635D Global Supply Chain Management and International Logistics

Course Title: Global SCM and International Logistics	Course Type: Elective (DSE)
Course Code: MBA-DSE-635D	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The focus will be on theoretical & practical aspects of Management of technology in organization. This course is concerned with Management issues surrounding the technology being used in organization This course is also concerned with Human & organizational issues as well as strategic and operational issues related to technology introduction & use.

Course Objectives:

1. To Study the importance and major decisions in Logistics and supply chain management for gaining competitive advantage.
2. To Study how supply chain drivers, play an important role in redefining value chain excellence of Firms.
3. To develop analytical and critical understanding & skills for planning, designing and operations of supply chain and logistics.
4. To study the role of information technology in SCM.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the foundational concepts, structure, and evolution of supply chain management and its integration challenges.
CO2	**Explain** the scope of logistics and its role in domestic and global supply chain excellence.
CO3	**Analyze** strategic alliances, including 3PL/4PL, and their impact on supply chain partnerships.
CO4	**Evaluate** warehousing and material handling systems in terms of design, cost, and logistics efficiency.
CO5	**Assess** human-technology integration in supply chains, emphasizing leadership and change management.
CO6	**Examine** customer service and demand management to develop strategies for enhancing competitiveness.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Supply Chain Management** 1.1 Definitions and concept of Supply Chain management. 1.2 Importance, Nature and Scope of SCM 1.3 Process view of SCM 1.4 Roles of Supply Chain Management in Organization 1.5 Barriers to Effective Supply Chain Management 1.6 Model and Future of Supply Chain Management 1.7 Functional to Process Integration (Vertical to Virtual Integration)	12	**CO1**
2	**Unit – II Logistic Management** 2.1 Definition, Objective Functions & Scope 2.2 Supply Chain Management and Logistics Management 2.3 Comparison between National (Domestic) and International Logistics 2.4 Logistical competence, competitiveness and competitive advances 2.5 Logistic for business excellence 2.6 Role of Logistic in Supply Chain 2.7 The Global Logistics Operator 2.8 Factors Contributing to the Development of Logistics	6	**CO2**

3	**Unit – III Supply chain management in the light of Strategic Alliance**
	3.1 Strategic Alliance
	   a) External Partnership
	   b) Level of Logistics Partnership
	   c) Logistics Partnership Decision
	3.2. Model for Strategic Alliance Development
	3.3. Trust and Challenges to Strategic Alliance
	3.4. Developing Trusting Relationships
	3.5. Challenges to Strategic Alliance
	   a) Third Party Logistics
	   b) Fourth Party Logistics
		8	**CO3**

4	**Unit- IV Technology strategy.**
	4.1. Strategic Management of Technology.
	4.2. Framework for formulating technology strategy,
	4.3. Financial aspects of in technology Management.
	4.4. Technology diffusion and absorption:
	  (a)Rate of Diffusion; Innovation Time and Innovation Cost
	  (b) Speed of Diffusion.
	  (c)Project management in adoption and implementation of new technologies.
	4.5. Technology transfer, licensing, Joint venture, technology alliance.
		8	**CO4**

5	**Unit – V Human Aspects in Technology Management** 5.1. Integration of People and Technology, 5.2. Organizational and Psychological Factors, 5.3. Leadership & Change Management. 5.4 Performance Appraisal & Counselling.	8	**CO5**
6	**Unit – VI Social Issues in Technology Management:** 6.1. Technological Change and Industrial Relations, 6.2. Technology Assessment and Environmental Impact Analysis. Note (if Any):	6	**CO6**

REFERENCE BOOKS:

1. Management of Technology - Tarek Khalli - McGraw-Hill.
2. Management of Technology: The Key to competitive and wealth creation. New Delhi. – Khalil, T. Tata McGraw- Hill.
3. Management of Technology & Innovation: Competing through Technological Excellence – Rastogi, P.N. – Sage Publications.
4. Strategic Management of Technological Innovation – Schilling, M. – McGraw Hill.
5. Managing Technological Innovation - Twiss, B. -. Pitman.
6. Strategic Management of Technology & Innovation - Burgelman, R.A., M.A. Madique, and S.C. Wheelwright -. Irwin.
7. Strategic Management of Technology and Innovation – Burgelman, R.A, Christensen, C. M., & Wheelwright – McGraw Hill.

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	2
CO2	3	3	1	2	2	3
CO3	2	3	1	2	2	3
CO4	3	3	1	2	2	3
CO5	2	2	3	1	3	2
CO6	2	2	2	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

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SEMESTER: III
MBA-DSE-636D Operations Research

Course Title: Operations Research	Course Type: Elective (DSE)
Course Code: MBA-DSE-636D	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The course aims at building capabilities in the students for analysing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints. The objective of this course is to enable the student to understand and analyses managerial problems to equip him to use the resources such as capitals, materials, productions, controlling, directing, staffing, and machines more effectively.

Course Objectives:

1. To understand the origin, development, and scope of Operations Research in business and industry.
2. To learn the formulation and solution of Linear Programming Problems for effective decision-making.
3. To study transportation models and their application in optimizing logistics and distribution.
4. To analyse and solve assignment problems using appropriate optimization techniques.
5. To develop decision-making skills under conditions of risk, uncertainty, and competitive situations using decision and game theory.
6. To apply deterministic inventory models to manage and control inventory efficiently.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the origin, scope, features, and limitations of Operations Research in managerial decision-making.
CO2	**Formulate** and solve Linear Programming Problems using graphical and simplex methods.
CO3	**Apply** transportation model techniques to find optimal distribution solutions.
CO4	**Solve** assignment problems using the Hungarian method and compare with transportation models.
CO5	**Apply** decision theory and game theory for decision-making under risk, uncertainty, and competition.
CO6	**Analyze** and solve inventory management problems using deterministic models like EOQ and EBQ.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Operations Research** 1.1. Origin and growth of OR 1.2. Definitions, Features & Scope of Operations Research 1.3. Role of Operations Research in Managerial D/M 1.4. Types of Operations Research Models 1.5. Limitations of OR	12	**CO1**
2	**Unit – II Linear Programming** 2.1. Introduction to applications of operations research in functional areas of management. 2.2. Mathematical Formulation of LPP 2.3. Requirements of LPP 2.4. Graphical and Simplex Methods to Solve Linear Programming Problems 2.5. Case Studies of LPP 2.6. Advantages and Limitations of LPP.	8	**CO2**

3	**Unit – III Transportation Model**
	3.1. Formulation of Transportation Problem.
	3.2. Methods of Finding Initial Solution.
	      3.2.1. North-West corner rule
	      3.2.2. Row Minima Method
	      3.2.3. Column Minima Method
	      3.2.4. Least Cost Method
	      3.2.5. Vogel's Approximation Method
		8	**CO3**

4	**Unit – IV Assignment Model** 4.1. Comparison with Transportation Model 4.2. Formulation of Assignment Model 4.3. Hungarian or reduced Matrix Method	6	**CO4**

5	**Unit – V Decision theory and Game Theory**
	5.1. Decision Theory
	      5.1.1 Concepts of decision making
	      5.1.2 Decision making under uncertainty
	      5.1.3 Decision making under risk
	      5.1.4 Decision tree analysis and Case discussion.
	5.2. Game Theory.
	      5.2.1. Competitive Games
	      5.2.2 Terminology
	      5.2.3. Rules for games theory
	5.2.4. 2X2 Games, 2X3 Games, 3X3 Games
		8	**CO5**

6	**Unit – VI Inventory Models** 6.1 Necessity for Maintaining Inventory 6.2. Inventory Costs 6.3. Inventory Models with Deterministic Demand 6.3.1. Model EOQ and EBQ Models (With and without shortages), Quantity Discount Models.	6	**CO6**

REFERENCE BOOKS:

1. Operations Research by V.K.Kapoor - Sultan Chand & Sons
2. Quantitative Techniques in Management by Vohra – Tata McGraw Hill Company
3. Operations Research by D.S Heera & P.K.Gupta - S.Chand & Sons
4. Operations Research by Natarajan - Pearson
5. Quantitative Techniques in Management by Jaishankar – Excel Books
6. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi: Laxmi Publications, 2013.

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO2	3	3	2	2	2	2
CO3	3	3	2	2	2	2
CO4	3	2	2	2	2	2
CO5	3	3	2	2	2	1
CO6	3	3	3	2	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III
MBA-DSE-633E System Analysis and Design

Course Title: System Analysis and Design	Course Type: Elective (DSE)
Course Code: MBA-DSE-633E	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides an in-depth study of the System Development Life Cycle (SDLC) and its applications in building effective information systems. It covers system concepts, types, and the role of a system analyst. Students will explore SDLC models like Waterfall, Agile, and Spiral, along with system planning and feasibility analysis. Techniques for requirements gathering, system design, database design, and user experience (UX) principles are emphasized. The course also addresses system implementation, testing, maintenance, and emerging trends such as Object-Oriented Analysis, Business Process Reengineering, cloud-based systems, and AI in system development, preparing students for modern IT industry demands.

Course Objectives:
1. To introduce the fundamental concepts of systems, subsystems, environments, and the System Development Life Cycle (SDLC).
2. To familiarize students with various SDLC models, system planning techniques, and feasibility analysis for project selection.
3. To develop skills in gathering, analysing, and documenting system requirements using tools like DFDs and ER diagrams.
4. To design effective system interfaces, database structures, and architectures based on user experience and system requirements.
5. To understand system implementation, maintenance strategies, and explore emerging trends like Object-Oriented Analysis, Cloud Computing, and AI in system development.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** fundamental concepts of systems, the role of a systems analyst, and various models of the System Development Life Cycle (SDLC)
CO2	**Explain** system requirements gathering techniques, feasibility analysis, and system documentation methods.
CO3	**Apply** system analysis tools like Data Flow Diagrams (DFD), Entity-Relationship Diagrams (ERD), and Use Case modeling for system development
CO4	**Analyze** system design requirements to develop efficient user interfaces, database structures, and system architectures.
CO5	**Evaluate** system implementation, testing methodologies, and maintenance plan
CO6	**Evaluate** and **apply** advanced system development approaches

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Systems and System Development Life Cycle (SDLC)** 1.1 Concepts of System, Subsystem, and System Environment 1.2 Types of Systems: Open, Closed, Formal, Informal 1.3 Overview of System Development Life Cycle (SDLC) 1.4 Role of a System Analyst: Skills and Responsibilities	8	CO1
2	**Unit – II SDLC Approaches and System Planning** 2.1 Approaches: Waterfall Model, Agile, Spiral Model 2.2 Identifying Problems, Opportunities, and Objectives 2.3 Feasibility Study: Technical, Operational, and Economic 2.4 Project Selection Criteria	8	CO2
3	**Unit – III Requirements Gathering and Analysis** 3.1 Techniques for Data Collection: Interviews, Questionnaires, Observation 3.2 Requirements Specification: Functional and Non-Functional Requirements 3.3 Data Flow Diagrams (DFDs) 3.4 Entity-Relationship Diagrams (ERDs)	10	CO3
4	**Unit – VI System Design** 5.2 Design of Input and Output 5.3 Interface and User Experience (UX) Design Principles 5.4 Database Design Concepts 5.5 System Architecture Design (Centralized, Distributed, Web-based)	8	CO4
5	**Unit – V System Implementation and Maintenance** 5.1 Coding, Testing (Unit, Integration, System, Acceptance) 5.2 User Training and Documentation 5.3 Post-Implementation Review 5.4 Types of Maintenance: Corrective, Adaptive, Perfective, Preventive	10	CO5
6	**Unit – VI Emerging Trends** 6.1 Object-Oriented Analysis and Design (OOAD) 6.2 Business Process Reengineering (BPR) 6.3 Cloud-Based Systems Analysis 6.4 Use of AI and Automation in System Development	4	CO6

REFERENCE BOOKS:
1. System Analysis and Design by Elias M. Awad Published by Galgotia Publications
2. Analysis and Design of Information System by James A. Senn Published by Pearson Education India
3. Systems Analysis and Design by Kendall and Kendall Published by Pearson Indian Edition
4. System Analysis and Design by S.A. Kelkar Published by PHI Learning Pvt. Ltd.
5. Object-Oriented Systems Analysis and Design by Ali Bahrami Published by Cengage India
6. Software Engineering by Ian Sommerville Published by Pearson Education India

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3		2	2	2	
CO2	3	2				
CO3	3	3	1	2		
CO4	3	3		2	1	
CO5	3	1	1			
CO6	3	3	2	1	2	

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

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SEMESTER: III
MBA-DSE-634E - IT Asset Management

Course Title: IT Asset Management	Course Type: Elective (DSE)
Course Code: MBA-DSE-634E	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course IT Asset Management introduces Information Technology Asset Management concept. The primary focus of this course is to introduce the ITAM lifecycle and workflows and define the key roles within the ITAM disciplines. This course describes the ITAM Tools and ISO standards for ITAM. This course also covers the main areas of ITAM such as Hardware Asset Management (HAM), Software Asset Management (SAM), Services and Cloud Asset Management (SEAM) and People and Information Asset Management (PINAM).

Course Objectives:

1. To understand the basic concept and purpose of ITAM.
2. To study the ITAM Tools and Procedures
3. To get the knowledge about Software and Hardware Asset Management (SAM & HAM).
4. To understand services and cloud asset management.
5. To study people and information asset management.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the basics of IT Asset Management.
CO2	**Identify** the key roles of IT managers.
CO3	**Describe** the Tools and Process of IT Asset Management
CO4	**Demonstrate** the fundamentals of Software Asset Management and HAM.
CO5	**Demonstrate** the fundamentals of Hardware Asset Management.
CO6	**Describe** the concepts SEAM and PINAM.

SN	Contents of Module	Hrs	COs
1	**Unit – I. Introduction to IT Asset Management (ITAM)** 1.1 Concept and Types of IT Asset 1.2 Definition and Objectives of IT Asset Management 1.3 Need and Importance of ITAM	12	**CO1** **CO2**

SN	Contents of Module	Hrs	COs
	1.4 IT Asset Life Cycle 1.6 Types of IT Asset Management 1.6 Role of IT Asset Manager 1.7 Challenges and Benefits of ITAM		
2	**Unit – II. ITAM Tools & Procedure** 2.1 IT Asset Management Tools 2.3 ITAM Processes 2.3 ISO Standards for ITAM 2.4 ITAM Policy and its Role	8	**CO3**
3	**Unit – III. Software Asset Management (SAM)** 3.1 Definition and objectives of SAM 3.2 Importance of SAM 3.4 Origin and History of SAM 3.4 Life Cycle of SAM 3.5 Role of SAM in Business	8	**CO4**
4	**Unit – IV. Hardware Asset Management (HAM)** 4.1 Concept and Purposes of HAM 4.2 Importance of HAM 4.3 Hardware Asset Life Cycle 4.4 Mobile device (asset) management aspects of HAM 4.5 Benefits of HAM	8	**CO5**
5	**Unit – V. Services and Cloud Asset Management (SEAM)** 5.1 Concept of Services and Cloud Services 5.2 Definition and Objectives within Services and Cloud Asset Management (SEAM) 5.3 Value of Cloud Asset Management 5.4 Benefits from Services and Cloud Asset Management (SEAM)	8	**CO6**
6	**Unit – VI. People & Information Asset Management (PINAM)** 6.1 Definition and concept of People and Information Asset 6.2 Objectives of People and Information Asset Management (PINAM) 6.3 BYOD in a People and Information Management perspective	4	**CO6**

REFERENCE BOOKS:

1. IT Asset Management – A Pocket Survival Guide – Martyn Hobbs – IT Governance Publishing – ISBN - 9781849282925, 9781849282925
2. Practical ITAM – The Essential Guide for IT Asset Managers – Martin Thompson – Published by: The ITAM Review, ISBN: 9781547011216.
3. Software Asset Management: Understanding and Implementing Practical Solutions – Prafulla Varma & Kalyan Kumar, ISBN-13: 978-0692324264
4. An IT manager's Guide to Hardware Asset Management – Laurence E Tindall – ISBN- 9781729316900, Independently Published.
5. ITIL Guide to Software and IT Asset Management – Axelos – Published by: TSO, ISBN: 9780113315499.
6. Software Asset Management: What is It and Why do we need it? – Carl A Bolton – Software Asset Publishing, Chicago.
7. Guidance for IT Asset Management (ITAM)-Step by step Implementation Guide – Kiran Kumar Pabbathi – Publisher: Servicemanagers.org, ISBN – 13- 978-0991320509.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	1	1	2	1	
CO2	1	2	2	1	2	2
CO3	2	2		2		1
CO4		1				1
CO5		1		1		1
CO6	1	1		1	1	

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓		
End Semester Examination (60)	✓	✓	✓	✓	✓	

SEMESTER: III
MBA-DSE-635E – RDBMS using SQL Server

Course Title: RDBMS using SQL Server	Course Type: Elective (DSE)
Course Code: MBA-DSE-635E	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces MBA students to the fundamental concepts of Relational Database Management Systems (RDBMS) with a focus on Microsoft SQL Server. It emphasizes data modeling, SQL querying, transaction management, and data analysis to support business decision-making.

Course Objectives:

1. To understand the principles of relational databases and their role in business applications.
2. To develop the skills required to model, design, and implement business databases.
3. To learn and apply SQL using SQL Server for querying and data management.
4. To analyze and manipulate data for business intelligence using SQL tools.
5. To understand transaction management and database security for business-critical systems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	--	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Remember** concepts of RDBMS and data modeling techniques**.**
CO2	**Understand** normalization techniques to improve database design.
CO3	**Apply** SQL knowledge to design relational databases.
CO4	**Demonstrate** data manipulation techniques on database tables.
CO5	**Analyze** data and perform complex queries in SQL.
CO6	**Manage** database transactions, security, and integrity constraints.

S.N.	Contents of Module	Hrs	COs
1	**Unit – I Database Systems & Data Models** 1.1 Overview of Database System 1.2 Basic concept of RDBMS 1.3 Database Models (Relational Model, Network Model, Hierarchical Model) 1.4 Introduction to SQL Server and its Architecture 1.5 Importance of RDBMS in Business and Analytics	12	**CO1**

S.N.	Contents of Module	Hrs	COs
2	**Unit – II Data Modeling and Database Design** 2.1 Entity Relationship (ER) Modeling 2.2 Keys: Super, Candidate, Primary, Foreign Key 2.3 Introduction to Normalization 2.4 Normal forms: 1 NF, 2 NF, 3 NF with example 2.5 Codd's Rules	10	**CO3**
3	**Unit – III SQL Basics and Data Definition Language (DDL)** 3.1 SQL Syntax and Data Types 3.2 Creating and Altering Tables 3.3 Constraints: Primary Key, Foreign Key, Check, NOTNULL, Unique, Default etc. 3.4 Dropping and Modifying Tables	8	**CO4**
4	**Unit – IV Data Manipulation Language (DML) and Queries** 4.1 INSERT, UPDATE, DELETE Statements 4.2 SELECT Queries 4.3 Filtering and Sorting Data (WHERE, ORDER BY, LIKE, IN, BETWEEN) 4.4 Aggregate Functions (SUM, AVG, COUNT, MAX, MIN) 4.5 Grouping Data (GROUP BY, HAVING)	8	**CO5**
5	**Unit – V Joins and Sub-queries** 5.1 Joins: Inner Join, Left Outer Join, Right Outer Join, Full Join 5.2 Working with Sub-Queries 5.3 Views	6	**CO6**
6	**Unit – VI Transaction Management and Security** 1) Transactions and ACID Properties 2) COMMIT, ROLLBACK, SAVEPOINT 3) Security: Roles, Users, and Permissions in SQL Server	4	**CO6**

REFERENCE BOOKS:

1. Learning SQL by Alan Beaulieu O' Reilly
2. SQL Primer An accelerated introduction to SQL basics by Rahul Batra, Apress
3. SQL Server Black Book, Kogent Learning Solutions, Dreamtech Press
4. Beginning SQL Server 2012 Administration by Robert Walters and Grant Fritchey

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	1			2		2
CO2	1	1		2		1
CO3	2	1	1		1	2
CO4	1	1	1	1	1	
CO5	2	2	1	2	1	1
CO6	1		1		1	1

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓		
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create

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SEMESTER: III

MBA-DSE-636E Web Designing using HTML, CSS & Java Script

Course Title: Web Design. using HTML, CSS & Java Script	Course Type: Elective(DSE)
Course Code: MBA-DSE-636E	Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course offers a comprehensive introduction to web development fundamentals. Students will learn HTML structure, essential tags, lists, tables, links, forms, and image handling to build basic web pages. The course covers styling with CSS, including font properties, colour control, and layout management using <div> and <span>. Students will also explore responsive design concepts through Bootstrap, enhancing page aesthetics with forms, buttons, and navigation elements. Additionally, the course introduces JavaScript, covering variables, operators, control statements, and functions to add interactivity to web pages. Students will be able to create structured, styled, and dynamic websites.

Course Objectives:

1. To introduce the basic structure and core elements of HTML for creating simple web pages.
2. To develop skills in designing web layouts using tables, links, images, and forms.
3. To apply CSS for styling and enhancing the appearance and responsiveness of web pages.
4. To familiarize students with Bootstrap framework for faster and more efficient web design.
5. To introduce JavaScript fundamentals to develop dynamic websites.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the basic structure of HTML and apply fundamental tags to create simple web pages
CO2	**Design** and implement tables, hyperlinks, and graphic elements in web pages
CO3	**Develop** interactive forms using HTML form elements to capture and process user inputs efficiently
CO4	**Utilize** Bootstrap framework features to enhance the design and styling of web components
CO5	**Apply** Cascading Style Sheets (CSS) for consistent and attractive designs
CO6	**Develop** web pages using JavaScript

SN	Contents of Module	Hrs	COs
1	**Unit - I Introduction of HTML** 1.1 HTML Structure 1.2 Basic HTML Tags: Heading, Text formatting tags 1.3 Marquee tags 1.4 Changing Background with color and images 1.5 List	4	**CO1**
2	**Unit - II Working with Tables, Links, Graphics, Forms** 2.1 Text-Based Navigation, Contextual linking, Using Graphics for navigation & Linking 2.2 Understanding table basics, using table elements, Formatting Tables 2.3 Understanding graphics file formats, Using <img>, working with images and color, applying background properties	8	**CO2**
3	**Unit - III Forms** 3.1 Understanding Form Syntax, Creating input objects 3.2 <form>, <input>,<select>, <option>, <text>, <textarea>, <button>, <label>, <optgroup>	10	**CO3**
4	**Unit – IV Bootstraps** 4.1 Introduction 4.2 Colors, images, Tables, Buttons 4.3 Forms- Menus, floating Labels	8	**CO4**
5	**Unit - V Working with CSS (Cascading Style Sheets)** 5.1 Style & Types of styles-Internal/External Style Sheets 5.2 Using <Div> and <span> 5.3 CSS Font Properties , Creating Font and Text Properties Style Sheets 5.4 Controlling color & image properties with css	10	**CO5**
6	**Unit - VI Introduction to JavaScript** 6.1 Uses of Java Script 6.2 Variables, datatypes, operators 6.3 Control statements(if, switch, loops 6.4 Java script functions	8	**CO6**

REFERENCE BOOKS:

1. Textbook of Web Designing By Joel Sklar, Cengage Learning Publication 2009

2. Web designing in Nut Shell (Desktop Quick Reference) by Jennifer Niederstublication – O'Reilly publication

3. Designing web navigation by James Kalbach Publication – O'Reilly publication

4. The Complete Reference Web Design by Thomas A. Powell, McGraw Hill

5. Bootstrap by Jake Spurlock, ('Reilly) , Shroff Publishers

6. HTML 4.0 by E-Stepen Mack and Janan Platt, BPB Publication

7. HTML, Javascript, DHTML and PHP by Ivan Bayroaa, BPB Publications

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	2	3
CO2	3	3	1	1	2	3
CO3	3	3	2	1	2	3
CO4	2	3	2	2	3	3
CO5	3	3	1	1	2	3
CO6	3	3	2	1	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III
MBA-DSE-633F Data Science

Course Title: Data Science	Course Type: Elective (DSE)
Course Code: MBA-DSE 633 F	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

Data Science is a hands-on course designed to equip students with the essential tools and techniques for extracting meaningful insights from data. The course covers key components of the data science process including data collection, cleaning, exploration, visualization, statistical analysis, and machine learning. Students will learn to use programming tools such as Python or R, apply analytical thinking to real-world datasets, and develop predictive models. Emphasis is placed on practical applications through projects and case studies, preparing students to tackle data-driven problems in academic and professional environments.

