



University of Engineering and Management

Institute of Engineering & Management, Salt Lake Institute
of Engineering & Management, New Town University of
Engineering & Management, Jaipur



Syllabus for MBA (FT/GM) 3rd Semester Admission Batch (2024-26)

Paper Name: Product Lifecycle Management

Paper Code: MB301

Course Objective:

1. To practically understand, analyse and apply the knowledge of building impactful digital products for business.
2. To adapt best practices and softer skills needed to build product ecosystem.
3. To understand importance of effective business communication in product management
4. To understand how to develop and leverage it for team and stakeholder alignment.

Course Outcome:

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

1. Apply technology to drive product success.
2. Collaborate across functions.
3. Measure product success.
4. Adapt to Agile and Lean methodologies.

Module Number	Topic	Sub Topics	Mapping with Industry and International Academia	Assignments
1	Business model design	Understanding business model and its importance, key components, Freemium model, freemium model economics, Marketplace model, types of Marketplaces, Marketplace model economics, Software as a Service (SaaS), Input based model	<p>Books</p> <p>"The Innovator's Dilemma" by Clayton Christensen Discusses how innovative business models disrupt traditional markets.</p> <p>"The Lean Startup" by Eric Ries Explains how to build sustainable business models through iterative testing and validation.</p> <p>Courses and Certifications</p> <p>"Business Model Innovation" by Coursera (University of Virginia) Teaches how to design and test new business models. Course Link</p> <p>"Mastering Business Models" by Strategyzer Academy A comprehensive course on using the Business Model Canvas. Course Link</p> <p>"Business Model Design and Innovation" by Udemy Focuses on creating and evaluating business models for products. Course Link</p> <p>Videos and Podcasts "The Business Model Canvas Explained" by Strategyzer (YouTube) A detailed video on how to use the Business Model Canvas effectively. Watch on YouTube</p>	<p>1. Brainstorm product idea. 2. Create a business model canvas for selected product.</p>

			<p>"Designing Business Models for Startups" by Y Combinator (YouTube) Practical advice for creating business models tailored to startups.</p> <p>Watch on YouTube</p> <p>"The Innovator's Dilemma and Business Models" by The Product Podcast Discusses the intersection of innovation and business model design.</p> <p>Listen on Spotify</p>	
1	Business communication	<p>Introduction to business communication, key aspects of business communication in product management, types of communication in product management, tools for effective communication, four elements of communication, active listening, common communication scenarios in product management, storytelling, seven sentence story structure, Freytag's pyramid, product pitch, types of product pitches, product demo, explainer videos, types of explainer videos, presentations, making effective presentations.</p>	<p>Courses and Certifications</p> <p>"Effective Communication for Product Managers" by LinkedIn Learning Learn actionable communication strategies with real-world examples. Course Link</p> <p>"Mastering Business Communication Skills" by Coursera (University of Washington) Covers communication essentials for managers, including persuasive speaking and storytelling. Course Link</p> <p>"Business Writing for Results" by edX (Berkeley) Focus on crafting clear and compelling business communication. Course Link</p> <p>"The Power of Communication in Product Management" by Marty Cagan Webinar on effective communication strategies. Watch on YouTube</p>	<p>Create a communication plan for a product launch covering -</p> <p>Key messages for stakeholders.</p> <p>Tools and channels to use.</p> <p>Feedback mechanisms.</p>

			<p>"Product Manager's Guide to Storytelling" by Product School Learn how to communicate product vision effectively. Watch on Product School</p> <p>"Agile Communication for Product Managers" by Roman Pichler Tips for communicating within agile teams. Watch on Roman Pichler's Blog</p> <p>Websites and Blogs Mind the Product Comprehensive articles and resources on all aspects of product management. Visit Website</p> <p>Aha! Blog Practical advice on roadmaps, communication, and team collaboration. Visit Website</p> <p>Product Management Insider (PMI) Features interviews and case studies with top product managers. Visit Website</p>	
1	Managing partner ecosystem	Introduction to partner ecosystem, types of partnership, frameworks for managing partner ecosystem, benefits for strong partner ecosystem, challenges in managing partner ecosystem. The Whole Offer, Total Customer Experience, gap analysis, back casting from future customer experience, types of	<p>Books "The Partnership Economy" by David A. Yovanno Explores the importance of partnerships in driving modern business growth.</p> <p>"Strategic Alliances: Three Ways to Make Them Work" by Steve Steinhilber Provides practical insights into building and managing strategic alliances.</p>	Choose a hypothetical product and identify 3 types of partners needed e.g., technology, channel, service). Define the engagement model and KPIs for the ecosystem.

		<p>capability gaps, ways to fill capability gaps – make, buy, ally.</p>	<p>"Collaboration Economy" by Eric Lowitt Examines how collaboration and partnerships are reshaping industries.</p> <p>Courses and Webinars "Managing Partnerships and Strategic Alliances" by Wharton School of Business (Coursera) Covers strategies for forming and managing successful partnerships. Course Link</p> <p>"Building Partner Ecosystems for Growth" by LinkedIn Learning Practical course on developing and managing partner relationships. Course Link</p> <p>"Partner Ecosystems: Strategies for Success" by MIT Sloan Executive Education Advanced program for managing ecosystems in competitive markets. Course Link</p>	
2	Financial analysis	<p>TAM, SAM, SOM, ways to size market opportunities, best practices in market sizing, business case analysis – Costs, Profit margins, Return on Investments (RoI), Break-even Point (BEP), revenues, Cash Flows, steps in create business case analysis, Fixed costs vs. Variable costs, Profitability, Customer Lead Pipeline and key metrics, Sources of Revenue for product, Cannibalization effect,</p>	<p>Books</p> <p>"Financial Intelligence for Entrepreneurs" by Karen Berman and Joe Knight A beginner-friendly guide to financial analysis and understanding key metrics.</p> <p>"The Lean Product Playbook" by Dan Olsen</p>	<p>1. Creating business model 2. Market sizing</p>