Course Objectives:

1. To learn and understand basics of Data Science and its applications.
2. To get in-depth knowledge of the data science lifecycle including data collection, cleaning, and preprocessing.
3. To understand the statistical data analytics.
4. To explore and learn different visualization techniques for representing the analysis.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the basic concepts and importance of Data Science.
CO2	**Identify** and collect simple data sets for analysis.
CO3	**Organize** and **clean** data using basic tools and techniques.
CO4	**Create** simple charts and graphs to explore and present data.
CO5	**Describe** basic patterns and trends in data and share findings in a clear manner.
CO6	**Develop** and **present** data visualizations effectively using Excel or Python.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Data Science** 1.1 Meaning and Importance of Data Science 1.2 Application in Business and Management 1.3 Kay Features of Data (5Vs) 1.4 Data Science Life Cycle 1.5 Data Science Vs Data Analytics 1.6 Introduction to Tools: Excel, Python, R.	12	**CO1**
2	**Unit – II Foundations of Business Data** 2.2 Meaning and Types of Data: Structured, Unstructured 2.3 Basic Data Types: Numeric, text, Date, Category 2.4 Data Sources and File Formats (CSV, Excel, etc.) 2.5 Understanding Datasets and Databases 2.6 Data vs Database vs Dataset	6	**CO1, CO2**
3	**Unit – III Data Collection and Cleaning** 3.5 Methods of Data Collection (Surveys, Online, Internal) 3.6 Common Issues: Missing Data, Duplicates, Errors 3.7 Basic Cleaning Techniques using Excel/Python 3.8 Simple Data Formatting and Transformation 3.9 Importance of Data Quality	6	**CO3**
4	**Unit – IV Basic Statistical Analysis** 4.1 Role of Statistics in Business Analytics: Importance of statistics in decision-making, Descriptive vs Inferential statistics, Application of statistics in business scenarios. 4.2 Descriptive Statistics: Measures of central tendency including Mean, Median, Mode; Understanding data distribution and its relevance. 4.3 Measures of Dispersion: Range, Variance, Standard Deviation to describe data spread and variability. 4.4 Correlation and Statistical Analysis using Excel or Python: Concept of correlation and patterns in data, positive and negative relationships, along with calculating mean, median, mode, and standard deviation using built-in functions and simple formulas.	8	**CO4**
5	**Unit – V Data Visualization** 5.1 Importance and Role of Data Visualization in Business Analytics: Understanding how visual representation aids decision-making, storytelling with data, and the benefits of effective visuals. 5.2 Common Visualization Types and Their Uses: Overview of basic charts such as Bar Chart, Pie Chart, Line Chart, and Histogram, with guidelines for choosing the right chart based on data and business needs.	8	**CO5**
6	**Unit-VI Data Visualization Tools** 6.1 Creating and Presenting Visuals Using Tools: Hands-on use of Excel and Python (Matplotlib/Seaborn) to generate charts 6.2 best practices for formatting, labeling, and communicating insights clearly.	8	**CO6**

REFERENCE BOOKS:

1. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking – Foster Provost, Tom Fawcett – O'Reilly Media
2. Storytelling with Data: A Data Visualization Guide for Business Professionals – Cole Nussbaumer Knaflic – Wiley
3. Python for Data Analysis – Wes McKinney – O'Reilly Media
4. R for Data Science – Hadley Wickham, Garrett Grolemund – O'Reilly Media
5. Naked Statistics: Stripping the Dread from the Data – Charles Wheelan – W. W. Norton & Company
6. Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python – Peter Bruce, Andrew Bruce, Peter Gedeck – O'Reilly Media
7. Data Smart: Using Data Science to Transform Information into Insight – John W. Foreman – Wiley

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	2	2
CO2	3	3	1	1	2	2
CO3	3	3	1	2	2	3
CO4	2	3	1	2	2	2
CO5	2	3	1	2	2	2
CO6	2	3	1	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III
MBA-DSE-634F Big Data Analytics

Course Title: Big Data Analytics	Course Type: Elective(DSE)
Course Code: MBA-DSE-634F	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course offers foundational understanding of Big Data concepts, tools, and techniques relevant for business decision-making. Students will explore the characteristics of Big Data like volume, velocity, and variety, also work with practical tools such as Hadoop and MapReduce. The course emphasizes how to collect, manage, and analyze large datasets to derive actionable business insights and scalable analytical solutions.

Course Objectives:

1. To provide students with a foundational understanding of Big Data concepts and data collection from various sources.
2. To enable students to apply basic statistical methods for analyzing business data.
3. To introduce students to common analytical techniques and develop skills for business problem-solving.
4. To familiarize students with Big Data tools like Hadoop and MapReduce for scalable data analysis.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the fundamental concepts, characteristics, and tools of Big Data.
CO2	**Describe** Big Data storage systems, processing techniques, and scalability concepts..
CO3	**Apply** statistical techniques to explore and analyze Big Data for decision-making.
CO4	**Analyze** business problems and apply Big Data for analytical decision-making across industries.
CO5	**Utilize** Big Data tools and data visualization techniques to present analytical results.
CO6	**Explain** predictive modeling and assess the strategic role of Big Data in business decisions.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Big Data**	12	**CO1**
	1.1. Meaning, Importance, and Applications of Big Data		
	1.2. Characteristics of Big Data – The 5Vs (Volume, Velocity, Variety, Veracity, Value)		
	1.3. Types of Data – Structured, Unstructured, Semi-structured		
	1.4. Big Data vs Traditional Data vs Business Intelligence		
	1.5. Introduction to Big Data Tools – Hadoop, Spark, NoSQL Databases		
2	**Unit – II Big Data Storage and Processing**	8	**CO1, CO5**
	2.1 Overview of Big Data Storage Systems – HDFS, NoSQL Databases (MongoDB, Cassandra)		
	2.2 Data Distributed File Systems and Their Importance in Big Data		
	2.3 Introduction to Data Warehousing in Big Data (Hive, Impala)		
	2.4 Concepts of Data Partitioning, Replication, and Scalability in Storage Systems		
3	**Unit – III Statistical Analysis for Big Data**	6	**CO2, CO3**
	3.1 Role of Statistics in Big Data Analytics		
	3.2 Descriptive Statistics – Mean, Median, Mode, Variance, Standard Deviation		
	3.3 Inferential Statistics – Hypothesis Testing Basics		
	3.4 Introduction to Business Problems and Data-Driven Decisions		
	3.5 Data Exploration Using Excel / R		
4	**Unit – IV Analytical Decision Making with Big Data**	8	**CO4 CO5**
	4.1 Understanding the Analytical Decision-Making Process		
	4.2 Identifying Business Problems and Framing Analytical Questions		
	4.3 Role of Big Data in Managerial Decision-Making		
	4.4 Industry Use-Cases: Retail, Banking, Healthcare, and Social Media Analytics		
	4.5 Skills and Tools Required for Effective Business Analysis		
5	**Unit – V Tools & Technologies for Big Data Analytics**	8	**CO4**
	5.1 Basic Overview of Hadoop and MapReduce Architecture		
	5.2 Data Visualization Tools – Excel, Tableau, R (Basic)		
	5.3 Visual Techniques – Bar, Pie, Line, Heatmaps, Dashboards		
6	**Unit – VI Predictive Modeling and Big Data**	6	**CO6**
	6.1 Introduction to Predictive Modeling Concepts		
	6.2 Role of Big Data in Strategic Business Decision-Making		

REFERENCE BOOKS:
1. Big Data: A Revolution That Will Transform How We Live, Work, and Think – Viktor Mayer-Schönberger, Kenneth Cukier – Eamon Dolan Books
2. Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, Architecture, and Technologies – Radha Shankarmani, M. Vijayalakshmi – Wiley
3. Hadoop: The Definitive Guide – Tom White – O'Reilly Media (Note: While comprehensive, this is a foundational book. Focus on the introductory chapters for MBA students.)

4. Fundamentals of Data Visualization – Claus O. Wilke – O'Reilly Media (Focus on the principles applicable to tools like Tableau/Excel/R)
5. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking – Foster Provost

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	2	2
CO2	3	3	1	2	2	2
CO3	3	3	2	2	2	3
CO4	3	3	3	3	3	3
CO5	3	3	2	2	3	3
CO6		2	3	3	3	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III
MBA-DSE-635F Tableau

Course Title: Tableau	Course Type: Elective(DSE)
Course Code: MBA-DSE-635F	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces students to data visualization using Tableau, one of the most widely used business intelligence tools. It focuses on helping students understand how to connect, analyze, and visualize data to support effective business decision-making. Students will learn the fundamentals of creating dashboards and interactive visualizations using real-world datasets.

Course Objectives:

1. To introduce students to the concepts and importance of data visualization in business.
2. To develop proficiency in using Tableau to connect, prepare, and analyze data.
3. To enable students to create charts, dashboards, and stories to communicate insights effectively.
4. To apply Tableau in various business scenarios for data-driven decision-making.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the fundamentals of data visualization and navigate Tableau's interface, products, and data connection features.
CO2	**Prepare** and transform datasets in Tableau using data types, joins, hierarchies, Tableau Prep, and cleaning operations.
CO3	**Create** effective visualizations using basic and advanced charts, calculated fields, filters, and formatting techniques.
CO4	**Design** interactive dashboards using actions, KPIs, layout best practices, and performance optimization techniques.
CO5	**Analyze** functional business problems using Tableau applications and real-world case studies.
CO6	**Publish** and share Tableau reports effectively while exploring Tableau Public and career opportunities.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Data Visualization using Tableau** 1.1. Meaning and role of data visualization in business analytics 1.2. Introduction to Tableau and its interface 1.3. Tableau products and applications 1.4. Connecting Tableau to data sources (Excel, CSV, databases) 1.5. Basic navigation: Sheets, Dashboards, and Stories	12	**CO1**
2	**Unit – II Data Preparation and Cleaning in Tableau** 2.1 Understanding data types and data fields in Tableau 2.2 Data preparation: filtering, sorting, renaming fields 2.3 Data joining and blending 2.4 Using Tableau Prep (basic overview) 2.5 Data hierarchies, groups, bins, and sets	8	**CO2**
3	**Unit – III Creating Visualization** 3.1 Basic charts: Bar, Line, Pie, Scatter, Maps 3.2 Advanced charts: Heatmaps, Tree maps, Bubble charts 3.3 Using calculated fields and basic formulas 3.4 Using filters, parameters, and quick filters 3.5 Formatting charts and using colors effectively	6	**CO3**
4	**Unit – IV Dashboard and Interactivity** 4.1 Designing interactive dashboards for business analytics 4.2 Using actions: filter, highlight, URL for interactivity 4.3 Best practices in layout, sizing, and responsive design 4.4 Incorporating KPIs and trend indicators in dashboards 4.5 Performance optimization techniques for complex dashboards	8	**CO4**
5	**Unit – V Applications and Case Studies in Tableau-I** 5.1 Use cases in marketing, sales, HR, finance, and operations 5.2 Real-world case studies using Tableau 5.3 Performance optimization in Tableau	8	**CO5**
6	**Unit – VI Applications and Case Studies in Tableau-II** 6.3 Exporting, publishing, and sharing Tableau reports 6.4 Tableau Public and career opportunities in Tableau	6	**CO6**

REFERENCE BOOKS:
1. Big Data: A Revolution That Will Transform How We Live, Work, and Think – Viktor Mayer-Schönberger, Kenneth Cukier – Eamon Dolan Books
2. Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, Architecture, and Technologies – Radha Shankarmani, M. Vijayalakshmi – Wiley
3. Hadoop: The Definitive Guide – Tom White – O'Reilly Media (Note: While comprehensive, this is a foundational book. Focus on the introductory chapters for MBA students.)
4. Fundamentals of Data Visualization – Claus O. Wilke – O'Reilly Media (Focus on the principles applicable to tools like Tableau/Excel/R)
5. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking – Foster Provost

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	2	1
CO2	3	3	1	1	2	2
CO3	3	3	1	1	2	2
CO4	3	3	2	1	3	2
CO5	3	3	2	2	3	3
CO6	2	2	1	1	3	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: IV
MBA-DSE-636F Business Analytics using R

Course Title: Business Analytics using R	Course Type: Elective(DSE)
Course Code: MBA-DSE-636F	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces students to the fundamentals of business analytics using the R programming language. Students will learn to prepare, analyse, and visualize business data efficiently through R, understanding the business analytics workflow and its application in decision making. The course balances business principles and data analytics techniques to build strong analytical skills.

Course Objectives:

1. To provide students with a foundational understanding of business analytics and its various types.
2. To develop analytical decision-making skills in business contexts.
3. To impart knowledge of R programming fundamentals and data manipulation techniques.
4. To teach statistical testing and modelling using R.
5. To enable students to visualize data using R's graphical functions.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the fundamental concepts, evolution, and significance of Business Analytics in organizations.
CO2	**Apply** analytical decision-making processes to break down business problems into analytical questions.
CO3	**Demonstrate** proficiency in using R programming for data handling, exploration, and transformation.
CO4	**Utilize** data structures and perform basic statistical analyses and hypothesis testing in R.
CO5	**Conduct** hypothesis testing and perform Exploratory Data Analysis (EDA) using R tools.
CO6	**Develop** and **customize** data visualizations in R to communicate business insights effectively.

SN	Contents of Module	Hrs	COs
1	**Unit – I Business Analytics Basics** 1.1. Definition and evolution of business analytics 1.2. Need and importance of analytics in business 1.3. Business analytics vs Business analysis vs Business intelligence vs Data Science 1.4. Roles: Data Analyst vs Business Analyst 1.5. Types of Analytics and commonly used tools 1.6. Concept of insights and data maturity in organizations	12	**CO1**
2	**Unit – II Analytical Decision-Making** 2.1 Analytical decision-making process and its characteristics 2.2 Breaking business problems into key analytical questions 2.3 Traits of good analytical questions and skills of a business analyst 2.4 Applications of business analytics in Marketing, HR, Supply Chain, Retail, Sales, Social Media, Healthcare, Energy, Transportation, Lending, Sports 2.5 Future trends in Business Analytics	8	**CO2**
3	**Unit – III Fundamentals of R** 3.1 Overview of R environment and installation 3.2 Basic command-line usage, file handling, importing data (CSV, Excel, SAS, SPSS) 3.3 Connecting to databases via ODBC and running SQL queries in R 3.4 Data exploration and transformation techniques 3.5 Programming basics: data types, flow control (loops, conditions), debugging 3.6 Using functions: cbind, rbind, sapply, apply, tapply, merge, subsetting, summarizing data	8	**CO3, CO4**
4	**Unit – IV Introduction to Data Structures and Statistical Methods in R** 4.1 Data structures: Vectors, Lists, Data Frames, Matrices, Arrays, Factors 4.2 Using data structures in practical business scenarios 4.3 Basic statistics and hypothesis testing in R 4.4 Statistical modeling basics: Logistic regression, ANOVA (one-way, two-way), correlation tests, t-tests, z-tests, F-tests 4.5 Data mining basics and cross tabulation with case studies	8	**CO2, CO4**
5	**Unit – V Hypothesis Testing Using R** 5.1 Basic Concerning Testing of Hypotheses, Procedure for Hypotheses Testing Importance and concepts of data visualization and Exploratory Data Analysis (EDA)	4	**CO5**
6	**Unit – VI Data Visualization Using R** 6.1 Data cleaning and inspection functions (grepl, grep, sub, summarize) 6.2 Visualization techniques: line plots, bar plots, pie charts, histograms, table plots, Base graphics and lattice graphics in R 6.3 Customizing graphical parameters, coloring, and GUI tools (Deducer, R Commander) 6.4 Introduction to Spatial Analysis visualization	8	**CO6**

REFERENCE BOOKS:

1. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 11 Sie - McGraw-Hill
2. Business Research Methods: A South Asian Perspective-8e –Zikmund, Adhikari – Cengage
3. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education
4. Research Methodology- Prashant Sarangi –Taxmann Publications
5. Research Methodology: a step-by-step guide for beginners - Ranjit Kumar - Sage
6. Research Methodology (Methods & Techniques) – C.R.Kothari – New age
7. Doing Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	1	1
CO2	2	3	2	2	1	1
CO3	1	2	3	2	2	1
CO4	1	2	3	3	2	1
CO5	1	2	3	3	2	1
CO6	1	2	2	2	3	1

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III

MBA-DSE- 633G Epidemiology in Medical and Health Systems Management

Course Title: Epidemiology in medical & health syt. mgt.	Course Type: Elective(DSE)
Course Code: MBA-DSE- 633G	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

To help students understand epidemiologic terminology, basic concepts, measurements of health and disease, demographics, health programmes and health policy and the use of this knowledge in healthcare administration.

Course Objectives:

1. Apply the knowledge of epidemiology in understanding the healthcare scenario in a population
2. Demonstrate the necessary knowledge, skill and competencies required for good administrator as significant contributor in healthcare
3. Differentiate among communicable and non-communicable diseases
4. Recognize and train the workforce to meet the challenges of changing dynamics in healthcare.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the principles, evolution, scope, and applications of epidemiology in analyzing disease patterns and public health achievements.
CO2	**Measure** and interpret health and disease indicators using mortality, morbidity, and other population health metrics.
CO3	**Differentiate** between epidemiological study types and analyze potential errors and biases in studies.
CO4	**Apply** epidemiological concepts in preventing, investigating, and controlling communicable and non-communicable diseases.
CO5	**Evaluate** diagnostic tests, prognostic data, and evidence-based clinical epidemiology in relation to environmental exposures and occupational risks.
CO6	**Utilize** epidemiological evidence in health policy-making, health planning, and program evaluation.

SN	Contents of Module	Hrs	COs
1	**Unit I Introduction** 1.1 Introduction to epidemiology. 1.2 Origins Recent developments in epidemiology 1.3 Definition, scope, and uses of epidemiology Definition Scope Epidemiology and public health Causation of disease 1.4 Natural history of disease Health status of populations Evaluating interventions 1.5 Achievements in epidemiology Smallpox, Methyl mercury poisoning, Rheumatic fever and rheumatic heart disease, Iodine deficiency diseases ,Tobacco use, asbestos and lung cancer, Hip fractures, HIV/AIDS, SARS	8	CO1

2	**Unit 2: Measuring health and disease**
	2.1 Defining health and disease
	2.2 Measuring disease frequency
	2.3 Interrelationships of the different measures
	  • Using available information to measure health and disease
	  • Mortality Limitations of death certificates
	  • Limitations of vital registration systems
	  • Towards comparable estimates
	2.4 Death rates Infant mortality Child mortality rate
	  • Maternal mortality rate, Adult mortality rate, Life expectancy
	  • Age-standardized rates
	2.5 Morbidity Disability
	  • Health determinants, indicators, and risk factors
	Other summary measures of population health Comparing disease occurrence
	  • Absolute comparisons
	  • Relative comparisons
		8	CO2

3	**Unit – III Types of studies**
	3.1 Observations and experiments studies
	3.2 Observational epidemiology
	  • Descriptive studies
	  • Ecological studies Ecological fallacy
	  • Cross-sectional studies
	  • Case-control studies
	  • Cohort studies
	3.3 Experimental epidemiology
	  • Randomized controlled trials
	  • Field trials
	  • Community trials
	3.4 Potential errors in epidemiological studies
	  • Random error, Sample size, Systematic error,
	  • Selection bias, Measurement bias
	3.5 Confounding
	3.6 Causation in epidemiology
	The concept of cause
		8	CO1
			CO3

4	**Unit – IV Epidemiology and prevention: chronic no communicable diseases**
	4.1 The scope of prevention
	  • Recent trends in death rates
	  • Preventive potential
		8	CO1
			CO3
			CO4

SN	Contents of Module	Hrs	COs

	• Causation framework
	4.2 Levels of prevention
	   • Primordial prevention
	4.3 Primary prevention
	   • Population strategy
	   • High-risk individual strategy
	4.4 Secondary prevention
	4.5 Tertiary prevention
	4.6 Screening Definition
	Types of screening Criteria for screening
	Communicable diseases: epidemiology surveillance and response
	4.7 Introduction
	   • Definitions Role of epidemiology
	   • The burden of communicable disease
	   • Threats to human security and health systems
	4.8 Epidemic and endemic disease
	   • Epidemics Endemic diseases
	   • Emerging and re-emerging infections
	4.9 Chain of infection
	   • The infectious agent
	   • Transmission Host
	   • Environment
	 4.10 Investigation and control of epidemics
	   • Investigation
	   • Identifying cases
	   • Management and control
	   • Surveillance and response		

5	**Unit – V Clinical epidemiology**
	5.1 Introduction
	Definitions of normality and abnormality
	5.2 Diagnostic tests
	5.3 Natural history and prognosis
	Prognosis
	5.4 Quality of life Quantity of life
	5.5 Effectiveness of treatment
	5.6 Use of evidence-based guidelines
	5.7 Prevention in clinical practice
	Environmental and occupational epidemiology
	5.8 Environment and health
	   • Impact of exposure to environmental factors
	   • Evaluation of preventive measures
	5.9 Exposure and dose
	   • General concepts Biological monitoring
	   • Interpreting biological data
	   • Individual versus group measurements
	   • Population dose
	   • Dose–effect relationships
	   • Dose–response relationships
	5.10 Assessing risk
	Special features of environmental and occupational epidemiology
		8	CO4

6	**Unit – VI Epidemiology, health policy and planning** 6.1 Introduction 6.2 Health policy Health planning • Evaluation Health policy	8	CO5 CO6

SN	Contents of Module	Hrs	COs
	• The influence of epidemiology • Framing health policy Health policy in practice 6.3 Health planning • The planning cycle Assessing burden • Understanding causes Measuring effectiveness of interventions Assessing efficiency • Implementing interventions • Monitoring activities and measuring progress		

REFERENCE BOOKS:

1. Basic epidemiology R Bonita R Beaglehole T Kjellström. WHO Library Cataloguing-in-Publication
2. Basics of Epidemiology - Concepts made simple Paperback – 7 March 2018 by Dr. Anil Mishra (Author)
3. Epidemiology in Health services Management-G.E. Alan Dever, Asper Publication
4. Control of Hospital infection-A Practical handbook –GAJ Ayliffe, EJL. Lawbury,
5. AN Geddes, JD Williams, Chapman and Hall Medical Chennai.
6. Epidemiology in Health services Management-G.E. Alan Dever, Asper Publication
7. Green, A. (2014). An Introduction to Health Planning for Developing Health
8. Systems. Oxford: OUP Oxford.
9. Brewis, F. (1975). Bibliography on health planning in developing countries.
10. Brighton: University of Sussex, Institute of Development Studies, Library.
11. Gentry, J. T. (1978). Introduction to health services and community health systems: A primer for health workers, health planners, and board members. Berkeley, Calif: McCutchan Pub. Corp.

Mapping of Course Outcomes to Program Outcomes:

CO\PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	3	2	1
CO2	2	3	1	2	2	1
CO3	2	3	2	2	2	2
CO4	2	3	2	3	2	1
CO5	2	3	2	3	2	1
CO6	3	2	2	3	3	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III

MBA-DSE- 634G Healthcare Services and Operation management

Course Title: Healthcare services & operation management Course Type: Elective(DSE)
Course Code: MBA-DSE- 634G   Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0   CIE Marks: 40
Lecture Hours: 48 Hours   ESE Marks: 60

Course Description:

This course is to provide an overview of various support services and utility services of the hospital. The course would also expose the students on the role of hospital support and utility services in providing quality patient care

Course Objectives:

1. Provide a foundational understanding of hospital operations and their evolving nature.
2. Develop knowledge of medical record documentation and patient admission-discharge protocols.
3. Familiarize students with the planning and designing of clinical and diagnostic services.
4. Enable interpretation and use of hospital statistics and national health program data.
5. Introduce the applications of operations research in hospital settings.
6. Provide insights into hospital materials management including purchasing and inventory systems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the structure, classification, and functioning of hospitals and the scope of hospital operations management.
CO2	**Demonstrate** knowledge of medical record documentation, patient admission-discharge processes, and biomedical equipment maintenance.
CO3	**Analyze** the layout and service delivery mechanisms of clinical, diagnostic, and nursing departments in hospitals.
CO4	**Apply** hospital statistics for operational evaluation and understand national health program indicators.
CO5	**Examine** the role of operations research in optimizing hospital systems including wait times and managerial decisions.
CO6	**Evaluate** hospital purchase operations and inventory management practices including HIS integration.

SN	Contents of Module	Hrs	COs
1	**Unit I Introduction to Hospital Operations** 1.Healthcare Operations Management 1.1Introduction 1.2Evolution and Classification of Hospitals 1.2.1Classification of Hospitals 1.3Hospital as a System 1.4Hospital as an Organisation 1.5Functions of Hospital 1.6Concept of Hospital Operations Management 1.6.1 Key Functions of Hospital Operations Management 1.6.2 Need for Hospital Operations Management 1.6.3 Medical Staff and Hospital Organisation 1.6.4 Goals of Operations Manager 1.7 Trends in Hospital Operations Management	10	**CO1**
2	**Unit II : Medical Record Documentation** 2.1 Introduction 2.2 Role of Front Office in Medical Record Documentation 2.2.1 Authorship Validation and Medical Record Documentation 2.3 Patient Identification and Admission 2.3.1 Identification Policy on Admission 2.3.2 Types of Hospital Admissions 2.4 Billing 2.5 Medical Record Maintenance 2.5.1 Brief Sheet, Medical History Form 2.5.2 Physical Examination, Laboratory Reports 2.5.3 Statistics, Other Records 2.5.4 Hospital Libraries 2.6 Record Amendments and Corrections 2.7 Discharge Documentation 2.8 Documentation of Death 2.8.1 Death in Hospital 2.8.2 Brought-in Dead 2.8.3 Certification of Death 2.9 Biomedical Equipment Maintenance and Management	10	**CO2**
3	**Unit – III Planning and Designing Medical Services: Clinical, Diagnostic and Nursing Services** 3.Clinical Services 3.1Introduction 3.2Concept of Clinical Services and Clinical Departments 3.3Outpatient Department (OPD) 3.3.1 Location and Design of OPD 3.3.2 Flow Pattern of Patients 3.3.3 Training and Co-Ordination 3.4 Emergency Department 3.4.1 Location and Design 3.4.2 Features of an ED 3.4.3 Managing an ED 3.4.4 Physical Facilities in ED 3.5 General Medical Department 3.6 Surgical Department	8	**CO3**

SN	Contents of Module	Hrs	COs
	3.7 Maternity Department 3.8 Diagnostic Services Introduction 3.9 Clinical Pathology and Laboratory Department 60		
4	**Unit – IV National Health Programmes** 4.1 Hospital Statistics 4.1.1 Introduction 4.1.2Uses of Statistics in Hospital, 4.1.3 Bed Turnover Interval 4.1.4 Average Length of Stay 4.1.5 Bed Occupancy Rate 4.1.6 Admission and Discharge Rate 4.1.7 Mortality Rate 4.1.8 Rate of Follow up.	8	CO4
5	**Unit –V Operations Research in Hospitals** 5.1 Introduction, Functions, Importance, Objectives, 5.2 Waiting Time Management, 5.3 Managerial Issues	4	CO5
6	**Unit – VI hospital Materials and Inventory Management** 6.1 Purchase operations Organizing the purchasing function – financial aspects of purchasing– tactical and operational applications in purchasing, 6.2 Inventory Management in Hospitals: 6.3 Inventory Management: valuation and accounting for inventory –physical location and control of inventory – planning and replenishment concepts – protecting inventory; 6.4 Value Management, Value engineering, value analysis and HIS in Store Management	8	CO6

REFERENCE BOOKS:
1. Hospital Administration; By D C Joshi &Mamta Joshi: Jaypee publishers.
2. Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, Chandrasekhar & S Satpathy, Jaypee Medical Publishers, Delh.
3. Principles of Hospital Administration and Planning ; By BM Sakharkar
4. Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi
5. Srinivasan A.V. (ed), Managing a modern hospital, Response Books, New Delhi
6. Anand K.K., Hospital management, Vikas Publishing, New Delhi,
7. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi.
8. Park K, Textbook on Hygiene and Preventive Medicine.
9. Essentials for Hospital Support Services-Sharma and Madhuri
10. Hospital Supportive Services-.L Goel and R Kumar, Deep & Deep Publications PVT.Ltd

Mapping of Course Outcomes to Program Outcomes:

COs \ POs	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	1	2	1
CO2	3	2	3	2	3	1
CO3	3	3	3	2	2	2

CO4	2	3	2	3	2	2
CO5	2	3	3	3	2	2
CO6	2	2	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: III

MBA-DSE- 635G Total Quality Management in Healthcare

Course Title: Total Quality Management in Healthcare	Course Type: Elective(DSE)
Course Code: MBA-DSE- 635G	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides an understanding of various theories of quality management (QM). Students will learn how organizations can develop excellence through the adoption of continuous improvement and process management. The course analyzes and uses various process management techniques, continuous improvement tools, and strategies to improve quality. The overall purpose of the course is to provide an understanding of the process of managing quality and managing services.

Course Objectives:

1. To familiarize and understand the concepts of Quality Management (QM) and its importance in the context of Health System and Hospitals;
2. To understand the importance of standards, indicators, benchmarks in QM;
3. To learn basic skills of assessment and measurement of QM;
4. To understand the QM process and develop skills to use various quality improvement tools;
5. To develop skills of monitoring and supervising quality of services;

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the key quality concepts, terminologies, and frameworks of Total Quality Management (TQM) in healthcare systems.
CO2	**Examine** the roles of ISO, NABH, JCI, and other accreditation systems and quality committees in hospitals.
CO3	**Evaluate** processes like quality audits, quality circles, and performance evaluations in hospitals.
CO4	**Apply** tools and techniques such as flowcharts, Pareto charts, fishbone diagrams, and benchmarking for quality improvement.
CO5	**Design** and manage quality strategies, policies, and business process reengineering in healthcare organizations.
CO6	**Develop** and implement quality training programs based on organizational needs and quality goals.

SN	Contents of Module	Hrs	COs
1	**Unit - I Fundamentals of Quality and Total Quality Management** 1.1 Quality Concepts and Total Quality Management 1.2 Quality: Significance - Meaning - Concept – 1.3 Quality Terminologies 1. 4 Total Quality Management: Concept - Elements - Aspects - Focus - Components - Process. 1.5 Core Principles Of TQM	6	**CO1**
2	**UNIT II: Quality Standards and Accreditations in Healthcare** 2.1 Quality Management ISO 9000: Evolution - Meaning - Characteristics - Benefits - Manual 2.2 JCIA: Meaning - Purpose - ISO 2.3 NABL, NABH, JCI & JCAHO; 2.4 Accreditations Scenario in India and abroad; Case Study.	10	**CO2**
3	**Unit – III Team work and Tools in TQM:** 3.1 Concept - Process - Purpose - Methods - Standards and Criteria – 3.2 Quality Assurance Committee TQM team work; 3.2 Quality Assurance through Record Review and Medical Audit 3.3. Quality evaluation. Assurance Committee (QAC)	10	**CO2**
4	**UNIT IV: Quality Audit & Evaluation of Health Care Services** 4.1 Quality System Assessments: Quality Auditing – Purpose –Types Techniques 4.2 Quality Control Audit 4.3 Quality Circles: Steps - Review - Measurements –Quality Delivery Process. 4.4 Evaluation of Hospital Performance: Purpose - Organization Prerequisites - Methods - Parameters - Evaluation - Standard	10	**CO3, CO4**
5	**Unit – V Tools and Techniques of Quality** **5.1** Flow Charting - Brainstorming - Pareto Analysis - Cause and Effect Analysis - Fishbone Diagram - Scatter Diagram - Histograms - Company Self- 5.2 Assessment Process 5.3 Quality Strategy 5.4 Quality Policies 5.5 Business Process Analysis 5.6 Process Re-engineering 5.7 Benchmarking 5.8 Redesign Process 5.9 Problem Solving.	12	**CO4 CO5**
6	**UNIT VI: Training for Quality Improvement** 6.1Training for Quality Training Process 6.2 Analyzing Training Needs - Training Plan.	2	**CO6**
**REFERENCE BOOKS:**		

1. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers
2. Hospital and Health Service Administration, Syed Amin Tabish, Oxford University Press, I Ed.
3. Managing a Modern Hospital, A. V. Srinivasan, Response Books, I Ed.
4. The Essence of Total Quality Management, John Bank, Prentice Hall Intentional Ltd.

5. Managing Quality, Desmond Bell, Philip McBride and George Wilson, Butter worth Heinemann Ltd
6. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by :Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010
7. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, Himalaya House pub., Mumbai, 2002
8. D.D. Sharma, Text book of Quality Management
9. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital
10. Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P)
11. Reference Books: Raandi Schmidt J. Trumbo and R. Jonson, Quality in
12. Health Care Sector – ASQC Quality – Press.
13. Quality Improvement in Health Care,2nd Ed, Nelson Thrones

Mapping of Course Outcomes to Program Outcomes:

COs \ POs	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	2
CO2	3	3	2	3	2	2
CO3	3	3	2	2	2	2
CO4	3	3	2	2	2	2
CO5	3	2	3	2	3	2
CO6	3	2	1	2	1	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

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M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: III

MBA-DSE- 636G Hospital Safety and Waste Management

Course Title: Hospital Safety and Waste Management	Course Type: Elective(DSE)
Course Code: MBA-DSE- 636G	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

Hospital Waste Management deals with handling wastes in hospitals. The course focuses on practical measures to manage hospital waste production, through various technologies.

Course Objectives:
1. To raise awareness on public health and environment hazards that may be associated with inappropriate segregation, storage, collection, transport, handling, treatment and disposal of health-care waste.
2. To provide information on hazards and sound management practices of health-care waste for the formulation of policies and the development or improvement of legislation and technical guidelines.
3. To identify waste management practices and technologies that are safe, efficient, sustainable, economic and culturally acceptable
4. To enable managers of health-care establishments to develop their waste management plans to be considered while planning for hospital services

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Evaluate** the technical and operational aspects of hospital fire safety and physical security systems.
CO2	**Understand** the structure, preparedness, and execution of hospital disaster management plans.
CO3	**Assess** the legal, regulatory, and policy frameworks surrounding hospital safety and waste management.
CO4	**Identify**, classify, and implement appropriate hospital waste handling, treatment, and disposal techniques.
CO5	**Develop** strategies for infection control, safe injection practices, and hospital-acquired infection prevention.
CO6	**Design** comprehensive waste management and safety training programs in compliance with national health accreditation standards.

SN	Contents of Module	Hrs	COs
1	**Unit I: Fire Safety and Security Management in Hospitals** 1 Fire Safety Service: 1.1 Introduction, Importance 1.3 Fire prone areas 1.4 Provisions of Fire Safety Regulations – Fire Prevention & Fire Safety Act, 1986 mandatory provisions 1.5 Manpower requirements 1.6 Staff & training 1.7 Fire action plan. 1.8 Security sensitive areas 1.9 Functions of hospital security department Security organization & physical security measures	8	**CO1**
2	**Unit II Disaster Management:** Introduction 2.1 Types of Disasters- Natural & Manmade 2.2 Effects of various types of Disasters 2.3 Essentials of Disaster Management – Preparedness & Response 2.4 Hospital Disaster Management Plan 2.5 National Disaster Management Authority	8	**CO2**
3	**Unit – III Team work and Tools in TQM:** 3.1 TQM team work; 3.2 Employee involvement; 3.3 Key result areas; 3.4 Leadership; 3.5 TQM Tools; 3.6 Quality Function Deployment (QFD); 3.7 Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time); 3.8 Kaizan; 'O' defect programme	8	**CO3**
4	**Unit IV Hospital Waste Management:** 4.1 Introduction to Hospital Waste 4.2 Importance of Hospital Waste management 4.3 Types of Hospital Waste 4.4 Categories of Biomedical waste 4.5 Containers 4.6 Color code 4.7 Biomedical Waste Collection 4.8 Classification, Segregation, management and disposal, 4.9 Waste incinerators, Shredders 4.10 Legal aspects of waste management, Outsourcing of Waste Management	8	**CO4**
5	**Unit – V Prevention and Control of Hospital-Acquired Infections (HAIs)** 5.1 Prevention of Hospital Acquired Infections: Introduction, Hand Hygiene 5.2 Use of PPE 5.3 Vaccination of healthcare workers 5.4 Transmission Based Precautions 5.5 Organizational Structure of Infection Control	8	**CO5**

SN	Contents of Module	Hrs	COs
6	**Unit – VI Safe Injection Environment: Introduction** 6.1 Present Scenario 6.2 Best Practices and Policy for Safe Injection environment 6.3 Injection waste disposal 6.4 Newer technologies for safe injection practices. 6.5 Hospital Accreditation	8	**CO5** **CO6**

REFERENCE BOOKS:

1.Hospital Waste Management: A Guide for Self Assessment and Review-Baserkar Shishir
2.Hospital Infection Control Guidelines: Principles and Practice: Singh Sanjeev, Gupta Shakti Kumar, Kant Sunil
3.Hospital Administration; By D C Joshi &Mamta Joshi: Jaypee publishers.
4.Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, ChandrasekharSatpathy, Jaypee Medical Publishers, Delhi
5.Principles of Hospital Administration and Planning ; By BM Sakharkar
6.Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi

Mapping of Course Outcomes to Program Outcomes:

COs \ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	1
CO2	3	3	2	3	2
CO3	3	3	2	2	2
CO4	3	3	2	2	2
CO5	3	2	3	2	3
CO6	2	1	1	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: III
MBA-DSE-633H International Business Environment

Course Title: International Business Environment	Course Type: Elective(DSE)
Course Code: MBA-DSE-633 H	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides an advanced understanding of the global business environment in the context of rapid technological advancement, changing geopolitical realities, and sustainable business expectations. Students will explore contemporary issues such as digital globalization, geopolitical risks, global value chains, and sustainability in international business operations. The course equips future managers with insights into modern trade dynamics, investment decisions, and the impact of global institutions and trade policies on strategic decision-making.

Course Objectives:

1. To examine the evolution and relevance of international business in a digital and interconnected world.
2. To analyze trade theories and global strategies with contemporary developments.
3. To understand global institutions, trade blocs, and modern trade policy tools.
4. To explore the role of sustainability, ethics, and governance in international business.
5. To develop skills in navigating international risk, negotiation, and conflict resolution.
6. To assess real-world IB cases including multinational strategies and government relations.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** the nature and trends of international business in the era of digital globalization.
CO2	**Apply** classical and contemporary trade theories to analyze trade and investment flows.
CO3	**Evaluate** global business environments including political risk, socio-cultural diversity, and regulatory frameworks.
CO4	**Formulate** sustainable and ethical international business strategies across functions.
CO5	**Examine** the role and impact of WTO, FTAs, and global institutions in shaping business opportunities.
CO6	**Solve** real-world international business challenges using case-based analysis and negotiation tools.

SN	Contents of Module	Hrs	COs
1	**Unit-1 Introduction to International Business** 1.1 Concept, evolution, and scope of International Business 1.2 International vs. Domestic Business in the post-pandemic world 1.3 Drivers of digital globalization: E-commerce, platform economies, 1.4 Impact of emerging technologies on international business models	8	**CO1**
2	**Unit-2 Modes of Entry and International Business Strategies** 2.1 Modes of entry: Exporting, Franchising, Licensing, Joint Ventures, Subsidiaries 2.2 Determinants of entry strategy: Industry, Country, Firm-specific factors 2.3 Formulating international strategy under uncertainty (VUCA) Suggested Case studies for learning: Tesla in India, IKEA in China	8	**CO1, CO2**
3	**Unit-3 International Trade Theories and Policy Shifts** 3.1 Classical theories: Absolute, Comparative Advantage, Heckscher-Ohlin 3.2 Modern theories: Product Life Cycle, New Trade Theory, Gravity Model 3.3 India's evolving trade policy, tariffs vs. non-tariff barriers	10	**CO1, CO3**
4	**Unit-4 Global Business Environment and Risk Analysis** 4.1 Political, Economic, Legal, and Cultural environments 4.2 E P R G Framework 4.3 Managing country risk and global compliance 4.4 Geopolitical and economic risk: sanctions, wars, instability	6	**CO1, CO3**
5	**Unit-5 Sustainable and Inclusive Global Business** 5.1 ESG, sustainability, circular economy, green trade 5.2 Ethics and corporate governance in cross-border operations 5.3 CSR in global supply chains: ethical sourcing, environmental sustainability, fair labor practices, community engagement,	8	**CO5**
6	**Unit-6 Trade Institutions, Negotiations and Real-World IB Conflicts** 6.1 WTO and post-Doha developments, Dispute Settlement Mechanism 6.2 Trade wars, sanctions, IPR and digital tax issues 6.3 International negotiations: Culture, power dynamics, conflict resolution 6.4 Suggested Case studies for learning: Apple vs. China, WTO disputes involving India	8	**CO6**

REFERENCE BOOKS:

1. Hill, C. & Hult, G. (2023). International Business: Competing in the Global Marketplace. McGraw-Hill.
2. Paul, J. (2021). International Business. McGraw-Hill Education.
3. Cherunilam, F. (2020). International Business: Text and Cases. PHI Learning.
4. Steger, M. B. (2022). Globalization: A Very Short Introduction. Oxford University Press.

5. Reports from WTO, UNCTAD, World Bank, Ministry of Commerce (India), and OECD

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	2	1	3	1	3
CO2	3	3	1	3	1	3
CO3	2	3	1	3	1	3
CO4	2	2	3	3	2	3
CO5	2	2	3	2	2	3
CO6	2	3	2	3	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓		
End Semester Examination (60)	✓	✓	✓	✓		

SEMESTER: III
MBA-DSE-634H Export and Import Management

Course Title: Export and Import Management	Course Type: Elective(DSE)
Course Code: MBA-DSE-634 H	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides a strategic and operational understanding of Export-Import Management in the modern global trade environment. It integrates traditional EXIM practices with contemporary developments including digital trade platforms, FTAs, global value chains, customs automation, e-commerce exports, and green logistics. Students will gain a practical and policy-oriented perspective on India's foreign trade, with an emphasis on sustainability, compliance, and technological enablement.

Course Objectives:

1. To build foundational and strategic knowledge of export-import operations and their impact on the economy.
2. To understand the digital and regulatory ecosystem of modern EXIM management in India.
3. To gain practical knowledge of documentation, logistics, and financial procedures.
4. To analyze the role of institutions and trade policy in shaping India's global trade competitiveness.
5. To apply emerging trends such as e-commerce exports, sustainable logistics, and supply chain resilience.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** the role and evolving trends in export-import operations including e-commerce and digital trade.
CO2	**Apply** procedural knowledge of registration, compliance, customs, and incentives in EXIM management.
CO3	**Interpret** and **prepare** key international trade documents using modern digital systems.
CO4	**Evaluate** import planning strategies, procurement methods, and forex regulatory frameworks.
CO5	**Analyze** India's EXIM policy, FTAs, and export potential across sectors and services.
CO6	**Assess** the role of key trade institutions and technologies in enabling sustainable and efficient trade.

SN	Contents of Module	Hrs	COs
1	**Unit 1. Foundations & Trends in Export Import Management** 1.1. Concept, Importance & Economic Role of EXIM 1.2. Modes of Exporting: Direct, Indirect, E-commerce 1.3. Emerging Trends: E-commerce exports, Amazon Global, Alibaba, cross-border platforms 1.4. Liberalization, Negative List, Special Import Schemes 1.5. Supply Chain Resilience & Green Logistics Practices	6	**CO1**
2	**Unit-2. Export Procedure & Compliance** 2.1. Registration: IEC Code, RCMC, GSTN 2.2. Pre-shipment, Shipment & Post-shipment processes 2.3. DGFT portal & ICEGATE usage for export filing 2.4. Inspection, Quality Certifications, Customs EDI systems 2.5. Export Proceeds Realization: FEMA, RBI guidelines	8	**CO2**
3	**Unit-3. International Trade Documentation** 3.1. Digital Documentation: eBRC, e-BL, digital signatures 3.2. Proforma Invoice, Commercial Invoice, Packing List 3.3. Bill of Lading, AWB, Shipping Bill, Certificate of Origin 3.4. Consular Invoice, GR Form, Letter of Credit Documents 3.5. UCP 600 guidelines and trade document workflows	10	**CO3**
4	**Unit 4. Import Management & Regulatory Framework** 4.1. Import Procurement Methods: Global Tender, Limited Tender, B2B 4.2. Foreign Exchange Management (FEMA) & RBI compliance 4.3. Import Finance Instruments: LC, TT, Buyer's Credit 4.4. Customs Clearance: ICEGATE, SWIFT, Bill of Entry 4.5. Import of Services & IPR-sensitive products	8	**CO4**
5	**Unit 5. India's EXIM Policy & Trade Potential** 5.1. Objectives & Highlights of FTP 2023 5.2. Sectoral Export Potential: Engineering, Agri, Pharma, Textiles, ITES 5.3. India's FTAs: UAE CEPA, ASEAN, IPEF, UK FTA (proposed) 5.4. Services Exports & GATS Compliance 5.5. Incentives, Market Access Initiatives & Trade Corridors	8	**CO5**
6	**Unit-6. Institutional Support & Global Trade Ecosystem** 6.1. Role of DGFT, SEZs, EPCs, ECGC, FIEO, ITPO, IIFT 6.2. WTO, UNCTAD, ITC & multilateral frameworks 6.3. MSME schemes for exporters, Startup India & EXIM 6.4. Sustainable Trade: ESG frameworks, Carbon Border Tax 6.5. Case Studies: ICEGATE Automation, Digital EXIM Success Stories	8	**CO6**

REFERENCE BOOKS:

1. Export Import Procedures and Documentation – K.S. Jain – Himalaya Publishing
2. Export Import Management – Justin Paul – Oxford University Press
3. Foreign Trade Policy (FTP 2023), DGFT – Ministry of Commerce, Govt. of India
4. EXIM Guide for MSMEs – FIEO Publications
5. International Business – Hill & Hult – McGraw Hill
6. WTO Annual Reports and Trade Profiles – WTO.org

7. UNCTAD Digital Economy Report – UNCTAD.org
8. ICEGATE & DGFT Portal Manuals – ICEGATE.gov.in & DGFT.gov.in

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	2	1	3	1	3
CO2	3	3	2	3	1	3
CO3	2	3	1	2	1	3
CO4	2	3	2	3	2	3
CO5	2	2	2	3	1	3
CO6	2	3	2	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓		
End Semester Examination (60)	✓	✓	✓	✓		

SEMESTER: III
MBA-DSE-635H Global Supply Chain Management and International Logistics

Course Title: Global SCM and International Logistics	Course Type: Elective (DSE)
Course Code: MBA-DSE-635H	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The focus will be on theoretical & practical aspects of Management of technology in organization. This course is concerned with Management issues surrounding the technology being used in organization This course is also concerned with Human & organizational issues as well as strategic and operational issues related to technology introduction & use.

Course Objectives:

1. To Study the importance and major decisions in Logistics and supply chain management for gaining competitive advantage.
2. To Study how supply chain drivers, play an important role in redefining value chain excellence of Firms.
3. To develop analytical and critical understanding & skills for planning, designing and operations of supply chain and logistics.
4. To study the role of information technology in SCM.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the foundational concepts, structure, and evolution of supply chain management and its integration challenges.
CO2	**Explain** the scope of logistics and its role in domestic and global supply chain excellence.
CO3	**Analyze** strategic alliances, including 3PL/4PL, and their impact on supply chain partnerships.
CO4	**Evaluate** warehousing and material handling systems in terms of design, cost, and logistics efficiency.
CO5	**Assess** human-technology integration in supply chains, emphasizing leadership and change management.
CO6	**Examine** customer service and demand management to develop strategies for enhancing competitiveness.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Supply Chain Management** 1.8 Definitions and concept of Supply Chain management. 1.9 Importance, Nature and Scope of SCM 1.10 Process view of SCM 1.11 Roles of Supply Chain Management in Organization 1.12 Barriers to Effective Supply Chain Management 1.13 Model and Future of Supply Chain Management 1.14 Functional to Process Integration (Vertical to Virtual Integration)	12	**CO1**
2	**Unit – II Logistic Management** 2.9 Definition, Objective Functions & Scope 2.10 Supply Chain Management and Logistics Management 2.11 Comparison between National (Domestic) and International Logistics 2.12 Logistical competence, competitiveness and competitive advances 2.13 Logistic for business excellence 2.14 Role of Logistic in Supply Chain 2.15 The Global Logistics Operator 2.16 Factors Contributing to the Development of Logistics	6	**CO2**
3	**Unit – III Supply chain management in the light of Strategic Alliance** 3.2 Strategic Alliance d) External Partnership e) Level of Logistics Partnership f) Logistics Partnership Decision 3.2. Model for Strategic Alliance Development 3.6. Trust and Challenges to Strategic Alliance 3.7. Developing Trusting Relationships 3.8. Challenges to Strategic Alliance c) Third Party Logistics d) Fourth Party Logistics	8	**CO3**
4	**Unit- IV Technology strategy.** **4.1. Strategic Management of Technology.** 4.2. Framework for formulating technology strategy, 4.3. Financial aspects of in technology Management. 4.4. Technology diffusion and absorption: (a)Rate of Diffusion; Innovation Time and Innovation Cost (b) Speed of Diffusion. (c)Project management in adoption and implementation of new technologies. 4.5. Technology transfer, licensing, Joint venture, technology alliance.	8	**CO4**
5	**Unit – V Human Aspects in Technology Management** 5.1. Integration of People and Technology, 5.2. Organizational and Psychological Factors, 5.3. Leadership & Change Management. 5.4 Performance Appraisal & Counselling.	8	**CO5**
6	**Unit – VI Social Issues in Technology Management:** 6.1. Technological Change and Industrial Relations, 6.2. Technology Assessment and Environmental Impact Analysis.	6	**CO6**

REFERENCE BOOKS:

1. Management of Technology - Tarek Khalli - McGraw-Hill.
2. Management of Technology: The Key to competitive and wealth creation. New Delhi. – Khalil, T. Tata McGraw- Hill.
3. Management of Technology & Innovation: Competing through Technological Excellence – Rastogi, P.N. – Sage Publications.
4. Strategic Management of Technological Innovation – Schilling, M. – McGraw Hill.
5. Managing Technological Innovation - Twiss, B. -. Pitman.
6. Strategic Management of Technology & Innovation - Burgelman, R.A., M.A. Madique, and S.C.
    Wheelwright -. Irwin.
7. Strategic Management of Technology and Innovation – Burgelman, R.A, Christensen, C. M., & Wheelwright – McGraw Hill.

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	2
CO2	3	3	1	2	2	3
CO3	2	3	1	2	2	3
CO4	3	3	1	2	2	3
CO5	2	2	3	1	3	2
CO6	2	2	2	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: III
MBA-DSE-636H International Financial Management

Course Title: International Financial Management	Course Type: Elective(DSE)
Course Code: MBA- DSE- 636H	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides students with a comprehensive understanding of international financial management within a dynamic and complex global environment. It explores critical topics such as foreign exchange markets, mechanisms of exchange rate determination, currency risk management through hedging and arbitrage, and international accounting standards including IFRS and IND-AS. The course also covers financing foreign trade, global monetary systems, and the roles of institutions like the IMF. Emphasis is placed on analysing Balance of Payments, cross-border financial transactions, and the interaction between exchange rates and international liquidity. Students will develop practical skills to navigate and manage financial decisions in multinational corporations and global markets.

Course Objectives:

5. To study the international environment in which the business operates
6. To develop a conceptual and practical understanding of foreign exchange markets and exchange rate systems.
7. To explore international accounting practices, convergence to IFRS, and financing methods for global operations.
8. To examine the structure and function of international monetary institutions and understand balance of payment mechanisms.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
	✓	--	--	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the scope of international financial management and compare domestic vs. international financial operations.
CO2	**Analyze** foreign exchange market structures, determine exchange rates using forecasting models and understand derivative instruments
CO3	**Interpret** IFRS, Ind-AS 1 and understand key transfer pricing issues.
CO4	**Apply** international payment systems to support foreign trade and evaluate the role of Eurocurrency markets as well as depository receipts.
CO5	**Describe** the role of IMF and assess its funding mechanisms towards international liquidity.
CO6	**Analyze** India's balance of payment components and examine its relationship with exchange rates and money supply.

SN	Contents of Module	Hrs	COs
1	**Unit-I International Financial Environment**	06	**CO1**
	1.1. International Financial Management: Evolution		
	1.2. International Financial Management- Goals, Features & scope		
	1.3. Domestic V/s International Financial Management.		
	1.4. Role of Financial Manager in International Environment		
2	**Unit-II Foreign Exchange Market and Exchange Rate**	12	**CO2**
	2.1 Wholesale & Retail Market		
	2.2 Participants in the Foreign Exchange Market		
	2.3 Quotations- Direct & Indirect Quote, Bid Rate & Ask Rate		
	Cross Rates of Exchange		
	2.4 Factors affecting Exchange Rate		
	2.5 Exchange Rate Determination *(Currency Forecasting)*		
	2.5.1 Purchasing Power Parity Theory		
	2.5.2 Interest Rate Parity		
	2.5.3 International Fischer Effect		
	2.6 Spot Market and the Forward Market		
	2.7 Global Derivative Market -		
	Foreign Currency Futures, Options & Swap, Speculation,		
	Arbitrage, Hedging		
	2.8 Arbitrage – Two Point and Triangular Arbitrage		
	2.9 Functions of Foreign Exchange Market		
	2.10 Foreign Exchange Risk Exposure –		
	Transaction Exposure, Translation Exposure, Economic		
	Exposure		
3	**Unit-III International Accounting**	06	**CO3**
	3.1 Convergence to International Financial Reporting Standards		
	3.1.1 Introduction, Advantages of adopting IFRS, Applicability		
	3.1.2 Comparison of IFRS and Ind –AS		
	3.1.3 IND-AS1 Presentation of Financial Statements		
	3.2 Transfer pricing- Meaning and Important Issues		
4	**Unit-IV Financing Foreign Operations**	10	**CO4**
	4.1 Financing of foreign trade		
	4.1.1 Documentation, Modes of Payment, Methods of Financing		
	4.1.2 EXIM Bank		
	4.1.3 Recent amendments in EXIM policy		
	4.2 International Transaction Mechanism		
	4.2.1 Nostro, Vostro and Loro Account		
	4.2.2 Payment Systems - SWIFT, CHIP, CHAP, Telegraphic		
	Transfer (TT)		
	4.3 Types of Central Bank Intervention in Currency Market		
	4.4 Eurocurrency Market -		
	4.4.1 Characteristics, Instruments & Rate of Eurocurrency		
	Market 4.4.2 Domestic Issues Vs.		
	Euro Issues		
	4.5 Depository Receipts – ADR and GDR		
5	**Unit-V International Monetary system**	6	**CO5**
	5.1. Establishment of International Monitory Fund (IMF)		
	5.2 Constitution, Role & Responsibility of IMF		

SN	Contents of Module	Hrs	COs
	5.3 Funding facilities, International liquidity 5.4 Special Drawing Rights (SDR)		

6	**Unit-VI Balance of Payment**
	    6.1. India's Balance of Payment
	    6.2. Importance, Functions, Principles & Components of Balance of Payment
	    6.3. Accounting of Balance of Payment: Deficit & Surplus
	    6.4. Elasticity approach Vs Absorption Approach
	    6.5. General Equilibrium approach
	    6.6. Balance of Payment Vs Exchange Rate
	    6.7. Balance of Payment and Money Supply
		8	CO6

REFERENCE BOOKS

1. International Finance Management by Madhu Vij – Excel Books
2. International Financial Management, H.R. Machiraja, Himalaya Publication
3. International Financial Management by P. G. Apte, Tata McGraw Hill
4. International Finance – O' Brien – Oxford University Press
5. Practical Approach to IFRS- Jasmine Kaur, McGraw Hill Publication
6. International Financial Management by Thumuluri Siddaiah (IFM) Pearson
7. International finance Marketing by V.A Avadhani – Himalaya Publication
8. International Finance Management by Vyuplesh Saran – Prentice Hall
9. International Finance Management by Cheol S. Eun & Bruce G Resnick , Tata McGraw Hill
10. International Financial Management Jain Macmillan

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2		3	1	2
CO2	3	3		3	1	2
CO3	2	2	1	3	1	1
CO4	3	3		3	1	2
CO5	1	1		3		
CO6	1			3		

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)		✓	✓	✓	✓	
End Semester Examination (60)		✓	✓	✓	✓	

SEMESTER: III
MBA-OJT-637 OJT/SIP

Course Title: Research Project	Course Type: OJT/SIP
Course Code: MBA-OJT-637	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

On-the-Job Training / Summer Internship Project (OJT/SIP) is an immersive, field-based learning component designed to bridge classroom knowledge with industry practices. This course provides students with practical exposure to real-world business environments through a structured internship spanning 6–8 weeks, typically undertaken after the second semester. Students are placed in organizations relevant to their area of specialization where they observe, learn, and contribute to ongoing business processes or specific projects. Under the joint supervision of an industry mentor and a faculty guide, students identify problems, gather data, and offer insights or solutions. The course culminates in the submission of a professional internship report and a viva-voce, enabling students to demonstrate their understanding of business practices, analytical thinking, and communication skills.

Course Objectives:
1. To expose students to real-life organizational practices and professional work culture.
2. To bridge the gap between theoretical concepts and business applications.
3. To develop skills in problem-solving, communication, and project execution.
4. To encourage reflective learning through practical engagement.
5. To prepare students for career readiness in their area of specialization.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
--	✓	--	✓	--	✓	--	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Demonstrate** an understanding of professional work environments, organizational structures, and workplace culture.
CO2	**Apply** classroom knowledge to real-life business problems within the functional area of specialization.
CO3	**Identify** organizational challenges and develop practical, evidence-based solutions.
CO4	**Communicate** findings, insights, and recommendations effectively through reports and presentations.
CO5	**Exhibit** professional behavior, time management, and teamwork in a real-world setting.
CO6	**Reflect** on internship experiences to assess personal learning, skill development, and career preparedness

SN	Contents of Module	Hrs	COs

1	The project report must be original and follow this structure:
	
	1) **Preliminary Pages**
	  a) Title Page
	  b) Certificate from the Company
	  c) Certificate from the Institute
	  d) Declaration by Student
	  e) Acknowledgement
	  f) Executive Summary
	  g) Table of Contents
	2) **Introduction to the Organization/ Company Profile**
	3) **Conceptual framework**
	4) **Research Methodology**
	5) **Analysis and Interpretation of Data**
	6) **Findings/Conclusion, & Suggestions**
	7) **References and Annexures**
	
	- **Font:** Times New Roman, 12 pt
	- **Spacing:** 1.5-line spacing
	- **Margins:** 1 inch on all sides. 0.5 Gutter on left
	- **Binding:** 2 copies Hardbound (for final submission)
		48	CO1 To CO6

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	1	2	2	3	1
CO2	3	2	2	2	2	2
CO3	2	3	2	2	2	3
CO4	2	2	2	3	2	2
CO5	2	1	3	2	3	2
CO6	1	2	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

Rubrics for OJT/SIP Evaluation

Criteria	Weight	Level Descriptors for Grading
1. Theoretical Background & Literature Review	10	**9–10**: Strong theoretical foundation; recent, relevant literature with critical insight. **7–8**: Good coverage with minor gaps; sources mostly relevant. **4–6**: Basic or limited literature; lacks synthesis or critical discussion. **0–3**: Poor or missing review.
2. Objectives & Research Methodology	15	**13–15**: Objectives are clear, precise, SMART, and well-aligned to the problem; research design is well-justified and systematic. **10–12**: Clear objectives; methodology appropriate but minor gaps in justification or detail. **6–9**: Objectives/methodology somewhat vague, insufficiently detailed. **0–5**: Unclear, poorly defined objectives; inappropriate or missing methods.
3. Data Analysis, Findings & Suggestions	40	**36–40**: Thorough, appropriate analysis using correct tools; clear interpretation; practical, actionable, and innovative suggestions. **28–35**: Good analysis; logical findings; suggestions feasible but less innovative. **20–27**: Basic or partial analysis; general, less convincing findings/suggestions. **0–19**: Incomplete or poor analysis; vague or missing findings/suggestions.
4. Presentation (Report & Viva)	15	**13–15**: Excellent report structure, formatting, clear visuals, logical flow; confident, persuasive delivery. **10–12**: Good clarity and organization; minor errors; satisfactory delivery. **6–9**: Adequate structure but lacks polish or clarity; average delivery. **0–5**: Poorly organized report; unclear, weak delivery.
5. Viva Voce (Question and Answers)	20	**17–20**: Confident, clear, logical, and well-supported answers; demonstrates deep understanding. **13–16**: Generally good responses; minor gaps in depth or clarity. **9–12**: Adequate responses but lacks depth or confidence. **0–8**: Poor, vague, incorrect, or evasive responses.

SEMESTER-IV

For the Batch 24-26
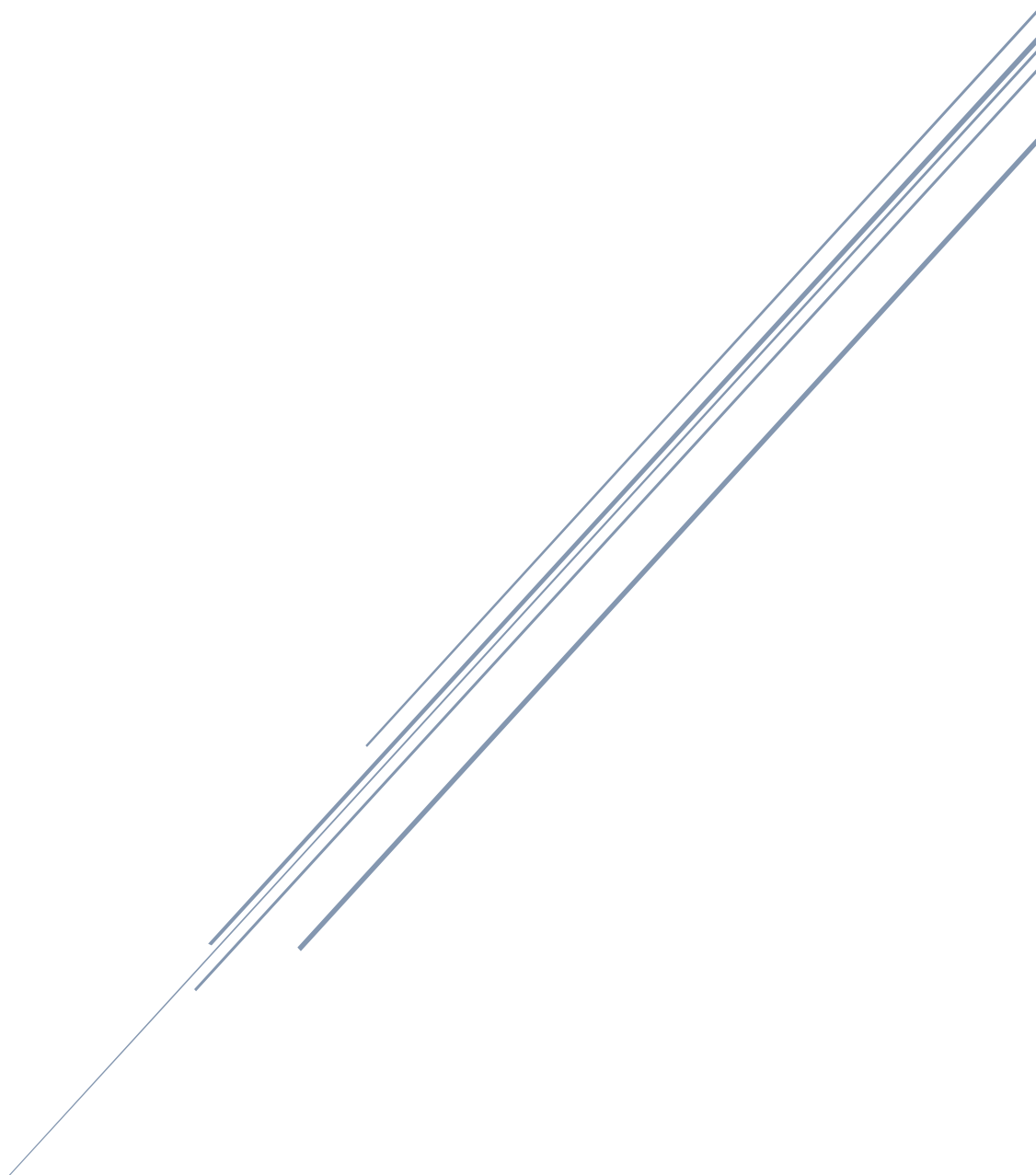
KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: IV

MBA-DSC-641 Design Thinking and Innovation Management

Course Title: Design Thinking & Innovation Management	Course Type: Mandatory DSC
Course Code: MBA-DSC-641	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides students with the fundamentals of Design Thinking and Innovation Management. It helps them explore creativity and empathy to solve business problems in a structured manner. Students learn how to generate and manage ideas, develop new products, and create an environment of innovation within organizations. The language and case examples are kept simple and relatable to help students from semi-urban areas grasp the concepts easily.

Course Objectives:

1. To introduce the concept of Design Thinking and its relevance in innovation.
2. To understand how design thinking can solve business challenges.
3. To explore the process and function of innovation in organizations.
4. To help students identify innovation opportunities using simple tools.
5. To understand the process and factors influencing new product development.
6. To understand open innovation frameworks and intellectual property concepts

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the principles and process of design thinking.
CO2	**Apply** design thinking to solve business problems.
CO3	**Describe** the innovation function and evaluate innovation performance.
CO4	**Identify** innovation opportunities and formulate strategies.
CO5	**Understand** the process of new product development.
CO6	**Explain** the open innovation framework and intellectual property rights.

SN	Contents of Module	Hrs	COs
1	**Unit I: Design Thinking** 1.1 Emergence and basics of design thinking 1.2 Process and principles of design thinking 1.3 Personality traits and culture of a design thinker 1.4 Ten tools for design thinking 1.5 Design Thinking Mindsets: Embracing ambiguity and iteration	8	**CO1**
2	**Unit II: Business Challenges and Design Thinking** 2.1 Storytelling, Strategic Foresight 2.2 Sensing, Value Redefinition 2.3 Experience Design, Humanization 2.4 Prototyping and Business Model Design **2.5** Customer Journey Mapping and Pain Point Analysis	8	**CO2**
3	**Unit III : Innovation Function** 3.1 Concept, sources, and types of innovation 3.2 Levels and characteristics of innovation 3.3 Innovation performance evaluation 3.4 Evolution and functions of innovation management 3.5 Grassroots Innovation and Frugal Innovation (Jugaad)	8	**CO3**
4	**Unit IV :** Innovation Opportunities & Strategy 4.1 Innovation behavior, tools for opportunity identification 4.2 Forecasting and analysis tools 4.3 Market and environment-based innovation strategies 4.4 Business Model Innovation: Lean Canvas and Value Proposition Design.	8	**CO4**
5	**Unit V : New Product Development (NPD)** 5.1 External and internal factors affecting NPD 5.2 Process and types of NPD 5.3 Creativity and outsourcing in NPD 5.4 MVP (Minimum Viable Product) and Early Testing	8	**CO5**
6	**Unit VI: Open Innovation Framework** 6.1 Inbound and Outbound innovation 6.2 Closed vs Open innovation 6.3 IPR, patents, and safeguarding innovation 6.4 Crowdsourcing and Co-Creation in Open Innovation	8	**CO6**

REFERENCE BOOKS:

1. Tim Brown – *Change by Design* Publisher: Harvard Business Review Press
2. Joe Tidd & John Bessant – *Managing Innovation: Integrating Technological, Market and Organizational Change* **Publisher***: Wiley*
3. C. S. G. Krishnamacharyulu & Lalitha R. – *Innovation Management*, Himalaya Publishing House
4. Vinnie Jauhari & Sudhanshu Bhushan – *Innovation Management*, Oxford University Press
5. T. M. Prasad – *Design Thinking: Principles and Applications*, ICFAI University Press
6. R. Gopalakrishnan – *A Biography of Innovations*, Penguin India
7. Narayanan V. K. – *Managing Technology and Innovation for Competitive Advantage*, Pearson LPE

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	1	1	1
CO2	3	3	2	2	2	3
CO3	2	2	2	2	1	2
CO4	3	3	2	2	2	3
CO5	2	2	2	2	1	2
CO6	2	2	2	3	1	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies

M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: IV

MBA-DSC-642 Indian Commercial Law

Course Title: Indian Commercial Law	Course Type: Mandatory DSC
Course Code: MBA-DSC-642	Total Credits: 02
Lectures: Tutorials: Practical: 2:0:0	CIE Marks: 20
Lecture Hours: 24 Hours	ESE Marks: 30

Course Description:

The course on Indian Commercial Law provides an essential understanding of key business-related legal frameworks in India. It covers the Companies Act, LLP Act, Consumer Protection Act, and the Information Technology Act, equipping students with legal knowledge vital for compliance, ethical governance, and sound business operations. Learners will explore corporate formation, partner rights, consumer redressal mechanisms, and cyber law essentials. The course emphasizes practical relevance by linking legal concepts to real-world business challenges, thereby fostering responsible decision-making. Through this course, students will gain the legal acumen to navigate contemporary business environments confidently and lawfully.

Course Objectives:

1. To provide comprehensive knowledge of legal provisions related to companies and limited liability partnerships.
2. To develop understanding of consumer rights and responsibilities and the legal remedies available.
3. To create awareness about cyber law, digital transactions, and cybercrime prevention in business operations.
4. To build the ability to apply legal principles in solving practical commercial law problems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the fundamental legal concepts and frameworks applicable to Indian commercial law.
CO2	**Describe** the procedures for company formation, governance, and winding up under the Companies Act, 2013.
CO3	**Compare** the features, formation, and dissolution of LLPs with other business structures.
CO4	**Identify** the rights and responsibilities of consumers and available grievance redressal mechanisms.
CO5	**Illustrate** the scope and implications of IT Act and digital transaction regulations.
CO6	**Apply** commercial law knowledge to analyze legal issues using real-life business case scenarios.

SN	Contents of Module	Hrs	COs
1	**Unit – I Companies Act, 2013** 1.1. Overview of Corporate Legal Framework in India 1.2. Definition, Characteristics and Types of Companies 1.3. Incorporation of a Company – Process, Documents, Promoters 1.4. Memorandum and Articles of Association 1.5. Directors – Appointment, Powers, Duties, and Liabilities 1.6. Corporate Governance and Compliance Requirements 1.7. Winding up of a company	6	**CO1, CO2, CO6**
2	**Unit – II Limited Liability Partnership (LLP) Act, 2008** 2.1. Introduction to LLP – Meaning and Features 2.2. Difference between LLP, Partnership, and Company 2.3. Incorporation and Registration of LLP 2.4. Rights and Duties of Partners 2.5. Conversion of Partnership Firm into LLP; Private Limited Company to LLP 2.6 Winding up of LLP	6	**CO1, CO3, CO6**
3	**Unit – III Consumer Protection Act, 2019** 3.1. Introduction to Consumer Protection Law 3.2. Who is Consumer and Who can make a complaint 3.3. Consumer Rights and Responsibilities 3.4. Unfair Trade practices, Restrictive trade practices 3.3. Consumer Disputes Redressal Mechanism – District, State, and National Commissions 3.4. Consumer Protection Councils 3.5. E-commerce, Direct selling and Consumer Protection 3.6. Penalties under the Act	6	**CO1, CO4, CO6**
4	**Unit – IV Information Technology Act, 2000** 4.1. Objective ad Scope of IT Act 2000 4.2. Digital Signatures and Electronic Records 4.3. Legal Recognition of Electronic Transactions 4.4. Cyber Crimes and Offenses – Types and Penalties 4.5. Cyber Appellate Tribunal 4.6. Role of Certifying Authorities	6	**CO1, CO5, CO6**

REFERENCE BOOKS:

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
2. Business Law including Company Law by S.S. Gulshan, New Age International Publishers
3. Mercantile & Commercial Laws by Rohini Aggrawal – Taxman Publication
4. Business law by P.C. Tulsian and Bharat Tulsian– McGraw hill Education
5. Legal Aspects of Business- Akhileshwar Pathak – McGraw hill Education
6. Legal Aspects of Business – M.K. Nabi – Taxmann Publications

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	3	1	2
CO2	3	2		3		2
CO3	3	2		3		2
CO4	3	2		3		2
CO5	3	2		3		2
CO6	3	3	2	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: IV
MBA-DSC-643 Management Information System

Course Title: Management Information System	Course Type: Mandatory DSC
Course Code: MBA-DSC-643	Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The Management Information Systems course will help you understand the benefits of computers to organizations and, more importantly, how to deploy and manage them to support an organization's goals and strategies. MIS will be beneficial for finance, marketing, human resources or production so students will need to understand how work is affected by and how effectively deploy computer systems. This course includes trends and e-commerce methods. The students will be able to critically be think for digital transformation of business.

Course Objectives:

1. To explain students why information systems are so important today for business and management
2. To evaluate the role of the major types of information systems in a business environment and their relationship to each other
3. To assess the impact of the internet and internet technology on business electronic commerce and electronic business
4. To identify the major management challenges to building and using information systems and learn how to find appropriate solutions to those challenges

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	✓	--	✓	

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the fundamental concepts Management Information Systems
CO2	**Explain** the processes involved in SDLC, and the creation of SRS while identifying barriers to successful MIS implementation.
CO3	**Analyze** and **apply** the use of Management Information Systems across key functional areas
CO4	**Evaluate** emerging trends and technologies and assess their impact on modern business operations and decision-making.
CO5	**Assess** the technological aspects, benefits, risks, ethical and security concerns related to E-Commerce and Electronic Payment Systems.
CO6	Apply MIS concepts through real-world case studies to design solutions for organizational problems and improve managerial decision-making.

SN	Contents of Module	Hrs	COs
1	**Unit – I Fundamentals of Management Information System Information System** 1.1 Classification of Information System (Operation support system & Management support systems) 1.2 Components of Information System Management Information System 1.3 Definition, Scope, Objective, Characteristics, Benefits & Limitations of MIS 1.4 Types of MIS (TPS, MIS, DSS, ESS, SCM, CRM, KMS) 1.5 Factors contributing in the Success & Failure of MIS	8	CO1
2	**Unit – II Development Process of Management Information System** 2.1 Introduction & Need for System analysis 2.2 The System Development Life Cycle(SDLC) 2.3 System Requirement Specification(SRS) 2.4 Structure of SRS 2.5 Barriers to successful Development of MIS	8	CO1, CO2
3	**Unit – III Application of Management Information System** 3.1 Accounting Information System 3,2 Human Resource Information System 3.3 Inventory Information System 3.4 Manufacturing Information System 3.5 Marketing Information System	10	CO3
4	**Unit – IV Trends in MIS** 4.1 ERP – Introduction, features, advantages, Implementing ERP System 4.2 Data Mining – Meaning, Types, Advantages, Applications, Challenges 4.3 Cloud Computing - Meaning, characteristics, Types, Advantages, Cloud Computing models 4.4 AI – Introduction, Application, types 4.5 Big Data – Meaning , uses, issues with big data, benefits, Operational & analytical big data, challenges	8	CO4
5	**Unit – V Ecommerce** 5.1 E-commerce and its Technological Aspects - Defining E-Commerce, Benefits and limitations of E-Commerce, EDI 5.2 Electronic Payment Systems - Need of Electronic Payment System, Methods of electronic 5.3 Threats & Security in E Commerce 5.4 Ethical, Social and Political issues in E-Commerce	8	CO5
6	**Unit – VI Case Studies based on MIS** 6.1 Comprehensive Cases on application of Information system management must be discussed & solved.	6	CO4

REFERENCE BOOKS:

1. Management Information System by James O'Brian- Tata McGraw Hill
2. Management Information System by Jawadekar - Tata McGraw Hill
3. Management Information System by Davis & Gordon - Tata McGraw Hill
4. Business Process Reengineering by K Sridhar Bhat - Himalaya Publishing House
5. anagement Information System by C S V Murthy - Himalaya Publishing House
6. E-Commerce by C S V Murthy - Himalaya Publishing House
7. Management Information Systems (3/e) - Goyal - Macmillan s

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	2	2	3	3
CO4	3	3	2	3	3	3
CO5	3	3	2	3	2	2
CO6	3	3	3	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyse	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

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SEMESTER: IV
MBA-DSE-644A Financial Derivatives

Course Title: Financial Derivatives	Course Type: Elective -DSE
Course Code: MBA-DSE-644 A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The course **Financial Derivatives** offers a comprehensive introduction to derivative instruments and their role in financial markets. It begins with the evolution and types of derivatives such as forwards, futures, options, and swaps, and highlights their significance in risk management. The curriculum explores various contract specifications, trading strategies, pricing mechanisms, and market participants. Special attention is given to the derivatives trading mechanism, clearing and settlement processes, margining, and risk management techniques under regulatory frameworks. The course also covers sophisticated tools such as option Greeks, algorithmic trading, and economic functions of swaps. Students will develop practical insights into how derivatives are traded and managed in the real world, especially in the Indian context. By integrating theory with market applications, this course equips learners with analytical tools for effective financial decision-making and hedging strategies. It is ideal for students aiming for careers in investment banking, trading, portfolio management, and financial risk analysis.

Course Objectives:
1. To introduce the fundamentals and evolution of financial derivatives and their applications in financial markets.
2. To explain the structure and functioning of forward, futures, and options markets including pricing and hedging strategies.
3. To familiarize students with trading, clearing, and settlement mechanisms and regulatory frameworks.
4. To understand the nature and types of swaps and their role in financial risk management and investment strategies.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** the basic concepts of financial derivatives.
CO2	**Explain** the structure, features, and hedging applications of forward and futures contracts.
CO3	**Identify** key option terminologies, types, pricing components, and basic trading strategies
CO4	**Illustrate** the trading mechanism of derivatives including entities, order types, and regulatory criteria.
CO5	**Assess** the clearing, settlement, margining, and risk management processes in derivatives markets.
CO6	**Interpret** the features, types, and functions of swaps in financial markets.

SN	Contents of Module	Hrs.	COs
1	**Unit – I Introduction to Financial Derivatives** 1.1 Financial Derivatives – Definition and Meaning 1.2 Derivatives Market – History and Evolution 1.3 Derivatives Market in India 1.4 Types of Derivatives – Forwards, Futures, Options, Swaps 1.5 Participants in Derivatives Market 1.6 Uses of Derivatives 1.7 Critiques of Derivatives	8	**CO1**
3	**Unit – II Forward and Futures Contract** 2.1 Forwards Contract and Futures Contract- Meaning and Features 2.2 Terminologies in Futures Contract –Spot Price, Futures Price, Contract Cycle, Expiration day, Contract Size & Contract Value, Tick Size. 2.3 Forward Vs Future Contracts 2.4 Functions of Future Contracts 2.5 Types of Future Contracts 2.6 Hedging Strategies using futures	8	**CO1, CO2**
4	**Unit – III Options Contract** 3.1 Options- Concept 3.2 Option Terminology- Option Buyer, Option Writer, Option Price/ Premium, Expiration Day, Lot Size, Spot Price, Strike Price/ Exercise Price. 3.3 Types of Options – Call & Put, European & American, Exchange Traded & OTC 3.4 Distinction between Options and Futures Contracts 3.5 Money-ness of an Option- ITM, OTM & ATM 3.5 Intrinsic Value and Time Value of Options 3.6 Factors affecting Option Pricing 3.7 Option Greeks- Delta, Gamma, Theta, Vega, Rho 3.8 Option Trading Strategies	12	**CO1, CO3**
5	**Unit – IV Trading Mechanism** 4.1 Trading Mechanism – Entities Involved in trading of Futures and Options, Market timing of Derivative Segment, Order types and Conditions, Order Matching rules 4.2 Eligibility criteria for selection of stocks for derivatives trading 4.3 Selection criteria of Index for Trading 4.4 Adjustments for corporate actions 4.5 Trading Costs 4.6 Algorithmic trading 4.7 Tracking Futures and Options data	8	**CO1, CO4**
	Unit – V Futures and Option clearing and settlement 5.1 Clearing Members 5.2 Clearing Mechanism Settlement Mechanism 5.3 Risk Management 5.4 Margining and Mark to Market under SPAN	4	**CO1, CO5**

SN	Contents of Module	Hrs.	COs
	Unit – VI Swaps 6.1 Swaps - Concept and Meaning 6.2 Evolution of Swap Market, Features of Swaps 6.3 Types of Swaps- Interest rate swaps, Currency Swaps, Commodity Swaps, Debt- Equity Swaps 6.4 Economic Functions of Swap Market	08	**CO1, CO6**

REFERENCE BOOKS:

1. Financial Derivatives: Theory concepts & problems – S.L.Gupta – Prentice Hall of India (PHI)
2. Derivatives And Risk Management – Dr R. P Rustagi – Taxmann's
3. Options, Futures & Other Derivatives - Hull C John, Sankarshan Basu – Pearson Educations Publishers
4. Derivatives And Risk Management – Jayanth Verma- Tata Mcgraw Hill
5. Futures Markets: theory & practice" – Sunil K Parmeswaran – Tata McGraw Hill.
6. Financial Derivatives – Bishnupriya Mishra ,Swaroop – Excel Books
7. Fundamentals of Financial Derivatives – N.R. Parsuraman – Wiley India
8. Derivatives – T.V.Somnathan - Tata McGraw Hill.
9. Financial Derivative & Risk Management – O.P.Agrawal – Himalaya Publication
10. Work book for NISM Series VIII : Equity Derivatives Certification Examination

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2		2		1
CO2	3	3		2		2
CO3	2	3		2		2
CO4	2	3		3		2
CO5	3	3		2		1
CO6	3	3		2		2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	-
End Semester Examination (60)	✓	✓	✓	✓	✓	-

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SEMESTER: IV
MBA-DSE-645A Goods & Services Tax

Course Title: Goods & Services Tax	Course Type: Elective -DSE
Course Code: MBA- DSE- 645A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides a comprehensive understanding of the Goods and Services Tax (GST) regime in India, focusing on its structure, key provisions, and practical applications. Students will explore the dual GST model, key definitions, registration processes, and tax mechanisms. Designed for postgraduate students, it aims to equip them with the knowledge and analytical skills necessary for compliance, consultancy, and strategic decision-making in the GST framework.

Course Objectives:

1. To understand the structural features of the GST in India.
2. To interpret key GST concepts such as supply, valuation, input tax credit, and reverse charge mechanism.
3. To apply GST rules and procedures related to registration, invoicing, and tax payments.
4. To evaluate the practical implications of GST compliance including e-way bills, returns, and electronic ledgers

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
	✓	--	✓	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the need, structure and components of GST
CO2	**Interpret** and **define** basic GST terminology and Reverse Charge Mechanism.
CO3	**Apply** the registration procedures under GST and distinguish between different registration categories.
CO4	**Analyze** the concept of supply and valuation under GST and composition schemes.
CO5	**Evaluate** the eligibility and calculation of Input Tax Credit
CO6	**Create** compliant tax documents, make tax payments and file GST returns

SN	Contents of Module	Hrs	COs
1	**Unit-I Introduction to GST** 1.1 Need of GST, Taxes Subsumed after GST, Features of GST 1.2 Dual GST Model: CGST, SGST, UTGST, IGST. GST Network, GST council	08	CO1

SN	Contents of Module	Hrs	COs
2	**Unit-II Basics of GST** 2.1 Definitions: Aggregate Turnover, Business, Capital Goods, Goods, Service, Input Tax Credit, Consideration. 2.2 Concept of Reverse Charge Mechanism	6	**CO2**
3	**UNIT-III Registration Under GST** 3.1 Registration Procedure, Persons not liable for registration, 3.2 Compulsory registration, Deemed registration, Cancellation vs. Revocation of registration, Unique Identification Number.	08	**CO3**
4	**Unit-IV Supply under GST and Valuation of Supply** 4.1Levy and Collection of Tax, Person liable to pay tax, Exemption from tax 4.2 Concept of Supply, Interstate and Intrastate Supply, Place of Supply, Types of Supply under GST Regime 4.3Valuation of Supply, 4.4Composition Scheme & Alternative Composition Scheme 4.5Tax Deduction at source (TDS) under GST.	12	**CO4**
5	**Unit-V Input Tax Credit** 5.1Eligibility and Conditions for claiming ITC, Apportionment of Credit, Non - Availability of Input Tax Credit	6	**CO5**
6	**Unit-VI Records, Tax Payments and Returns** 6.1 Tax Invoice, Issue of debit note, issue of credit note, E-way Bill 6.2 Types & Significance of Electronic Ledgers 6.3 Returns: Types and periodicity of GST return for different categories of Taxpayers	8	**CO6**

REFERENCE BOOKS

1. Students Guide to Income Tax including GST, Singhaniya, Taxmann Publication
2. Taxmann's Basics of GST
3. GST Simplified, Volume I, CA Hemant Singhal
4. GST Manual, Taxmann Publication
5. GST How to meet your Obligations- S S Gupta – Taxmann
6. GST Made Easy – Arpit Haldiya - Taxmann
7. GST Guide for Students, CA Vivek Agrawal
8. http://idtc.icai.org/publications.ph

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	1		3	1	
CO2	3	1		3	1	
CO3	3	1		3	1	
CO4	3	1		3	1	
CO5	3	1	2	3	1	
CO6	3	1	2	3	1	

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation.(40)		✓	✓	✓		
End Semester Examination (60)		✓	✓	✓		

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SEMESTER: IV
MBA-DSE-646A Case Studies in Financial Management

Course Title: Case Studies in F.M.	Course Type: Elective -DSE
Course Code: MBA- DSE- 646A A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course is designed to provide the students with an in-depth understanding of the strategic and operational aspects of corporate finance. Students are introduced to the areas of long term investment decisions, mergers and acquisitions, corporate financing and capital structure. The course will enable students to build an understanding of how strategic financial decisions are taken and how the outcomes are quantified.

Course Objectives:

1. To enable students to apply financial tools for evaluating business performance and investment decisions.
2. To develop the ability to analyse and interpret financial data for short- and long-term decision-making.
3. To integrate core financial concepts like capital structure, cost of capital, and dividend policies into decision strategies.
4. To enable liquidity management through Cash Flow and Working Capital Management

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	--	--	✓	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Interpret** financial ratios to assess business health and analyze strategies for receivables management.
CO2	**Analyze** the implications of marginal costing for managerial decisions.
CO3	**Apply** capital budgeting techniques to evaluate investment proposals.
CO4	**Apply** techniques to manage the Cash and working capital efficiently
CO5	**Analyze** capital structure and leverages to evaluate organization's financial decisions.
CO6	**Evaluate** dividend policies to understand their impact on organization's valuation.

Contents of Module	Hrs	COs
Advanced Decision Making Questions on the Following Topics to be asked: 1. Capital Budgeting 2. Marginal Costing 3. Ratio Analysis 4. Receivables/ Debtors Management 5. Working Capital Management 6. Dividend Policies 7. Interrelated Questions on EOQ and Costs of Managing Inventory 8. Interrelated Questions on Cost of Capital, Leverage and Capital Structure 9. Cash Flow Statement/Funds Flow statement	48	CO1 to CO6

REFERENCE BOOKS:
1. Financial Management, Khan and Jain, Tata Mcgrew Hill Publication
2. Financial Management, R. M. Kishore, Taxmann Publication
3. Costing Advisor, P V Ratnam & P Lalitha, Kitab Mahal Publication

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	3	2	3
CO2	3	3		2	2	3
CO3	3	3		2	2	3
CO4	3	3	1	3	2	3
CO5	3	3		3	2	3
CO6	3	3	1	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)			✓	✓	✓	
End Semester Examination (60)			✓	✓	✓	

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SEMESTER: IV

MBA-DSE-644B International Marketing Management

Course Title: International Marketing Management	Course Type: Elective -DSE
Course Code: MBA-DSE-644B	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides a practical and conceptual understanding of international marketing with emphasis on global marketing environments, product and pricing strategies, international promotions, logistics, and export-import procedures. Designed in a simple and accessible format, it equips students from semi-urban areas to comprehend real-time global trade practices.

Course Objectives:

1. To introduce the fundamentals of international marketing and global trade.
2. To explore strategies for product, pricing, promotion, and distribution in international markets.
3. To understand challenges and procedures in export management.
4. To analyse global trends, trade regulations, and cultural issues impacting international marketing.
5. To develop a global marketing outlook and prepare students for cross-border business roles.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the scope and environment of international marketing.
CO2	**Apply** product strategies suited to global markets.
CO3	**Evaluate** pricing decisions and cost implications for international trade
CO4	**Understand** global promotion strategies and marketing communication.
CO5	**Analyze** international distribution decisions and logistics strategies
CO6	**Describe** export procedures and policy frameworks

SN	Contents of Module	Hrs	COs
1	**Unit I: Introduction to International Marketing** 1.1 Meaning and scope of international marketing 1.2 EPRG Framework International marketing environment (internal & external), 1.3, Trading blocs 1.4 Entry strategies and modes 1.5 Recent FTAs and India's positioning in global trade	**8**	**CO1**
2	**Unit II: International Product Strategy** 2.1 Product design, planning, hierarchy and product line decisions 2.2 Standardization vs adaptation; repositioning and adoption 2.3 Product lifecycle in global context 2.4 Packaging and labelling 2.5 Country-of-Origin Effect and Brand Perception	**8**	**CO2**
3	**Unit III: International Pricing** 3.1 Pricing methods and strategies: cost-based, transfer, skimming, penetration 3.2 Export pricing, dumping, price escalation 3.3 Role of exchange rates and inflation 3.4 Leasing and pricing regulations 3.5 Digital Pricing Strategies in Cross-Border E-commerce	**8**	**CO3**
4	**Unit IV: International Promotion and Communication** 4.1 Issues in global promotion, advertising, and branding 4.2 Communication mix decisions 4.3 International sales promotion, personal selling, PR 4.4 Export promotion councils, trade fairs and exhibitions 4.5 Influencer Marketing in Global Markets	**8**	**CO4**
5	**Unit V: International Distribution and Logistics** 5.1 Distribution channel decisions, policies, types 5.2 Channel conflicts and functional excellence 5.3 Logistics and transportation decisions 5.4 Warehousing, distribution planning 5.5 Green Logistics and Sustainable Supply Chains	**8**	**CO5**
6	**Unit VI: Export Management and Documentation** 6.1 Export documentation and procedures 6.2 Payment terms: L/C, Cross-border factoring, BA, Forfeiting 6.3 EXIM policy and trade facilitation 6.4 Role of Digital Platforms in Export Enablement (DGFT, ICEGATE)	**8**	**CO6**

REFERENCE BOOKS:

1. **Francis Cherunilam** – *International Marketing: Text & Cases*, Himalaya Publishing
2. **Justin Paul & Ramneek Kapoor** – *International Marketing: Text and Cases*, Tata McGraw-Hill
3. **R. Srinivasan** – *International Marketing*, Prentice Hall of India
4. **Rajgopal** – *International Marketing*, Vikas Publishing
5. **V. H. Kirpalani** – *International Marketing*, Prentice Hall India
6. **Rajendra Nargundkar** – *International Marketing*, Excel Books

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO2	3	3	2	2	2	2
CO3	3	3	2	3	1	2
CO4	2	2	2	2	2	2
CO5	3	3	2	2	3	3
CO6	3	2	2	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyse	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

SEMESTER: IV
MBA-DSE-645B Retail Management

Course Title: Retail Management	Course Type: Elective -DSE
Course Code: MBA-DSE-645B	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces students to the foundational principles and practices of retail management. It is tailored to meet the learning needs of students from semi-urban backgrounds by using simple language and practical examples. The course emphasizes both traditional and emerging retail formats, customer behaviour, merchandise management, and digital retailing trends in India.

Course Objectives:

1. To provide a conceptual understanding of the Indian and global retail sectors.
2. To explain consumer buying behavior in the retail context.
3. To introduce retail operations including merchandise planning, pricing, and store design.
4. To explore modern retail technologies and innovations in e-tailing.
5. To equip students to identify career opportunities and entrepreneurial possibilities in retail.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** the basic concepts and structure of the retail industry.
CO2	**Explain** retail consumer behavior and key strategies in merchandise and pricing.
CO3	**Understand** store management and supply chain integration in retail.
CO4	**Analyze** recent innovations and formats in Indian retaili**ng.**
CO5	**Explain** the forms of organized and unorganized retailing in India
CO6	**Discuss** current models of e-tailing and digital marketing strategies.

SN	Contents of Module	Hrs	COs
1	**Unit-I Introduction to Retailing** 1.1 Overview of Retailing – Definitions, characteristics, and functions 1.2 Evolution of Retail in India – Key sectors, FDI aspects, and growth drivers 1.3 The Retail Strategy Mix – Elements and types 1.4 Understanding the Indian Retail Consumer – Demographics and buying behavior 1.5 Emergence of Omni-channel Retailing in India	8	CO1
2	**Unit-II Merchandise and Pricing Management** 2.1 Merchandise Planning – Concept, category management, OTB system 2.2 Retail Pricing – Strategies, mark-up/mark-down, dynamic pricing. 2.3 Visual Merchandising – Role, elements, planograms. 2.4 Emerging Retail Trends – Private labels, sustainability in merchandising. 2.5 Role of AI in Merchandise Forecasting and Inventory Planning	8	CO2
3	**Unit-III Store Operations and Supply Chain** 3.1 Store Layouts and Design – Types, visual communication 3.2 Site Selection and Space Management 3.3 Introduction to Retail Supply Chain – Functions, integration 3.4 Innovation in SCM – VMI, retail logistics, cross-docking 3.5 Quick Commerce (Q-Commerce) and its Impact on Last-Mile Delivery	8	CO3
4	**Unit IV: Innovations and Services in Retail** 4.1 Retailtainment – Entertainment zones, gamification in stores 4.2 Hospitality in Retail – Customer service and retail HR grooming 4.3 In-store Technology – POS solutions, digital payments 4.4 Customer Experience – Loyalty programs, feedback mechanisms 4.5 Physical Retail Experience – Integrating Physical and Digital Touchpoints	8	CO4
5	**Unit V: Retail Formats and Segments** 5.1 Retail Formats – Department stores, supermarkets, specialty stores 5.2 Unorganized Retail in India – Kirana stores, street vendors 5.3 Franchising and Co-operative Retail Models 5.4 Direct Selling and Cashless Retailing in Rural India 5.5 D2C (Direct-to-Consumer) Brands and their Growth in Indian Market	8	CO5

SN	Contents of Module	Hrs	COs
6	**Unit VI: E-tailing and Digital Retailing (Hours: 8) – CO6** 6.1 Growth of Online Retail in India – Overview and consumer shift 6.2 E-tailing Business Models – Brick-and-clicks, virtual merchants 6.3 Online Marketing Communication – SEO, social media ads, influencer marketing 6.4 Case Studies – Amazon, Flipkart, Meesho, JioMart 6.5 Use of Augmented Reality (AR) in Online Retail Shopping Experience	8	CO6

REFERENCE BOOKS:

1. **Suja Nair** – *Retail Management* – Himalaya Publishing House
2. **Swapna Pradhan** – *Retailing Management* – McGraw-Hill
3. **U.C. Mathur** – *Retail Management: Text and Cases* – I.K. International
4. **Dr. Harjit Singh** – *Retail Management in India* – S. Chand Publishing
5. **Berman & Evans** – *Retail Management: A Strategic Approach* – Pearson India (Indian edition)
6. **Michael Levy, Barton Weitz & Ajay Pandit** – *Retailing Management*, Tata McGraw-Hill (Indian edition)

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	1	1
CO2	3	3	2	1	2	2
CO3	3	3	1	2	2	2
CO4	3	3	2	2	2	3
CO5	2	2	2	2	2	1
CO6	3	3	3	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

SEMESTER: IV

MBA-DSE-646B Cases in Marketing

Course Title: Cases in Marketing	Course Type: Elective -DSE
Course Code: MBA-DSE-646B	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course is designed to integrate the knowledge of various marketing disciplines through real-world Indian and global case studies. Students will analyse decision-making situations in product strategy, brand management, sales, retail, and international marketing. The course promotes critical thinking, collaborative learning, and data-driven analysis to develop marketing insights.

Course Objectives:

1. To provide experiential learning through marketing case studies.
2. To develop problem-solving and decision-making skills in complex business contexts.
3. To encourage application of concepts learned in previous marketing subjects.
4. To expose students to diverse marketing challenges across industries and geographies.
5. To cultivate analytical thinking and group discussion capabilities using real-time market insights.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓ --	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Analyze** real-life marketing problems using structured frameworks.
CO2	**Integrate** marketing concepts across disciplines like branding, sales, and international marketing
CO3	**Evaluate** strategic options and recommend marketing solutions.
CO4	**Develop** critical thinking through analysis of case-based evidence.
CO5	**Communicate** findings and strategies effectively in both oral and written formats.
CO6	**Apply** data and insights to formulate actionable marketing recommendations.

Unit	Title	Case Studies Covered	Mapped COs
Unit 1	Product and Brand Management Cases	1. *Paper Boat: Reviving Traditional Indian Drinks through Brand Storytelling* 2. *Tata Nano: A Case of Product Innovation vs. Brand Positioning*	CO1, CO2
Unit 2	Sales and Distribution Management Cases	3. *HUL's Project Shakti: Empowering Rural Women through Sales Networks* 4. *Dabur India: Managing Distribution and Last-Mile Delivery in Tier-II Towns*	CO1, CO3
Unit 3	Retail Management Cases	5. *Reliance Retail vs. DMart: Competing Models in Modern Indian Retail* 6. *Nykaa: Bridging Online and Offline Retail in Beauty and Cosmetics*	CO1, CO4
Unit 4	International Marketing Cases	7. *Amul's Global Foray: 'Made in India' in the Dairy World* 8. *Zara's Global Expansion: Standardization vs. Localization*	CO2, CO4
Unit 5	Digital Marketing & E-tailing Cases	9. *Flipkart Big Billion Day: Leveraging E-commerce Infrastructure* 10. *Maggi Noodles: Crisis Management and Brand Revival through Digital Media*	CO3, CO5
Unit 6	Channel Innovation and Sustainability	11. *Lenskart's Omni-channel Strategy: Disrupting Eyewear Retail* 12. *Amazon India: Sustainability and Logistics in Cross-border Trade*	CO5 CO6

The above cases are indicative in nature and the Faculty member is free to introduce, adopt, suggest, and work on cases of his / her choice covering all Marketing specialization subjects, of Semester-III and Semester IV

REFERENCE BOOKS:

1. Harvard Business School Case Studies – Marketing Series
2. Rajan Saxena – *Marketing Management*, McGraw-Hill
3. U.C. Mathur – *Case Studies in Marketing*, Excel Books
4. Philip Kotler & Kevin Keller – *Marketing Management*, Pearson
5. Harvard Business Review – *HBR Case Digest* (Marketing)
6. ICMR Case Studies – IBS Hyderabad
7. Online Resources: YourStory, IndiaRetailing, ETBrandEquity, and Business Standard case articles

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	2	2	2
CO2	3	3	2	3	2	3
CO3	3	3	2	3	3	2
CO4	2	3	2	3	2	2
CO5	2	2	3	2	3	2
CO6	3	3	2	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

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SEMESTER: IV

MBA-DSE-644C Performance Management & HR Analytics

Course Title: Performance Management & HR Analytics	Course Type: Elective -DSE
Course Code: MBA-DSE-644C	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course offers a comprehensive overview of performance management systems and HR analytics, equipping students with conceptual and practical knowledge to assess and enhance individual and organizational performance. The curriculum explores performance management frameworks, appraisal systems, ethical dimensions, and the integration of analytics into HR practices. Students will gain insights into designing effective performance evaluation mechanisms and utilizing data-driven strategies for strategic human resource decisions. Emphasis is placed on real-time analytics tools and innovation in workforce planning, preparing students for modern, dynamic business environments.

Course Objectives:

1. To **understand** the core principles, objectives, and challenges of performance management systems.
2. To **explore** the performance management cycle, including planning, monitoring, counselling, and rewards.
3. **Identify** and manage high-potential employees and understand the framework of competency management.
4. To **introduce** students to HR analytics and its role in strategic HR decision-making.
5. To **foster** innovative thinking and strategic HR planning through the application of analytics tools.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the concepts, principles, and importance of performance management systems.
CO2	**Demonstrate** the performance management cycle and its components, including planning, monitoring, counselling, and reward systems.
CO3	**Identify** and **analyze** high-potential employees and apply competency management techniques.
CO4	**Identify** ethical concerns and strategies in the application of performance management systems.
CO5	**Apply** HR analytics tools for decision-making and performance enhancement.
CO6	**Analyze** the strategic role of innovation and HR analytics in workforce planning and organizational growth

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Performance Management** 1.1 Concepts and Definitions of Performance Management 1.2 Characteristics and pre-requisites of Performance Management 1.3 Objectives and Principles of Performance Management 1.4 Importance and benefits of Performance Management 1.5 Challenges to Performance Management	6	**CO1**
2	**Unit – II Performance Management Cycle** **2.1 Performance Planning** 2.1.1 Meaning and Definition, objectives and importance of Performance Planning 2.1.2 Process of Performance Planning 2.1.3 Barriers of Performance planning **2.2 Performance Monitoring:** 2.2.1 Meaning and Definition of Performance Monitoring 2.2.2 Characteristics and Objectives of Performance Monitoring 2.2.3 Importance of Performance Monitoring 2.2.4 Process of Performance Monitoring **2.3 Performance Counselling:** 2.3.1 Concept and Definition & Principles of Performance Counselling **2.4 Performance Management Reward System** 2.4.1 Concept and definition of Reward Management 2.4.2 Objectives of Reward Management 2.4.3 Components of Reward System	12	**CO2**
3	**Unit III High potential Employees & Competency Management** **3.1 High Potential Employees** **3.2** Definition, Concept, Categories & Characteristics 3.2.1 Identification of High Potential Employees 3.2.2 Retention of High Potential Employees-Motivators, Retention Measures **3.3 Competency Management** 3.3.1 Concept & Types 3.3.2 Competency Framework Competency Dictionary, Competency Band Matrix, Job/Role Competency Profile, Competency Assessment Tool	8	**CO3**
4	**Unit – IV Ethics in Performance Management:** 4.1 Meaning and Definition of Ethical Performance Management 4.2 Principles of Ethical Performance Management 4.3 Objectives and Significance of Ethics in Performance Management 4.4 Ethical Issues and Dilemmas in Performance Management 4.5 Ethical Strategies in Performance Management 4.6 Developing Code of Ethics in Performance Management	6	**CO4**
5	**Unit – V Introduction to HR Analytics** 5.1 Meaning and evolution of HR Analytics 5.2 Scope and importance in strategic HR decision-making 5.3 Types of HR metrics and KPIs	8	**CO5**

	5.4 Levels of analytics: Descriptive, Predictive, Prescriptive 5.5 Tools used in HR Analytics (e.g., Excel, Power BI, SPSS, Tableau)		
6	**Unit VI – Innovation and Strategy Formulation** **6.1 Innovation and HR Analytics** 6.1.1 Innovation: Concept, Types, and Building an Innovative Culture 6.1.2 HR Analytics: Business Linkage, Measurement, and Impact **6.2 Strategic HR Planning** **6.2.1** Redefining HR Practices, Competency Mapping, Future of Work, Decision Framework **6.2.2** HR Analytics in Workforce Planning	8	**CO6**

REFERENCE BOOKS:

5. Performance Management- A. S. Kohli and T. Deb by Oxford University Press
6. Performance Management- Dr. C. Appa Rao by Biztantra

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	3	2	1
CO2	3	3	2	2	2	1
CO3	2	3	2	1	3	2
CO4	2	2	3	3	2	1
CO5	2	3	2	2	2	3
CO6	2	3	2	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyse	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

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FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
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SEMESTER: IV
MBA-DSE-645C International HRM

Course Title: International HRM	Course Type: Elective -DSE
Course Code: MBA-DSE-645C	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

International HRM is the study of the management of human resources in an international context. The course is intended to provide a basic understanding about the finer aspects of international business to the students. It focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. It examines the theories and practices of international HRM and addresses the core issues in IHRM. The topics of the course can be divided into broad themes of traditional approaches to IHRM, new perspectives on IHRM, managing people in cross-border mergers and acquisitions, Expatriate management, alternatives to expatriate assignments, global' careers and the link between firm strategy, capabilities and HRM.

Course Objectives:

1. To study HRM practices in International Environment
2. To compare domestic HRM practices w.r.to International context
3. To get in-depth knowledge on Repatriation
4. To learn how to conduct strategic human resource management in an international setting

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Examine** the role of HRM in international context
CO2	**Manage** effectively HR functions across cultures
CO3	**Identify** role of HRM during International Joint Ventures
CO4	**Adapt** to Human Resource Practices w.r.t. International environment
CO5	**Improve** cordial Industrial Relations in the global context
CO6	**Manage** repatriation successfully

SN	Contents of Module	Hrs	COs
1	**Unit-I Introduction to (IHRM) International Human Resource Management** 1.1 IHRM: Meaning, Definition 1.2 Internationalization and HRM 1.3 Domestic Vs International HRM 1.4 Growing interest in IHRM 1.5 Functional positioning of IHRM 1.6 Organizational context of IHRM 1.7 Barriers to effective Global HRM	8	**CO1**
2	**Unit-II Social and Cultural Context of IHRM** 2.1Culture & Cultural Sensitivity 2.2Social Environment, Religions and Economic Implications 2.3Multiculturalism, Cultural Predisposition, 2.4 Cultural Dimensions, Managing across cultures	8	**CO2**
3	**Unit-III International Joint Ventures** 3.1Concept & characteristics of International Joint Venture 3.2Motives & Extent of Merger & Acquisitions 3.3HRM factors in IJV 3.4Role & impact of Culture in International Joint Venture 3.5Methods of Overcoming Cultural & other Problems in IJV 3.6Objectives of International Compensation 3.7Global Compensation: Emerging issues	8	**CO3**

4	**Unit-IV Human Resource Practices in International environment**
	    4.1 International Human Resource Planning
	    4.2 International Division of Labor
	    4.3 Global HR Planning
	    4.4 Issues in supply of international human resources
	    4.5 Recruitment and Selection in International Context
	    4.6 Company Motive, Individual Motive
	    4.7 Recruitment Methods
	    4.8 Selection Criterion & Techniques
	    4.9 Need of global training: Areas of global training and development
	    4.10 Objectives & factors affecting international Compensation.
	    4.11 Women Expatriates -The Glass Ceiling Phenomenon
		10	**CO4**

5	**Unit-V International Industrial Relations**
	5.1Key Issues in International IR
	5.2Trade Union & International IR
	5.3IR policy of MNC's
	    a) Characteristic in neutralizing the power of Labor Unions
	    b) Strategy towards International IR
	    c) Recent developments in management and union's approach to international IR
		8	**CO5**

6	**Unit-VI Repatriation** 6.1Concept of Repatriation 6.2Benefits from returnees	6	**CO6**

6.3 Challenges of Re-entry: Individual and Organizational Perspective 6.4 Repatriation Process 6.5 Managing repatriation 6.6 Tips for successful repatriation	

REFERENCE BOOKS:

1. International Human Resource Management by P. Subbarao – Himalaya Publication
2. International Human Resource Management by Sengupta & Bhattachrya– Excel Books
3. International Human Resource Management by Peter Dowling &Denice Welch – Cengage
4. International Human Resource Management by K Aswathappa and Sadhna Dash
5. International Human Resource Management by P L Rao – Excel Books
6. Introduction to International Human Resource Management, 5/E by Crawley, Oxford University Press
7. International Human Resource Management by Tony Edwards & Chris Rees.- Pearson
8. International Human Resource Management (2/e) by Gupta –Macmillan
9. International Human Resource Management by Monir H. Tayeb - Oxford University Press

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	3	2	3
CO2	3	2	2	3	3	3
CO3	3	2	2	3	2	3
CO4	2	2	2	3	3	2
CO5	2	1	3	3	3	2
CO6	2	2	2	2	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	--	--	--
End Semester Examination (60)	✓	✓	✓	✓	--	--

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SEMESTER: IV
MBA-DSE-646C Case Studies in HRM

Course Title: Case Studies in HRM	Course Type: Elective -DSE
Course Code: MBA-DSE-646C	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The course will help students to realize multiple problems that are faced by HR managers in the real life situation It will help them to practice analytical skills and sensitize them of different perspectives of given situation. It will give them a chance to apply theory in resolving issues to improve situation and choose appropriate solutions. Case-study can be a valuable tool for investigating and improving educational practice and policy. To gain understanding of case-study, course participants build a critical knowledge base of educational research that utilizes case-study design. Toward this end, we will examine the types of questions that can be answered appropriately with case-study research; delve deeply into case-study design, data collection, and data analysis; critically assess the presentation of findings; and consider the ways researcher positionality impacts the research process and outcomes. The learning of the craft of case-study research will be structured through reading, writing, and discussion on theoretical and methodological issues and through applying the acquired understanding to a case-study research project of one's own.

Course Objectives:
1. To expose students to real-life HR challenges through detailed case analyses.
2. To develop critical thinking and analytical skills to evaluate complex HR situations.
3. To enable application of HR theories and concepts to solve practical organizational issues.
4. To familiarize students with different perspectives and approaches to HR problem-solving.
5. To enhance communication skills by presenting case solutions effectively.
6. To prepare students for strategic decision-making in diverse HR contexts through case study practice

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Critically **analyze** HR cases to identify key problems and underlying causes.
CO2	**Apply** HR theories and tools to develop appropriate and practical solutions.
CO3	**Evaluate** multiple perspectives in HR decision-making for effective conflict resolution.
CO4	**Demonstrate** effective communication of case analysis outcomes in written and oral formats.
CO5	**Develop** ethical and professional judgment in handling HR issues.
CO6	**Integrate** learning from case studies to enhance problem-solving and strategic HR management skills.

SN	Contents of Module	Hrs	COs

1	**Suggested exercises include discussion on case studies related to topics in HR Specialization papers in Semester-III & Semester-IV which will have impact on business decision making.**
	
	1) Introduction to Case Method in HRM
	   a) Case 1: Tata Steel's HR Transformation Journey
	      Focus: Aligning HR strategy with business goals.
	   b) Case 2: The Ethical Dilemma at XYZ Corp (Fictional)
	      Focus: Decision-making in layoff situations.
	2) Talent Acquisition and Recruitment
	   a) Case 1: Infosys: Hiring for Cultural Fit
	      Focus: Balancing volume hiring with value alignment.
	   b) Case 2: Wipro's Campus Connect Program
	      Focus: Industry-academia partnerships.
	   c) Case 3: Flipkart's Hiring Spree
	      Focus: Employer branding and rapid recruitment.
	3) Training and Development
	   a) Case 1: Reliance Industries: Blue-Collar Digital Training
	      Focus: Skill development and tech-based learning.
	   b) Case 2: ICICI Bank: Leadership Development Program
	      Focus: Managerial pipeline and internal mobility.
	   c) Case 3: L&T's Vocational Skill-Building Initiative
	      Focus: Long-term investment in workforce development.
	4) Unit 4: Performance Management
	   a) Case 1: HCL Technologies: Implementing 360-Degree Feedback
	      Focus: Transparent performance evaluation.
	   b) Case 2: Mahindra & Mahindra: Dealing with Non-Performers
	      Focus: Constructive coaching and performance improvement.
	   c) Case 3: GE's Forced Ranking System
	      Focus: High-performance culture and its implications.
	5) Unit 5: Employee Relations and Industrial Disputes
	   a) Case 1: Maruti Suzuki: Manesar Plant Conflict
	      Focus: Labor unrest and crisis management.
	   b) Case 2: Bharat Petroleum: Managing Grievances Effectively
	      Focus: Role of unions and grievance redressal mechanisms.
	   c) Case 3: Tata Motors: Successful Wage Negotiation
	      Focus: Collaborative bargaining outcomes.
	6) Unit 6: Compensation and Benefits
	   a) Case 1: TCS: Market-Aligned Compensation Structure
	      Focus: Benchmarking and internal equity.
	   b) Case 2: Reliance Jio: Sales Incentive Structures
	      Focus: Variable pay and motivation.
	   c) Case 3: Flipkart vs Amazon: Compensation War
	      Focus: Attracting top talent in a competitive space.
		48	CO1 to CO6

SN	Contents of Module	Hrs	COs

7)	Unit 7: Strategic HRM and Change Management
	  a) Case 1: Infosys: HR Role in Digital Transformation
	    Focus: Aligning HR with technological disruption.
	  b) Case 2: L&T: HR Strategy in Organizational Restructuring
	    Focus: Change management during internal shifts.
	  c) Case 3: IBM India: HR Leading Cultural Change
	    Focus: Cultural realignment post-restructuring.		

8)	Unit 8: Contemporary HRM Issues
	  a) Case 1: Google India: DEI Strategy and KPIs
	    Focus: Diversity, equity, inclusion.
	  b) Case 2: Flipkart: Using HR Analytics for Talent Strategy
	    Focus: Data-driven HR decisions.
	  c) Case 3: Zomato: Burnout and Culture Controversy
	    Focus: Work-life balance and organizational culture.		

The above cases are indicative in nature and the Faculty member is free to introduce, adopt, suggest, and work on cases of his / her choice covering all HR specialization subjects, of Semester-III and Semester IV

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	1	2	1	1
CO2	3	3	2	2	1	2
CO3	2	3	2	3	2	2
CO4	1	2	3	1	2	1
CO5	1	2	1	3	2	1
CO6	3	3	2	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

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SEMESTER: III
MBA-DSE-644D Industrial & Productivity Management

Course Title: Industrial & Productivity Management	Course Type: Elective(DSE)
Course Code: MBA-DSE-644D	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course explains the productivity concept and work study. This course covered include Industrial engineering, Productivity, concept of work measurement, waste and disposal Management, Constraint Management The objectives of this course is for students to acquire the fundamentals of productivity concepts, principles, tools, and techniques.

Course Objectives:

1. To introduce the fundamentals of industrial engineering and its role in enhancing productivity.
2. To understand and apply the principles and techniques of work study to improve organizational efficiency.
3. To learn various work measurement methods and apply them for performance evaluation and standard setting.
4. To understand the concept of productivity and learn methods to measure and improve it systematically.
5. To examine types, causes, and management of waste, scrap, and disposal in industrial operations.
6. To explore constraint management and the Theory of Constraints (TOC) for effective capacity planning and bottleneck resolution.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the role and growth of industrial engineering and globalization in improving productivity.
CO2	**Apply** work study techniques to analyze and improve workplace efficiency.
CO3	**Utilize** work measurement tools to assess and optimize job performance and ergonomics.
CO4	**Evaluate** productivity concepts, indices, and strategies for performance improvement.
CO5	**Analyze** and manage waste, scrap, and disposal operations to reduce resource wastage.
CO6	**Apply** constraint management techniques and TOC principles for capacity planning and bottleneck resolution.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Industrial Engineering and Management** 1.1 Indian Industry 1.2 Stages of Scientific & Technological Revolution 1.3 Growth of Indian Manufacturing Industry 1.4 New Industrial Policy 1.5 Major Areas of Indian Industry 1.6 Globalization of Indian industry	12	**CO1**
2	**Unit – II Work Study** 2.1 Definition, concept, need and advantages of Work Study 2.2 Objectives of Method Study 2.3 Procedure/steps of Method Study 2.4 Recording Techniques 2.5 Micro-motion study and Therbligs 2.6 SIMO Chart 2.7 Principles of motion economy	6	**CO2**
3	**Unit – III Work Measurement** 3.1 Concepts of Work measurement and its objectives 3.2 Techniques and uses of work measurement 3.3 Time Study and Methods of timing 3.4 Work Sampling 3.5 Predetermined motion time & Systems (PMTS) 3.6 Method Time Measurement (MTM) 3.7 Work factor 3.8 Use of Motion Time Tables 3.9 Ergonomics	6	**CO3**
4	**Unit – IV Productivity** 4.1 Concept, Importance & Benefits of Productivity 4.2 Productivity & Production 4.3 Measurement of productivity 4.4 Productivity Index 4.5 Means of increasing productivity 4.6 Productivity improvement procedure 4.7 Six lines of Attack to improve Productivity 4.8 Productivity & Standard of Living	8	**CO4**
5	**Unit – V Waste Scrap & Disposal Management** 5.1 Types & Cost of wastages 5.2 Causes and Remedies of wastage 5.3 Wastage of resources and preventive steps 5.4 Wastage control Programme and Salvage operation 5.5 Scrap Disposal and Surplus	8	**CO5**
6	**Unit – VI Constraint Management** 6.1 Managing constraints across the organization 6.2 Theory of Constraints (TOC)	8	**CO6**

SN	Contents of Module	Hrs	*COs*
	6.2.1 Measuring capacity, utilization & Performance 6.2.2 Principles of TOC 6.3 Identification & Management of Bottleneck 6.4 Product mix decisions using bottlenecks 6.5 Economies of scale 6.6 Capacity timing & Sizing strategies 6.7 Procedure for long term capacity Decisions 6.7.1 Estimate capacity Requirement 6.7.2 Identify Gaps 6.7.3 Develop Alternatives 6.7.4 Evaluate alternatives		

REFERENCE BOOKS:

1. Industrial Engineering and Production Management by M. Mahajan, DhanpatRai and Sons.
2. Operations Management by Krajewski, Ritzman, Malhotra - Pearson
3. Industrial Engineering and Management by O.P. Khanna, DhanpatRai and Sons.
4. Industrial and Business Management by MartandTelsang, S. Chand
5. Purchasing and Supply Management- Donald Dobler and David Burt-Tata McGraw Hill
6. Materials Management by P Gopalkrishnan and M Sundaresan- Tata McGraw Hill
7. Materials Management – Rajendra Mishra – Excel Bookss
8. Purchasing and Materials Management-NK Nair-Vikas
9. Operations &Materials Management by K. ShridharBhat –HPH

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	3	2	1
CO2	3	3	3	2	2	2
CO3	3	3	3	2	2	2
CO4	3	3	2	3	2	2
CO5	2	3	2	2	2	2
CO6	1	3	3	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: IV
MBA-DSE-645D International Quality Management

Course Title: International Quality Management	Course Type: Elective -DSE
Course Code: MBA-DSE-645D	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

The course is a study of philosophical, conceptual and theoretical approaches to quality and performance excellence in organization management. It will provide practical aspects of TQM theory, an introduction to framework for developing, implementing, and continuously improving upon an organizational quality culture. The main purpose of this course is to equip the students with knowledge, skills, and attitudes necessary for effective implementation and management of TQM in an organization.

Course Objectives:
1. To understand the fundamental principles, concepts, and importance of quality management in organizations.
2. To learn and analyze various quality management systems, frameworks, and administrative models, including ISO standards.
3. To study quality assurance and control techniques essential for maintaining organizational quality standards.
4. To explore Total Quality Management (TQM) tools and practices, including quality circles, 5-S, and business process re-engineering.
5. To gain practical knowledge of Six Sigma methodologies, including the DMAIC approach, roles, and benefits in quality improvement.
6. To examine continuous improvement strategies such as Kaizen and differentiate them from innovation within the quality management context.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** key concepts and importance of quality management.
CO2	**Explain** the Fork Model and administrative systems of quality management.
CO3	**Describe** quality assurance, control techniques, and their role.
CO4	**Interpret** major ISO quality standards and their applications.
CO5	**Apply** TQM tools like 5-S, quality circles, and process re-engineering..
CO6	**Implement** Six Sigma and Kaizen for continuous quality improvement.

SN	Contents of Module	Hrs	COs

1	**Unit – I Introduction to Quality**
	    1) Management Quality:
	      a) Definition, Importance, Dimension
	      b) Types & Benefit of Quality
	      c) Three Levels of Quality
	      d) Five views of Quality
	      e) Quality & Competitive advantage
	      f) Quality as a source of value
	    2) Quality Management
	      a) Traditional Vs. Modern Quality Management
	      b) Strategic Quality Management
	Deming 14 Points for management.
		12	**CO1**

2	**Unit – II Administrative systems for Quality Management**
	
	      a) The Fork model for quality management- The Handle
	      b) The Fork model for quality management- The Neck
	      c) The Fork model for quality management- Daily Management
	      d) The Fork model for quality management- Cross-functional Management
	Resource requirements of the detailed fork model
		6	**CO2**

3	**Unit – III Quality Assurance and Control**
	      a) Definitions, Concept and Objectives of QA.
	      b) Designing the QA system.
	      c) Quality Policy, Quality Control, specification and design control
	      d) Role of Inspection and Quality control
	      e) Economic models for quality assurance
		6	**CO3**

4	**Unit – IV ISO series of Standards**
	      a) ISO 9000-2000 system
	      b) ISO 9001-2000 system
	      c) ISO 9004-2000 system
	      d) ISO 14000 Series
	QS 9000 Series
		8	**CO4**

5	**Unit – V Total Quality Management**
	      a) TQMEX model
	      b) Japanese 5-S practice
	      c) Quality control circles
	Business process Re-engineering
		8	**CO5**

6	**Unit – VI Six Sigma Management and Kaizen**
	
	1) **Six Sigma:**
	      a) Concept, Six Sigma Terminology
	      b) DMAIC Model
	      c) Benefits and Costs of Six Sigma Management
	      d) Six Sigma Roles and Responsibilities
	2) **Kaizen**
	      a) Concept
	      a) Kaizen versus innovation
	      b) Kaizen and Management
	      c) Kaizen Strategy and Practice
		8	**CO6**

REFERENCE BOOKS:

1. Total Quality Management- Poornima Charantimath, Pearson Education
2. Quality Management 3rd Edition by Howard Gitlow, Alan J, Rosa O, David Levine, Mcgraw-Hill,
3. Total Quality Management – Shridhar Bhat - Himalaya Publishing House
4. Total Quality Management- Bester field, Pearson Education
5. Total Quality Management- S.D. Bagade, Himalaya Publishing House
6. Total Quality Management – Shailendra Nigam – Excel Books
7. Total Quality Management – Shridhar Bhat- Himalaya Publishing House

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	2	2
CO2	3	3	1	---	2	3
CO3	3	3	1	2	2	3
CO4	3	2	1	3	1	3
CO5	3	3	1	2	2	3
CO6	3	3	2	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

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SEMESTER: IV
MBA-DSE-646D Case Studies in Operations Management

Course Title: Case Studies in Operations Management	Course Type Elective -DSE
Course Code: MBA-DSE-646D	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

Operations Management is concerned with the design, planning, and control of productive activities of any business. This course helps to come out with various operational and project planning challenges in an organization. This will help to deals with project management leadership, operational challenges and opportunities, inventory management and planning, strategic network optimization, different forecasting dilemmas etc.

Course Objectives:

1) To Increase the understanding of what managers should and should not do in guiding a business to success.
2) To identify strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action.
3) To gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Identify and articulate** key problems in operational case scenarios.
CO2	**Develop** analytical and critical thinking skills for solving operations management problems.
CO3	**Assess** case situations from the perspective of key stakeholders and decision-makers**.**
CO4	**Evaluate** alternative solutions using operations management concepts and tools
CO5	**Recommend** feasible, practical solutions aligned with organizational goals.
CO6	**Apply** decision-making frameworks to real-world business cases to improve operational outcomes.

SN	Contents of Module	Hrs	COs
1	**Suggested exercises include selection and discussion on case studies related to Operations Management specialization papers in Semester-III & Semester-IV which will have impact on business decision making.**		CO1 To CO6

BOOKS:

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	2	2	2
CO2	3	3	2	2	2	3
CO3	3	3	3	3	3	2
CO4	3	3	3	2	3	3
CO5	3	3	3	3	3	3
CO6	3	3	3	3	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

SEMESTER: IV
MBA-DSE-644E Cyber Security

Course Title: Cyber Security	Course Type: Elective -DSE
Course Code: MBA-DSE-644E	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

In today's digital economy, cybersecurity is a critical concern for businesses. This course introduces management students to foundational and contemporary cybersecurity concepts, threats, policies, and practices. The course is designed to build a managerial understanding of cyber risks and equip students to make informed decisions regarding cybersecurity strategies, compliance, and governance in organizations.

Course Objectives:

By the end of this course, students will be able to:

1. Understand the significance of cybersecurity in the modern business environment.
2. Identify various types of cyber threats and vulnerabilities affecting organizations.
3. Analyze legal, ethical, and regulatory frameworks surrounding cybersecurity.
4. Evaluate risk management approaches and cybersecurity frameworks.
5. Interpret the role of cybersecurity policies in organizational governance.
6. Apply knowledge of cybersecurity for managerial decision-making and incident response planning.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	--	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** fundamental cybersecurity concepts and terminologies.
CO2	**Explain** various cyber threats, vulnerabilities, and attack vectors.
CO3	**Apply** cybersecurity principles to identify organizational security needs.
CO4	**Analyze** legal and ethical implications of cybersecurity
CO5	**Evaluate** organizational cybersecurity policies and controls.
CO6	**Design** a basic cybersecurity strategy or incident response plan for an organization.

SN	Contents of Module	Hrs	COs
1	**Unit – I - Introduction to Cyber Security** 1. Definition and Importance of Cybersecurity 2. CIA Triad: Confidentiality, Integrity, Availability 3. Evolution of Cybersecurity and Cybercrime 4. Key Cybersecurity Terminologies 5. Role of Cybersecurity in Business and Management	12	**CO1**
2	**Unit – II Cyber Threats and Attack Vectors** 1. Malware: Viruses, Worms, Ransomware, Spyware 2. Social Engineering: Phishing, Baiting, Pretexting 3. Network-based Attacks: DDoS, Man-in-the-Middle 4. Insider Threats 5. Threat Actors and Motives (Hacktivists, Criminals, Nation-states)	8	**CO2**
3	**Unit III– Cyber Risk Management and Governance** 1. Understanding Cybersecurity Risk and Risk Assessment 2. Cybersecurity Risk Management Frameworks (NIST, ISO 27001) 3. Business Continuity Planning (BCP) 4. Disaster Recovery Planning (DRP) 5. Governance, Risk, and Compliance (GRC) in Cybersecurity	8	**CO3**
4	**Unit IV – Cyber Laws, Ethics, and Regulatory Compliance** 1. Overview of Cyber Laws (IT Act 2000, GDPR, HIPAA, etc.) 2. Corporate Cybersecurity Responsibilities 3. Ethical Issues in Cybersecurity 4. Data Privacy and Protection Regulations	8	**CO4**
5	**Unit V - Organizational Security Policies and Controls** 1. Importance of Information Security Policies 2. Access Controls and Identity Management 3. Firewall, IDS/IPS, and Endpoint Security 4. BYOD and Mobile Security Policies 5. Security Awareness and Training Programs	8	**CO5**
6	**Unit VI - Cybersecurity Strategy and Incident Response** 1. Building a Cybersecurity Strategy 2. Security Operations Center (SOC) and Threat Intelligence 3. Incident Response Lifecycle (Preparation, Detection, Containment, Eradication, Recovery) 4. Reporting and Post-Incident Analysis 5. Role of Management in Cyber Crisis Handling	4	**CO6**

REFERENCE BOOKS:

1. Cybersecurity for Managers: A Playbook, Gregory J. Falco, Eric Rosenbach, Harvard Business Review Publisher, 2022.
2. Cybersecurity for Executives: A Practical Guide, Gregory J. Touhill, C. Joseph Touhill, Wiley 2014.
3. Cyber Security Fundamentals, Rajeshkumar Gautam, BPB Publications, ISBN: 9789390684731, 2021 Edition.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1		1		1		
CO2	1	2	1	1		1
CO3	2		1		1	2
CO4	1	1	1	3	1	1
CO5	1	1	1	1	2	2
CO6	2	1	1		1	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	--	--
End Semester Examination (60)	✓	✓	✓	✓	✓	✓

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SEMESTER: IV
MBA-DSE-645E Machine Learning using Python

Course Title: Machine Learning using Python	Course Type: Elective -DSE
Course Code: MBA-DSE-645E	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces the foundational concepts and techniques of Machine Learning (ML), with practical implementation using Python. It equips MBA students with skills to analyse structured data, apply machine learning algorithms such as regression, classification, and clustering, and solve business problems through predictive modeling. The course emphasizes both theory and hands-on experience in applying ML techniques using libraries like numPy, pandas, seaborn, and scikit-learn.

Course Objectives:

1. To introduce the fundamentals and applications of machine learning in business contexts.
2. To familiarize students with supervised and unsupervised learning models.
3. To enable students to preprocess, manipulate, and analyze datasets using Python.
4. To train students in the use of Python libraries for data analysis and visualization.
5. To apply ML algorithms to solve real-world business problems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** core concepts, types, and applications of machine learning in business.
CO2	**Apply** model training, evaluation metrics, and regression algorithms to real-world datasets.
CO3	**Use** supervised and unsupervised learning techniques like classification, clustering, and ensemble methods.
CO4	**Analyze** model performance using bias-variance tradeoff, loss functions, regularization, and optimization techniques.
CO5	**Perform** data loading, cleaning, transformation, and aggregation using appropriate tools and techniques.
CO6	**Build** complete machine learning pipelines with preprocessed data using scikit-learn and interpret results effectively.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Machine Learning and Preparing to Model** 1.1. Definition, types of machine learning (supervised, unsupervised, reinforcement) 1.2. Applications of ML in business 1.3. ML process and data types 1.4. Overview of ML activities (data collection, preparation, modeling, evaluation)	8	CO1
2	**Unit – II Modeling & Evaluation, Bayesian Concept, and Regression** 2.1 Model selection and training, evaluation metrics 2.2 Model interpretability and performance metrics 2.3 Bayes' Theorem and Bayesian learning 2.4 Regression algorithms: Simple, Multiple, and Logistic Regression	8	CO2, CO3
3	**Unit – III Supervised and Unsupervised Learning** 3.1 Classification techniques: k-NN, Decision Trees, Random Forests 3.2 Ensemble methods and boosting 3.3 Clustering techniques: K-Means, Hierarchical 3.4 Applications of clustering in business	8	CO2
4	**Unit – IV Core Concepts in Machine Learning Algorithms** 4.1 **Bias-Variance Tradeoff:** Balancing model complexity to avoid underfitting and overfitting. 4.2 Loss & Cost Functions: Role of MSE, Cross-Entropy, and Hinge Loss in model training. 4.3 Optimization Techniques: Gradient descent, learning rate, SGD, Adam, and RMSprop. 4.4 Regularization: L1 (Lasso), L2 (Ridge), and Elastic Net to reduce overfitting. 4.5 Model Evaluation: Confusion matrix, precision, recall, F1-score, and cross-validation.	8	CO3, CO4
5	**Unit – V Data Handling and Processing for Machine Learning** 5.1 Data Loading and Storage: Reading/writing data from files (CSV, Excel, JSON), accessing web APIs and databases 5.2 Data Cleaning: Handling missing values, data type conversions, and outlier detection	8	CO5
6	**Unit – VI Data Transformation** 6.1 Data Transformation and Wrangling: Merging, reshaping, pivoting datasets, feature engineering, and encoding categorical variables 6.2 Aggregations and Grouping: Using group by, pivot tables, and cross-tabulations for summary analytics 6.3 Preparing Data for ML Models: Scaling and normalization, train-test splitting, data pipelines in scikit-learn	8	CO6

REFERENCE BOOKS:

1. Géron, A. (2019). Hands-on machine learning with Scikit-Learn, Keras, and TensorFlow: Concepts, tools, and techniques to build intelligent systems (2nd ed.). O'Reilly Media.
2. Raschka, S., & Mirjalili, V. (2019). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and TensorFlow 2 (3rd ed.). Packt Publishing.

3. Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. O'Reilly Media.
4. Pradhan, M., & Kumar, U. D. (2019). Machine learning using Python. Wiley India.
5. Theobald, O. (2021). Machine learning for absolute beginners: A plain English introduction (3rd ed.). Independently published.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	2
CO2	3	3	1	2	2	3
CO3	3	3	1	2	2	3
CO4	2	3	1	2	2	2
CO5	2	3	1	2	2	2
CO6	3	3	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	--	--	✓
End Semester Examination (60)	✓	✓	✓	✓	--	✓

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SEMESTER: IV
MBA-DSE-646E Cloud Computing for Business

Course Title: Cloud Computing for Business	Course Type: Elective -DSE
Course Code: MBA-DSE-646E	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces the fundamental concepts of cloud computing from a strategic, business-oriented perspective. It is designed for MBA students specializing in systems who need to understand how to leverage cloud technology to drive innovation, efficiency, and competitive advantage. The curriculum covers core cloud services, deployment models, and the economic and strategic implications of cloud adoption, without requiring a deep technical background.

Course Objectives:

1. Articulate the business value and financial impact of cloud computing.

2. Differentiate between IaaS, PaaS, and SaaS and identify use cases for each.

3. Understand the key services of major cloud providers (AWS, Azure, Google Cloud).

4. Evaluate cloud migration strategies and their associated risks.

5. Discuss the security, governance, and compliance aspects of the cloud.

6. Develop a basic business case for a cloud adoption project.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Recall and define** fundamental cloud computing terms, including the three service models (IaaS, PaaS, SaaS) and the four deployment models (Public, Private, Hybrid, Multi-Cloud).
CO2	**Explain** the strategic business advantages of using cloud technology, such as the shift from CapEx to OpEx, improved scalability, and increased business agility.
CO3	**Identify** and select appropriate core cloud services (like compute, storage, and databases) to solve a given business problem or scenario.
CO4	**Analyze** the financial implications of different cloud pricing models and compare the total cost of ownership (TCO) of an on-premises solution versus a cloud-based one.
CO5	**Evaluate** the security and compliance aspects of a cloud strategy, and defend a recommendation based on the Shared Responsibility Model.
CO6	**Formulate** a high-level business case and design a basic migration plan for a company seeking to adopt cloud technology for competitive advantage.

SN	Contents of Module	Hrs	COs
1	Introduction to Cloud Computing: History and Evolution of Cloud Computing,	12	**CO1**
2	Cloud Computing Architecture, definition and essential characteristics of cloud computing as per NIST, Overview of Distributed Computing, Cluster Computing, Grid Computing,	6	**CO1, CO2**
3	Cloud Deployment Models: Public, Private, Hybrid, and Community Cloud, Cloud Service Models: IaaS, PaaS, SaaS, Benefits and Challenges of Cloud Computing	6	**CO1, CO3**
4	Virtualization and Cloud Storage: Concepts of virtualization and Load balancing, Virtual Machines (VM), VM Provisioning and Manageability, VM Migration Services, Hypervisors-types of hypervisor, Types of Virtualization, Types of Cloud Storage: Object, Block, and File Storage	8	**CO1, CO3**
5	Cloud Deployment and Management: Cloud Deployment Strategies, Managing Cloud Resources, Cloud Automation and Orchestration, Monitoring and Performance Management in Cloud, Disaster Recovery, Cloud Challenges and Opportunities	8	**CO5**
6	Cloud Security: Security Concern and Threats in Cloud Computing, Identity and Access Management (IAM) in Cloud, Governance, Risk, Compliance and Legal Aspects of Cloud Computing, Security Best Practices for Cloud Deployments.	8	**CO6**

REFERENCE BOOKS:

1. Rajkumar Buyya, Christian Vecchiola, and Thamarai Selvi(2013), Mastering Cloud Computing, Tata McGraw Hill, New Delhi, India, 2013 ISBN-13: 978-1-25-902995-0.

2. Barrie Sosinsky (2011), Cloud Computing Bible, Wiley Publishing India Pvt. Ltd.,2011, ISBN: 978-0-470-90356-8.

3. RajkumarBuyya, James Bromberg, Andrzej M. Goscinski, Cloud Computing: Principles and Paradigms, Wiley India Publication ISBN: 9780470887998.

4. Ronald L. Krutz, Russel Dean Vines, (2014), Cloud Security: A Comprehensive Guide to Secure Cloud Computing, Wiley Publication, ISBN:1118817079.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	1	1	1
CO2	3	3		2		1
CO3	1	2		1		
CO4	1	3				2
CO5			1	1	1	3
CO6	1		1		1	

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

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SEMESTER: IV
MBA-DSE-644F E-Commerce Analytics

Course Title: E-Commerce Analytics	Course Type: Elective -DSE
Course Code: MBA-DSE-644F	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course equips students with essential analytical skills to effectively enhance various aspects of e-commerce businesses. Students will learn how to leverage data analytics to improve marketing strategies, gain deep insights into consumer behaviour, and optimize product and order management processes. The course also emphasizes improving the overall user experience on e-commerce platforms and enables students to design and implement data-driven strategies that boost sales, customer satisfaction, and long-term business growth. Through practical applications and case studies, students will understand how analytics plays a crucial role in the competitive e-commerce landscape.

Course Objectives:

1. To explain the conceptual framework of e-commerce, mobile commerce, and social commerce.
2. To define and apply key concepts and techniques in e-commerce analytics.
3. To develop analytical skills for optimizing customer experience, marketing, and sales in e-commerce.
4. To understand the integration of data and analytics for strategic e-commerce decision-making.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Describe** the scope, benefits, and technological framework of E-Commerce, including EDI and web-based systems....
CO2	**Apply** analytics tools to collect, analyze, and interpret E-Commerce data for business insights
CO3	**Analyze** KPIs and performance metrics across various E-Commerce functions
CO4	**Evaluate** digital consumer behavior in B2C and B2B contexts.
CO5	**Integrate** analytics data from multiple platforms to support omnichannel E-Commerce strategies
CO6	**Compare** SEO and SEM techniques and apply SEM tools to improve conversion and user experience.

SN	Contents of Module	Hrs	COs
1	**Unit – I E-Commerce & Its Technological Aspects** 1.1. Overview of Information Technology developments and E-Commerce definition 1.2. Scope, benefits, and limitations of E-Commerce 1.3. Electronic Market, Electronic Data Interchange (EDI), Internet Commerce 1.4. Web-based E-Commerce Architectural Framework	12	**CO1, CO2**
2	**Unit – II E-Commerce Analytics** 2.1 Role of E-Commerce Analytics in business growth and value creation 2.2 The E-Commerce Analytics Value Chain: Demand identification and planning 2.3 Activating the Analytics Environment: Data collection, governance, and preparation 2.4 Data analysis, prediction, optimization, automation, and communication of analytics impact	6	**CO2**
3	**Unit – III Analyzing E-Commerce Customers** 3.1 Concepts of E-Consumers, B2C and B2B Buyers 3.2 Evolution of digital consumer buying behavior in B2C context 3.3 Influence of economic, social, cultural, and technological factors on consumer behavior 3.4 Challenges and trends in e-marketing and consumerism in India	6	**CO2, CO4**
4	**Unit – IV Optimizing for E-Commerce Conversion and User Experience** 4.1 Search Engine Marketing (SEM) fundamentals 4.2 Understanding Google Search and Google Display Network (GDN) 4.3 SEO vs SEM comparison 4.4 SEM terminologies and Search Engine Results Page (SERP) 4.5 Web and mobile marketing perspectives	8	**CO2, CO6**
5	**Unit – V Advanced E-Commerce Analytics** 5.1 Order data and key performance indicators (KPIs) for e-commerce 5.2 Analytical approaches: Financial, promotional, brand, category, customer service, product returns, and social media analysis 5.3 Merchandising analytics: Creative testing, inventory, offers, pricing, promotions, supplier, and supply chain insights	8	**CO5**
6	**Unit – Vi Strategic Integration** 6.1 Strategic data integration: From single-channel to omnichannel, integrating with data warehouses, cloud sources, data lakes 6.2 Business integration: Analytics applications, data federation, virtualization, and driving e-commerce strategy through unified data	8	**CO5**

REFERENCE BOOKS:

1. Big Data: A Revolution That Will Transform How We Live, Work, and Think – Viktor Mayer-Schönberger, Kenneth Cukier – Eamon Dolan Books

2. Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, Architecture, and Technologies – Radha Shankarmani, M. Vijayalakshmi – Wiley
3. Hadoop: The Definitive Guide – Tom White – O'Reilly Media (Note: While comprehensive, this is a foundational book. Focus on the introductory chapters for MBA students.)
4. Fundamentals of Data Visualization – Claus O. Wilke – O'Reilly Media (Focus on the principles applicable to tools like Tableau/Excel/R)
5. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking – Foster Provost

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	1
CO2	2	3	1	2	2	3
CO3	2	3	2	2	2	2
CO4	1	2	2	3	2	2
CO5	2	3	2	3	2	3
CO6	2	2	1	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

<u>**SEMESTER: IV**</u>
MBA-DSE-645F Machine Learning using Python

Course Title: Machine Learning using Python	Course Type: Elective -DSE
Course Code: MBA-DSE-645F	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course introduces the foundational concepts and techniques of Machine Learning (ML), with practical implementation using Python. It equips MBA students with skills to analyze structured data, apply machine learning algorithms such as regression, classification, and clustering, and solve business problems through predictive modeling. The course emphasizes both theory and hands-on experience in applying ML techniques using libraries like numPy, pandas, seaborn, and scikit-learn.

Course Objectives:

1. To introduce the fundamentals and applications of machine learning in business contexts.
2. To familiarize students with supervised and unsupervised learning models.
3. To enable students to preprocess, manipulate, and analyze datasets using Python.
4. To train students in the use of Python libraries for data analysis and visualization.
5. To apply ML algorithms to solve real-world business problems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** core concepts, types, and applications of machine learning in business.
CO2	**Apply** model training, evaluation metrics, and regression algorithms to real-world datasets.
CO3	**Use** supervised and unsupervised learning techniques like classification, clustering, and ensemble methods.
CO4	**Analyze** model performance using bias-variance tradeoff, loss functions, regularization, and optimization techniques.
CO5	**Perform** data loading, cleaning, transformation, and aggregation using appropriate tools and techniques.
CO6	**Build** complete machine learning pipelines with preprocessed data using scikit-learn and interpret results effectively.

SN	Contents of Module	Hrs	COs
1	**Unit – I Introduction to Machine Learning and Preparing to Model** 1.1. Definition, types of machine learning (supervised, unsupervised, reinforcement) 1.2. Applications of ML in business 1.3. ML process and data types 1.4. Overview of ML activities (data collection, preparation, modeling, evaluation)	8	CO1
2	**Unit – II Modeling & Evaluation, Bayesian Concept, and Regression** 2.1 Model selection and training, evaluation metrics 2.2 Model interpretability and performance metrics 2.3 Bayes' Theorem and Bayesian learning 2.4 Regression algorithms: Simple, Multiple, and Logistic Regression	8	CO2, CO3
3	**Unit – III Supervised and Unsupervised Learning** 3.1 Classification techniques: k-NN, Decision Trees, Random Forests 3.2 Ensemble methods and boosting 3.3 Clustering techniques: K-Means, Hierarchical 3.4 Applications of clustering in business	8	CO2
4	**Unit – IV Core Concepts in Machine Learning Algorithms** 4.1 **Bias-Variance Tradeoff:** Balancing model complexity to avoid underfitting and overfitting. 4.2 Loss & Cost Functions: Role of MSE, Cross-Entropy, and Hinge Loss in model training. 4.3 Optimization Techniques: Gradient descent, learning rate, SGD, Adam, and RMSprop. 4.4 Regularization: L1 (Lasso), L2 (Ridge), and Elastic Net to reduce overfitting. 4.5 Model Evaluation: Confusion matrix, precision, recall, F1-score, and cross-validation.	8	CO3, CO4
5	**Unit – V Data Handling and Processing for Machine Learning** 5.1 Data Loading and Storage: Reading/writing data from files (CSV, Excel, JSON), accessing web APIs and databases 5.2 Data Cleaning: Handling missing values, data type conversions, and outlier detection	8	CO5
6	**Unit – VI Data Transformation** 6.1 Data Transformation and Wrangling: Merging, reshaping, pivoting datasets, feature engineering, and encoding categorical variables 6.2 Aggregations and Grouping: Using groupby, pivot tables, and cross-tabulations for summary analytics **6.3** Preparing Data for ML Models: Scaling and normalization, train-test splitting, data pipelines in scikit-learn	8	CO6

REFERENCE BOOKS:

6. Géron, A. (2019). Hands-on machine learning with Scikit-Learn, Keras, and TensorFlow: Concepts, tools, and techniques to build intelligent systems (2nd ed.). O'Reilly Media.

7. Raschka, S., & Mirjalili, V. (2019). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and TensorFlow 2 (3rd ed.). Packt Publishing.

8. Müller, A. C., & Guido, S. (2016). Introduction to machine learning with Python: A guide for data scientists. O'Reilly Media.
9. Pradhan, M., & Kumar, U. D. (2019). Machine learning using Python. Wiley India.
10. Theobald, O. (2021). Machine learning for absolute beginners: A plain English introduction (3rd ed.). Independently published.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	1	2	1	2
CO2	3	3	1	2	2	3
CO3	3	3	1	2	2	3
CO4	2	3	1	2	2	2
CO5	2	3	1	2	2	2
CO6	3	3	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

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SEMESTER: IV
MBA-DSE-646F Management Application of Business Analytics

Course Title: Management Application of Business Analytics	Course Type: Elective –DSE
Course Code: MBA-DSE-646F	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course is designed to equip MBA students with analytical capabilities applicable to various managerial functions, supporting data-driven decision-making across marketing, HR, retail, supply chain, and finance. Students will learn to interpret business data, apply analytical techniques, and use tools such as Python to enhance organizational strategies and operational efficiency. Through real-world case studies, hands-on exercises, and exposure to modern analytics tools, students will gain practical skills to translate data into actionable insights. The course emphasizes the integration of analytics into business processes to drive innovation, improve decision quality, and sustain competitive advantage.

Course Objectives:

1. Understand and apply marketing analytics tools to analyze customer behavior and campaign effectiveness.
2. Use business analytics for retail decisions, assortment planning, and customer insight generation.
3. Leverage HR analytics for talent management and strategic workforce planning.
4. Explore the application of social media, web, and text analytics in business intelligence.
5. Apply financial and supply chain analytics for data-driven planning and optimization.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Apply** segmentation and product design analytics for effective marketing strategies.
CO2	**Analyze** customer behavior and retail data for informed retail decision-making.
CO3	**Implement** HR analytics for talent acquisition, retention, and organizational innovation.
CO4	**Utilize** web, social media, and text analytics tools to derive insights from unstructured data.
CO5	**Apply** text analytics tools to derive insights from unstructured data.
CO6	**Apply** financial and supply chain analytics using Python to optimize operational performance.

SN	Contents of Module	Hrs	COs
1	**Unit – I Marketing and Retail Analytics** 1.1. Market Segmentation: RFM analysis, lifecycle segmentation, clustering, conjoint analysis 1.2. Product/Service Design using Conjoint Analysis 1.3. Modeling Marketing Initiatives: ROI, revenue projections, breakeven analysis 1.4. Digital Retailing and Big Data: Customer insights and informed decisions 1.5. Merchandising Analytics: Assortment planning, space optimization, product placement	12	**CO1**
2	**Unit – II HR Analytics and Organizational Innovation** 2.1 Introduction to HR Analytics: Role, frameworks, predictive tools 2.2 Gartner's Maturity Model and Analytics linkage to business outcomes 2.3 Workforce Analytics: Talent acquisition, development, compensation, retention 2.4 Innovation Culture: Measuring innovation and impact on business 2.5 Strategic HR Policy Formulation through data	6	**CO2**
3	**Unit – III Web, Social Media Analytics** 3.1 Web Analytics 2.0: Understanding clickstream data, A/B testing, user behavior, and conversion metrics 3.2 Social Media Metrics and Dashboards: Key metrics, data collection methods, 360-degree reporting, real-time dashboards 3.3 Predictive Analytics in Social Media: Role of sentiment analysis, engagement forecasting, trend detection	8	**CO3**
	Unit – IV Text Analytics 4.1 Text Analytics Fundamentals: Tokenization, stemming, lemmatization, text summarization 4.2 Business Applications: Use of web, social, and text analytics in marketing, customer service, and brand monitoring	8	**CO4**
5	**Unit – V Supply Chain Analytics** 5.1 Overview of Supply Chain Analytics: Importance, scope, and impact on efficiency and cost reduction 5.2 Supplier Selection Analytics: Use of scoring models, clustering, and multi-criteria decision-making techniques 5.3 Transportation Analytics: Route optimization, demand forecasting, transshipment strategies 5.4 Warehouse Analytics: Space planning, location analysis, storage optimization 5.5 Case Studies: Real-world examples from Indian and global supply chains using data for strategic decisions	6	**CO5**
6	**Unit – VI Financial Analytics for Business Decision-Making** 6.3 Financial Data Understanding: Sources, structure, types of financial data, key financial ratios 6.4 Trend and Variance Analysis: Revenue/cost trends, break-even analysis, forecasting techniques 6.5 Investment Analysis and Risk Assessment: NPV, IRR, risk-return	8	**CO6**

trade-offs, scenario and sensitivity analysis		
6.6 Dashboard-Based Reporting: Using KPIs, metrics, and visualizations to guide financial decisions		
6.7 Applications in Business Strategy: Budgeting, capital allocation, and performance evaluation using analytics		

REFERENCE BOOKS:

1. Big Data: A Revolution That Will Transform How We Live, Work, and Think – Viktor Mayer-Schönberger, Kenneth Cukier – Eamon Dolan Books
2. Big Data Analytics: From Strategic Planning to Enterprise Integration with Tools, Techniques, Architecture, and Technologies – Radha Shankarmani, M. Vijayalakshmi – Wiley
3. Hadoop: The Definitive Guide – Tom White – O'Reilly Media (Note: While comprehensive, this is a foundational book. Focus on the introductory chapters for MBA students.)
4. **Fundamentals of Data Visualization** – Claus O. Wilke – O'Reilly Media (Focus on the principles applicable to tools like Tableau/Excel/R)
5. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking – Foster Provost

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	2	2	3
CO2	3	3	2	2	2	3
CO3	3	3	3	2	2	3
CO4	3	3	2	3	2	3
CO5	3	3	2	3	3	3
CO6	3	3	2	3	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			✓
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: IV
MBA-DSE-644G Healthcare Ethics & Law

Course Title: Healthcare Ethics & Law	Course Type: Elective -DSE
Course Code: MBA-DSE- 644 G	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides a comprehensive understanding of ethical principles and legal frameworks relevant to the healthcare industry. It equips students with the knowledge and skills necessary to navigate the complex legal and ethical issues that arise in medical practice, patient rights, professional responsibilities, and healthcare management. Emphasis is placed on applying healthcare laws and ethical guidelines to real-world scenarios through case-based learning, ensuring students are well-prepared to manage legal compliance and uphold professional ethics in their future careers.

Course Objectives:

1. To introduce students to the fundamental ethical principles and rules followed in medical and healthcare practice.
2. To familiarize students with major healthcare laws, acts, and regulatory frameworks impacting healthcare providers and institutions.
3. To analyze legal and ethical dilemmas surrounding patient care, such as informed consent, confidentiality, and end-of-life decisions.
4. To enable students to apply legal and ethical knowledge to real-life healthcare situations using case studies and examples.
5. To promote awareness of workplace legal issues, professional liabilities, and the importance of ethical leadership in the healthcare domain.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the ethical foundations and legal frameworks governing the practice of healthcare and medicine.
CO2	**Analyze** legal and ethical concerns related to patient rights, negligence, and liability in healthcare practice.
CO3	**Evaluate** national healthcare policies and acts shaping ethical and legal standards in India.
CO4	**Apply** legal and ethical principles to public health issues, including consent, vaccinations, and abuse reporting.
CO5	**Examine** ethical challenges and professional responsibilities in workplace settings and record-keeping.
CO6	**Critically** assess modern bioethical dilemmas such as genetic engineering, abortion, and end-of-life care.

SN	Contents of Module	Hrs	COs
1	**UNIT 1. Medical Law, Ethics, and Bioethics** 1.1 Medical Law, Ethics, and Bioethics 1.2 The Importance of Medical Law, Ethics, and Bioethics 1.3 Medical Practice Management • Sole Proprietors • Partnerships • Professional Service Corporations 1.4 Employees in Ambulatory Care • Licensure, Registration, Certification, Considerations for Ambulatory Care Employees, Statute of Limitations	06	**CO1**
2	**Unit II Law, Liability, and Duties** 2.1 Legal Guidelines for Health Professionals 2.2 Regulations and Professional Liability for Health Professionals Medical Practice Acts 2.3 The Health Insurance Portability and Accountability Act (HIPAA) 2.4 Torts • Professional Negligence or Malpractice • The Four Ds of Negligence • Intentional Torts • Doctrine of Respondent Superior • Professional Liability or Malpractice Insurance • Alternatives to Litigation	8	**CO2, CO5**
3	**Unit – III Laws of Medical Practice: Introduction, Contents of the act , Discussion** 3.1 Medical Council Act 1956 3.2 Delhi Nursing Homes Registration Act, 1953 3.3 Clinical Establishment (Rulesand Regulations) Act, 2010 3.4 Consumer Protection Act, 1986 3.5 Anatomy Act 3.6 Transplantation of Human Organ Act,1994. 3.7 Medical Termination of Pregnancy Act, 1971 3.8 Birth & Death Registration Act,1969, 3.9 Sex Determination Act,1994	10	**CO1, CO3**
4	**Unit IV-Public Duties** 4.1 Births and Deaths 4.2 Communicable and Notifiable Diseases 4.3 Childhood and Adolescent Vaccinations 4.4 Notifiable or Reportable Injury 4.5 Abuse Child Abuse, Intimate Partner Violence ,Rape Elder Abuse ,Evidence ,Substance Abuse 4.6 Good Samaritan Laws 4.7 Consent, Informed and Uninformed Consent, The Doctrine of Informed Consent, Problems in Consent, Mature Minors, Emancipated Minors ,Implementing Consent	8	**CO3, CO4**

SN	Contents of Module	Hrs	COs

5	**Unit-V Workplace Issues**
	    6.7 Medical Records
	    6.8 Reimbursement and Collection Practices
	    6.9 Employment Practices
	    6.10 A Cultural Perspective for Health Professionals
		8	**CO2, CO5**

6	**Unit-VI Bioethical Issues** 6.1 Allocation of Scarce Medical Resources 6.2 Genetic Engineering 6.3 Abortion 6.4 Life and Death 6.5 Dying and Death 6.6 Code of Ethics	8	**CO6**

REFERENCE BOOKS

1. Medical Law Ethics & Bioethics for The Health Professions by Marcia A. Lewis Carol D. Tamparo 6th Edition

2. Hospital Rules & Regulations, C. Charles/ Anmol Publications Pvt. Ltd.
3. R.C. Sekhar, Ethical Choices in Business, Response Books, 1997.
4. William Shaw, Business Ethics, Wordsworth Publishing Company, 1999.
5. Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 200

COPO Mapping

COs \ POs	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	2	2	3	3	1	2
CO2	2	3	3	3	2	1
CO3	3	3	2	3	2	1
CO4	2	3	3	3	2	1
CO5	2	2	3	3	3	1
CO6	2	3	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: IV

MBA-DSE-645G Health Insurance & Medical Tourism

Course Title: Health Insurance & Medical Tourism	Course Type: Elective -DSE
Course Code: MBA-DSE-645G	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

COURSE DESCRIPTION

This course introduces students to the principles and practices of health insurance and the growing field of medical tourism. It explores various health insurance products, policies, claims processes, and regulatory frameworks. The course also emphasizes the operational and economic aspects of medical tourism in India and globally, covering legal, ethical, and sustainability issues. Through practical insights and case-based discussions, students develop the ability to analyze market trends, legal implications, and stakeholder interests in both sectors.

COURSE OBJECTIVES:

1. To educate students about the structure and significance of the health insurance sector.
2. To understand the key products, underwriting principles, and legal considerations in health insurance.
3. To introduce the concept and scope of medical tourism and its impact on the healthcare industry.
4. To explore the legal, ethical, and environmental aspects of global and Indian medical tourism.
5. To develop the ability to assess and respond to emerging trends in health insurance and medical tourism.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the structure, benefits, and types of health insurance policies and systems in India.
CO2	**Analyze** legal provisions, fraud types, and policy clauses in health insurance.
CO3	**Evaluate** mechanisms, stakeholders, and policies governing the medical tourism industry.
CO4	**Examine** economic impacts, destinations, and factors influencing medical tourism.
CO5	**Design** solutions that integrate ethical, sustainable, and effective service delivery in both insurance and tourism.
CO6	**Assess** emerging issues such as surrogacy, hospital-borne diseases, and environmental concerns in medical tourism.

SN	Contents of Module	Hrs	COs
1	**Unit I-Introduction to Health Insurance. & The Health System in India:** 1.1 Meaning, Definitions, Features, Benefits, Evolution, Development, 1.2 Health Insurance Schemes, 1.3 Features/Coverages of Health Insurance Policy 1.4 Exclusions that the Health Insurance Policy Does Not Cover 1.5 Procedure to Be Followed for Buying Health Insurance Policy 1.6 Claim Settlement Procedure 1.7 Types of Health Insurance Policy	08	**CO1**
2	**Unit-II Health Insurance Products in India** 2.1 Hospitalization Indemnity Products, 2.2 Personal Accident, Critical Illness, 2.3 Daily Hospital Cash Benefit, 2.4 High Deductible Hospital 2.5 Indemnity Cover, 2.6 Disease Management Covers, 2.7 Outpatient Coverage, 2.8 Investment Products 2.9 Health Savings Accounts, 2.10 Senior Citizens Product, 2.11 Micro Insurance Products.	08	**CO1, CO5**
3	**Unit –III Health Insurance Policy Forms and Clauses** 3.1 Meaning of Health Insurance Contract, Scope, Features& Princi 3.2 Health Insurance Proposal Form Contents, Policy Clauses, Benefit Products, 3.3 Types, Group Insurance Schemes, 3.4 Health Insurance Fraud: Introduction, Classification of Frauds	08	**CO1, CO2**
4	**Unit – IV Introduction to Medical Tourism** 4.1 Definitions 4.2 Drivers 4.3 Medical Tourism Industry and Its Mechanisms Medical tourists, Healthcare providers, Intermediaries, Insurance providers, Internet and website advertising, Policies and government 4.4 Medical Tourism – Significance – Medical Tourism as an industry 4.5 Medical Tourist destinations –India – Brazil – Malaysia – Thailand – Turkey 4.6 Types and flow of medical tourists 4.7 Factors influencing choices of Medical Tourism destinations	08	**CO3, CO4**
5	**Unit –V Medical Tourism Market** 5.1 Medical Tourism Sectors in India – Fertility – Cancer Cardiology – Hip/Knee Resurfacing – Cosmetic 5.2 Impact of Medical Tourism on India's economy 5.3 Merits and Demerits in Global Medical Tourism Market	08	**CO2, CO4**

| 6 | **Unit –VI Emerging Trends**
6.1 Ethics in Medical Tourism – Protecting stakeholders' interest
6.2 Environmental impact of Medical tourism – Sustainable development
6.3 Issues in Medical Tourism – Surrogacy – Hospital Borne Diseases | 08 | **CO5, CO6** |

REFERENCE BOOKS

1. Guide for Health Insurance" published by The Insurance Times, Sashi Publications ISBN: 978-93-81489-01-7
2. "Life & Health Insurance" 13th Edition by Black Kenneth Published by Pearson Education Ltd.
3. Health Insurance Concepts & Cases by Vandana Shajan & Sandipa Lahiri Anand The ICFAI University Press.
4. Essentials of Insurance: A Risk Management Perspective by Vaughan published by Wiley –India
5. Fundamentals of Risk and Insurance, 9th edition by Vaughan published by Wiley – India
6. Medical Tourism in India by Raj Pruthi, Arise Publishers & Distributors.
7. Medical Tourism: Global Outlook and Indian Scenario by Percy K. Singh. KanishkaPublishers
8. Principles of Hospital Administration and Planning by B.M. Sakharkar
9. The Business of Tourism: Concepts & Strategies by A.K. Bhatia. Sterling Publishers
10. Goel, Pramod, Evolution of Medical Tourism, (New Delhi, 2012)
11. Dr. Pimpale, Vinita K., Medical Tourism, (New Delhi, 2016)

COPO Mapping

COs \ POs	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO2	3	3	2	3	2	2
CO3	3	3	2	3	2	2
CO4	2	2	2	3	2	2
CO5	3	3	3	3	3	2
CO6	3	3	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

SEMESTER: IV

MBA-DSE-646G Marketing of Healthcare and Medical Devices

Course Title: Marketing of Healthcare and Medical Devices	Course Type: Elective DSE
Course Code: MBA DSE -646G	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course is designed to provide in-depth knowledge about the development, regulation, ethical practices, and marketing of healthcare and medical devices. It covers classification systems, global regulatory approval processes (FDA, EU, ASEAN), and harmonization initiatives. The course integrates concepts of quality systems, clinical evaluation, and global branding strategies in the medical device industry. Students will gain practical insights into compliance, product lifecycle management, and innovative marketing practices aligned with evolving healthcare standards.

Course Objectives:

1. To develop foundational understanding of medical devices, in-vitro diagnostics (IVDs), and their classification and lifecycle.
2. To explain the ethical and quality system standards applicable to medical devices, including global risk management practices.
3. To analyze regulatory approval frameworks across India, US, EU, Japan, and ASEAN nations.
4. To understand clinical investigation, post-marketing surveillance, and compliance requirements for medical devices.
5. To explore digital marketing, branding, and expansion strategies relevant to global healthcare markets.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✔	✔	✔	✔	✔	--	✔	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Understand** the basic concepts of medical devices and IVDs, product development, quality standards, and ethical considerations.
CO2	**Analyze** harmonization initiatives and marketing requirements for medical devices across international markets.
CO3	**Understand** the country-specific regulatory approval processes for medical devices in India, US, EU, Japan, and ASEAN.
CO4	**Explain** the structure and role of clinical evaluation, post-marketing surveillance, and device identification mechanisms.
CO5	**Apply** knowledge of global digital marketing, brand building, and CRM strategies in healthcare and medical device sectors.

| CO6 | **Evaluate** the role of international bodies (e.g., IMDRF) and quality frameworks in enhancing global regulatory compliance |

SN	Contents of Module	Hrs	COs
1	**Unit-I Basics of Medical Devices & Regulations** 1.1 Introduction to Medical Devices: Definition, Risk based classification and Essential Principles of Medical Devices and IVDs, 1.2 Differentiating medical devices IVDs and Combination Products from that of pharmaceuticals, 1.3 History of Medical Device Regulation, 1.4 Product Lifecycle of Medical Devices and Classification of Medical Devices, 1.4 Global Medical Device Nomenclature (GMDN)	8	CO1
2	**Unit II: Ethics related to Medical Devices** 2.1Ethics related to Medical Devices: Clinical Investigation of Medical Devices, 2.2 Clinical Investigation Plan for Medical Devices, 2.3 Good Clinical Practice for Clinical Investigation of medical devices (ISO 14155:2011), 2.4 Quality System Regulations of Medical Devices: ISO 13485, 2.5 Quality Risk Management of Medical Devices: ISO 14971, 2.6 Validation and Verification of Medical device, 2.7 Adverse Event Reporting of Medical device	8	CO1, CO5
3	**Unit – III European Union: Regulatory approval process for Medical Devices** 3.1Classification, 3.4 Regulatory approval process for Medical Devices (Medical Device Directive, 3.5 Active Implantable Medical Device Directive) and In vitro Diagnostics (In Vitro Diagnostics Directive), 3.6 Basics of In vitro diagnostics, classification, and approval process.	8	CO1, CO2
4	**Unit –IV Regulatory Framework for Medical Devices** 4.1 USA: Classification, 4.2 Regulatory approval process for Medical Devices (510k) 4.3 Premarket Notification, Pre-Market Approval (PMA), 4.4 Investigational Device Exemption (IDE), 4.5 Post marketing surveillance of MD and Unique Device	8	CO3, CO4
5	**Unit VI: Global Regulatory Frameworks for Medical Devices ASEAN, China & Japan:** 5.1 Medical Devices and IVDs 5.2 Regulatory registration procedures, 5.3 Quality System requirements and clinical evaluation and investigation, IMDRF study groups and guidance documents.	8	CO2, CO4 CO6

SN	Contents of Module	Hrs	COs
	5.4 Classification, Regulatory approval process for Medical Devices (510k) Premarket		
	5.5 Notification, Pre-Market Approval (PMA), Investigational Device Exemption (IDE), Post marketing		
	surveillance of MD and Unique Device Identification (UDI).		
6	**Unit –VI Digital and Global Marketing in Healthcare** Digital & Global Marketing of Healthcare 6.1 E-detailing, telemedicine, mobile marketing 6.2 CRM in healthcare 6.3 Global expansion strategies for medical device companies 6.4 Brand building in health services	8	C06

REFERENCE BOOKS:

1. Compliance Handbook for Pharmaceuticals, Medical Devices and Biologics by Carmen Medina**.**
2. Medical Device Development: A Regulatory Overview by Jonathan S. Kahan
3. Medical Product Regulatory Affairs: Pharmaceuticals, Diagnostics, Medical Devices by John J. Tobin, and Gary Walsh
4. Medina, Carmen – Compliance Handbook for Pharmaceuticals, Medical Devices and Biologics
5. Pisano, Douglas J. & Mantus, David – FDA Regulatory Affairs: A Guide for Prescription Drugs, Medical Devices, and Biologics
6. Kahan, Jonathan S. – Medical Device Development: A Regulatory Overview
7. Tobin, John J. & Walsh, Gary – Medical Product Regulatory Affairs: Pharmaceuticals, Diagnostics, Medical Devices
8. Bhatia, A.K. – The Business of Tourism: Concepts and Strategies

COPO Mapping

Course Outcomes \ Program Outcomes (POs)	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO2	3	3	2	2	2	1
CO3	3	3	2	3	2	3
CO4	3	3	2	3	2	2
CO5	3	3	3	3	3	2
CO6	3	3	3	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓		✓

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: IV
MBA-DSE-644H International Marketing Management

Course Title: International Marketing Management	Course Type: Elective -DSE
Course Code: MBA-DSE-644H	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course provides a practical and conceptual understanding of international marketing with emphasis on global marketing environments, product and pricing strategies, international promotions, logistics, and export-import procedures. Designed in a simple and accessible format, it equips students from semi-urban areas to comprehend real-time global trade practices.

Course Objectives:

1. To introduce the fundamentals of international marketing and global trade.
2. To explore strategies for product, pricing, promotion, and distribution in international markets.
3. To understand challenges and procedures in export management.
4. To analyse global trends, trade regulations, and cultural issues impacting international marketing.
5. To develop a global marketing outlook and prepare students for cross-border business roles.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Explain** the scope and environment of international marketing.
CO2	**Apply** product strategies suited to global markets.
CO3	**Evaluate** pricing decisions and cost implications for international trade
CO4	**Understand** global promotion strategies and marketing communication.
CO5	**Analyze** international distribution decisions and logistics strategies
CO6	**Describe** export procedures and policy frameworks

SN	Contents of Module	Hrs	COs
1	**Unit I: Introduction to International Marketing** 1.1 Meaning and scope of international marketing 1.2 EPRG Framework International marketing environment (internal & external), 1.3, Trading blocs 1.4 Entry strategies and modes 1.5 Recent FTAs and India's positioning in global trade	8	CO1
2	**Unit II: International Product Strategy** 2.1 Product design, planning, hierarchy and product line decisions 2.2 Standardization vs adaptation; repositioning and adoption 2.3 Product lifecycle in global context 2.4 Packaging and labelling 2.5 Country-of-Origin Effect and Brand Perception	8	CO2
3	**Unit III : International Pricing** 3.1 Pricing methods and strategies: cost-based, transfer, skimming, penetration 3.2 Export pricing, dumping, price escalation 3.3 Role of exchange rates and inflation 3.4 Leasing and pricing regulations 3.5 Digital Pricing Strategies in Cross-Border E-commerce	8	CO3
4	**Unit IV : International Promotion and Communication** 4.1 Issues in global promotion, advertising, and branding 4.2 Communication mix decisions 4.3 International sales promotion, personal selling, PR 4.4 Export promotion councils, trade fairs and exhibitions 4.5 Influencer Marketing in Global Markets	8	CO4
5	**Unit V : International Distribution and Logistics** 5.1 Distribution channel decisions, policies, types 5.2 Channel conflicts and functional excellence 5.3 Logistics and transportation decisions 5.4 Warehousing, distribution planning 5.5 Green Logistics and Sustainable Supply Chains	8	CO5
6	**Unit VI : Export Management and Documentation** 6.1 Export documentation and procedures 6.2 Payment terms: L/C, Cross-border factoring, BA, Forfeiting 6.3 EXIM policy and trade facilitation 6.4 Role of Digital Platforms in Export Enablement (DGFT, ICEGATE)	8	CO6

REFERENCE BOOKS:

1. **Francis Cherunilam** – *International Marketing: Text & Cases*, Himalaya Publishing
2. **Justin Paul & Ramneek Kapoor** – *International Marketing: Text and Cases*, Tata McGraw-Hill
3. **R. Srinivasan** – *International Marketing*, Prentice Hall of India
4. **Rajgopal** – *International Marketing*, Vikas Publishing
5. **V. H. Kirpalani** – *International Marketing*, Prentice Hall India
6. **Rajendra Nargundkar** – *International Marketing*, Excel Books
7. **Mapping of Course Outcomes to Program Outcomes:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	2	1	1
CO2	3	3	2	2	2	2
CO3	3	3	2	3	1	2
CO4	2	2	2	2	2	2
CO5	3	3	2	2	3	3
CO6	3	2	2	3	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyse	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

KCES's Institute of Management and Research (Autonomous), Jalgaon

SEMESTER: IV
MBA-DSE-645H International HRM

Course Title: International HRM	Course Type: Elective -DSE
Course Code: MBA-DSE-645H	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

International HRM is the study of the management of human resources in an international context. The course is intended to provide a basic understanding about the finer aspects of international business to the students. It focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. It examines the theories and practices of international HRM and addresses the core issues in IHRM. The topics of the course can be divided into broad themes of traditional approaches to IHRM, new perspectives on IHRM, managing people in cross-border mergers and acquisitions, Expatriate management, alternatives to expatriate assignments, global' careers and the link between firm strategy, capabilities and HRM.

Course Objectives:

1. To study HRM practices in International Environment
2. To compare domestic HRM practices w.r.to International context
3. To get in-depth knowledge on Repatriation
4. To learn how to conduct strategic human resource management in an international setting

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	--	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Examine** the role of HRM in international context
CO2	**Manage** effectively HR functions across cultures
CO3	**Identify** role of HRM during International Joint Ventures
CO4	**Adapt** to Human Resource Practices w.r.t. International environment
CO5	**Improve** cordial Industrial Relations in the global context
CO6	**Manage** repatriation successfully

SN	Contents of Module	Hrs	COs
1	**Unit-I Introduction to (IHRM) International Human Resource Management** 1.1 IHRM: Meaning, Definition 1.2 Internationalization and HRM 1.3 Domestic Vs International HRM 1.4 Growing interest in IHRM 1.5 Functional positioning of IHRM 1.6 Organizational context of IHRM 1.7 Barriers to effective Global HRM	8	**CO1**
2	**Unit-II Social and Cultural Context of IHRM** 2.1 Culture & Cultural Sensitivity 2.2 Social Environment 2.3 Religions and Economic Implications 2.4 Multiculturalism 2.5 Cultural Predisposition 2.6 Cultural Dimensions 2.7 Managing across cultures	8	**CO2**
3	**Unit-III International Joint Ventures** 3.1 Concept & characteristics of International Joint Venture 3.2 Motives & Extent of Merger & Acquisitions 3.3 HRM factors in IJV 3.4 Role & impact of Culture in International Joint Ventures 3.5 Methods of Overcoming Cultural & other Problems in IJV 3.6 Objectives of International Compensation Global Compensation: Emerging issues	8	**CO3**
4	**Unit-IV Human Resource Practices in International environment** 4.1International Human Resource Planning 4.2International Division of Labor 4.3Global HR Planning 4.4Issues in supply of international human resources 4.5Recruitment and Selection in International Context 4.6Company Motive, Individual Motive 4.7Recruitment Methods 4.8Selection Criterion & Techniques 4.9Need of global training: Areas of global training and development 4..10Objectives & factors affecting international Compensation. 4.11Women Expatriates -The Glass Ceiling Phenomenon	10	**CO4**
5	**Unit-V International Industrial Relations** 5.1Key Issues in International IR 5.2Trade Union & International IR 5.3IR policy of MNC's 5.3.1 Characteristic in neutralizing the power of Labor Unions	8	**CO5**

			6	CO6
6	**Unit-VI Repatriation** 6.1 Concept of Repatriation 6.2 Benefits from returnees 6.3 Challenges of Re-entry: Individual and Organizational Perspective 6.4 Repatriation Process 6.5 Managing repatriation 6.6 Tips for successful repatriation		6	CO6

REFERENCE BOOKS:

1. International Human Resource Management by P. Subbarao – Himalaya Publication
2. International Human Resource Management by Sengupta & Bhattachrya– Excel Books
3. International Human Resource Management by Peter Dowling &Denice Welch – Cengage
4. International Human Resource Management by K Aswathappa and Sadhna Dash
5. International Human Resource Management by P L Rao – Excel Books
6. Introduction to International Human Resource Management, 5/E by Crawley, Oxford University Press
7. International Human Resource Management by Tony Edwards & Chris Rees.-Pearson
8. International Human Resource Management (2/e) by Gupta –Macmillan
9. International Human Resource Management by Monir H. Tayeb - Oxford University Press

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	2	2	3	2	3
CO2	3	2	2	3	3	3
CO3	3	2	2	3	2	3
CO4	2	2	2	3	3	2
CO5	2	1	3	3	3	2
CO6	2	2	2	2	2	2

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓			
End Semester Examination (60)	✓	✓	✓	✓		

KCES's Institute of Management and Research (Autonomous), Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

SEMESTER: IV
MBA-DSE-646H Cases in International Business Management

Course Title: Cases in IBM	Course Type: Elective -DSE
Course Code: MBA-DSE-646H	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

This course is designed to integrate the knowledge of various marketing disciplines through real-world Indian and global case studies. Students will analyze decision-making situations in product strategy, brand management, sales, retail, and international marketing. The course promotes critical thinking, collaborative learning, and data-driven analysis to develop marketing insights.

Course Objectives:

1. To provide experiential learning through marketing case studies.
2. To develop problem-solving and decision-making skills in complex business contexts.
3. To encourage application of concepts learned in previous marketing subjects.
4. To expose students to diverse marketing challenges across industries and geographies.
5. To cultivate analytical thinking and group discussion capabilities using real-time market insights.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Analyze** real-life marketing problems using structured frameworks.
CO2	**Integrate** marketing concepts across disciplines like branding, sales, and international marketing
CO3	**Evaluate** strategic options and recommend marketing solutions.
CO4	**Develop** critical thinking through analysis of case-based evidence.
CO5	**Communicate** findings and strategies effectively in both oral and written formats.
CO6	**Apply** data and insights to formulate actionable marketing recommendations.

SN	Contents of Module	Hrs	COs
1	**Suggested exercises include selection and discussion on case studies related to specialization papers of IBM in Semester-III & Semester-IV which will have impact on business decision making.**	48	**CO1 To CO6**

REFERENCE BOOKS:

1. Harvard Business School Case Studies
2. Harvard Business Review – *HBR Case Digest*
3. ICMR Case Studies – IBS Hyderabad
4. Online Resources: YourStory, IndiaRetailing, ETBrandEquity, and Business Standard case articles

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	2	2	2
CO2	3	3	2	3	2	3
CO3	3	3	2	3	3	2
CO4	2	3	2	3	2	2
CO5	2	2	3	2	3	2
CO6	3	3	2	2	3	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓		✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

SEMESTER: IV
MBA-RP-647 Research Project

Course Title: Research Project	Course Type: Research Project
Course Code: MBA-RP-647	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

Course Description:

Research Project is designed to provide students with hands-on experience in identifying, analysing, and addressing real-world business problems through rigorous research. This course enables students to integrate theoretical knowledge with practical application by undertaking an independent research study under faculty supervision. Students are expected to define a research problem, conduct a literature review, design a suitable methodology, collect and analyse data using statistical tools, and present their findings in a structured research report. The course culminates in a viva-voce and report submission, showcasing the student's analytical, research, and communication competencies.

Course Objectives:

1. To develop students' ability to independently conduct research on a management problem.
2. To apply appropriate research methods, tools, and analytical techniques.
3. To enhance report writing and presentation skills for academic and managerial purposes.
4. To integrate conceptual learning with real-world business problems.

Teaching/ Evaluation Pedagogy

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
--	✓	--	--	--	✓	--	✓

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	**Identify** and define a real-life business research problem with appropriate objectives and hypotheses
CO2	**Conduct** a comprehensive literature review and develop a strong conceptual framework.
CO3	**Design** suitable research methodology including sampling, tools, and techniques
CO4	**Collect** and **analyze** data using appropriate statistical tools and interpret the results.
CO5	**Prepare** a structured and academically sound research report.
CO6	**Effectively** communicate and defend research findings through oral presentation and viva-voce.

SN	Contents of Module	Hrs	COs
1	**1. Purpose of the Research Project** The Research Project is the final part of the MBA program. It helps students use what they have learned to find and solve real business problems. It also helps them improve their critical thinking, research skills, ability to analyze data, and academic writing. **2. Research Report Format** A. Preliminary Pages • Title Page • Certificate (by Guide) • Declaration by Student • Acknowledgment • Table of Contents • List of Tables/Figures/Abbreviations B. Main Chapters 1. **Introduction to the Topic** o Theoretical and empirical review o Conceptual framework 2. **Review of Literature** o Literature review from atleast 10 Papers o Research gap 3. **Research Methodology** o Background, Need for Study o Problem Statement o Objectives & Scope o Hypotheses (if any) o Research design, Sampling technique and size o Data collection tools o Method of data analysis o Limitations 4. **Data Analysis and Interpretation** o Use tables, graphs, and figures o Interpret data with relevance to objectives 5. **Findings/ Conclusion, & Suggestions** o Summary of findings/ conclusion o Suggestions o Scope for future research 6. **Bibliography** o APA citation style (consistency is mandatory) 7. **Annexures** o Questionnaire, interview schedule, data tables, charts, etc. **Total Pages** ~ around 50 **Font:** Times New Roman, 12 pt, 1.5 spacing **Margins:** 1 inch on all sides. 0.5 Gutter on left **Binding:** Black bound (2 copies)	48	CO1 To CO6

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	3	3	2	3	1	2
CO2	3	2	2	3	1	2
CO3	2	3	3	3	2	3
CO4	2	3	3	3	3	3
CO5	2	2	3	2	2	3
CO6	2	2	2	2	2	3

Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination. (60)	✓	✓	✓	✓	✓	✓

Rubrics for Research Project (RP) Evaluation

Criteria	Marks	Level Descriptors (Aligned to Guidelines)
1. Introduction & Literature Review	15	**13–15**: Clear introduction; critical, relevant review (≥10 papers); research gap and conceptual framework clearly identified. **10–12**: Generally clear; minor gaps. **6–9**: Basic or limited. **0–5**: Weak or missing.
2. Research Methodology	15	**13–15**: Detailed background, need, problem statement, objectives & scope; hypotheses (if any); sound design, sampling, tools, analysis methods, limitations. **10–12**: Mostly clear with minor gaps. **6–9**: Basic or incomplete. **0–5**: Weak or missing.
3. Data Analysis & Interpretation	35	**31–35**: Comprehensive analysis using appropriate tools; clear tables, graphs, figures; excellent interpretation linked to objectives. **26–30**: Good analysis with minor gaps. **18–25**: Basic or partial analysis. **0–17**: Inadequate or missing.
4. Findings & Suggestions	15	**13–15**: Clear, well-organized summary of findings; practical, relevant, and actionable suggestions. **10–12**: Good with minor gaps. **6–9**: Basic or general. **0–5**: Weak or missing.
5. Presentation & Communication	10	**9–10**: Professional slides; clear visuals and structure; confident, engaging communication; time managed well. **7–8**: Good slides and communication; minor flaws. **4–6**: Cluttered or unclear; average delivery. **0–3**: Weak or confusing presentation.
6. Viva Voce (Questions & Answers)	10	**9–10**: Confident, clear, logical, and well-supported answers; demonstrates deep understanding. **7–8**: Good responses with minor gaps. **4–6**: Adequate but hesitant. **0–3**: Weak, vague, incorrect, or evasive.