		<p>managing cannibalization, Software as a Service (SaaS), SaaS model, SaaS vs. Traditional licensing model, Cumulative cash flow, Unit economics, Total Contract Value (TCV), Monthly Recurring Value (MRR), Customer Lifetime Value (CLV), Customer churn impact on financials, Improving SaaS profitability, common challenges in financial analysis.</p>	<p>Focuses on using financial metrics and ROI to validate product decisions.</p> <p>Courses and Certifications</p> <p>"Finance for Product Managers" by Udemy A tailored course for understanding financial concepts like pricing and profitability. Course Link</p> <p>"Financial Management Essentials" by LinkedIn Learning Learn how to analyze financial statements and make data-driven product decisions. Course Link</p> <p>"Finance for Non-Financial Professionals" by Coursera (University of California, Irvine) Covers financial fundamentals relevant to product managers. Course Link</p> <p>Videos and Podcasts</p> <p>"Finance for Product Managers" by Product School (YouTube) Explains key financial metrics and their impact on product strategies. Watch on YouTube</p> <p>"Understanding Product Economics" by Pragmatic Institute (YouTube) Discusses financial considerations for product managers.</p>	
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			Watch on YouTube "Financial Analysis in Product Management" by The Product Podcast A podcast episode focusing on financial tools and metrics. Listen on Spotify	
2	UI/UX	Introduction to UI/UX, importance of UI/UX in product management, Principles of good UI/UX design, UI/UX Design Process, 5 elements of User Experience – Strategy, Scope, Structure, Skeleton, Surface, Need for UI/UX – Desirability, Viability, Feasibility, UI/UX in product life cycle, Lean UX Cycle, building user interface design, User Experience Analysis, UX Designer vs. UI Designer, Principles of Design, Information structuring – Consistency, Hierarchy, 80/20 principle, Progressive disclosure, Flexibility vs. Usability, People principles	Books "Don't Make Me Think" by Steve Krug A classic book on user interface design, focusing on usability principles. "The Design of Everyday Things" by Don Norman Explains the psychology of design and its impact on user experience. "Lean UX: Designing Great Products with Agile Teams" by Jeff Gothelf and Josh Seiden A guide to integrating UX design into Agile product development. Courses and Certifications "User Experience Design Fundamentals" by Coursera (California Institute of the Arts) Covers the basics of UX design and its application in product development. Course Link "UX Design Professional Certificate" by Google (Coursera) A comprehensive program designed for beginners to learn UX design. Course Link	Create wireframe of app on selected product.

			<p>"UI/UX Design Bootcamp" by Udemy A practical course focusing on creating effective user interfaces and experiences. Course Link</p>	
2	Data Science and Analytics	<p>Introduction of data science and analytics, key applications of data science, types of analytics in product management – descriptive, diagnostic, predictive, prescriptive, data driven product life cycle management, tools for data science and analytics. Data Analyst vs. Data Scientist. Data Science vs. Artificial Intelligence vs. Machine Learning. Corelation and causation, driving outcomes. A/B testing, confusion matrix, pie charts and bar charts, bias, preventing bias, data storage, queries, modelling, pre-built services, challenges in using data science,</p>	<p>Books</p> <p>"Data Science for Business" by Foster Provost and Tom Fawcett An essential guide to understanding data science concepts and their applications in business decisions.</p> <p>"Lean Analytics: Use Data to Build a Better Startup Faster" by Alistair Croll and Benjamin Yoskovitz A practical book on how to track, measure, and grow with analytics.</p> <p>"The Data Warehouse Toolkit" by Ralph Kimball Comprehensive guidance on designing and implementing data warehouses.</p> <p>Courses and Certifications</p> <p>"Data Science for Product Managers" by Udemy A practical course covering data analysis, A/B testing, and using data in product decisions. Course Link</p> <p>"Google Data Analytics Professional Certificate" by Coursera Comprehensive program for understanding data analysis and visualization.</p>	<p>Apply data analytics to a product scenario. Choose a hypothetical product (e.g., a fitness app). Define a key business question (e.g., What features increase retention?). Select a relevant data analysis technique (e.g., cohort analysis, A/B testing). Present findings and recommendations.</p>

			Course Link "Data Science for Managers" by edX (Columbia University) Teaches foundational data science concepts tailored for business managers. Course Link Videos and Podcasts "Data Science for Product Managers" by Product School (YouTube) Discusses how to integrate data science practices into product management. Watch on YouTube "How to Use Analytics to Drive Product Success" by Pragmatic Institute (YouTube) Covers key metrics and tools for data-driven product management. Watch on YouTube "Data-Driven Product Management Podcast" by Product-Led Alliance Features industry experts discussing the role of analytics in product management. Listen on Spotify	
2	Artificial Intelligence	Introduction to Artificial Intelligence, types of AI, applications of AI in business, value for businesses through AI, tools and technologies in AI, ethical considerations, AI for good, explainable AI, challenges in AI adoption, future of AI in business, AI & me,	Books "Artificial Intelligence: A Guide to Intelligent Systems" by Michael Negnevitsky A comprehensive guide to understanding AI systems and algorithms. "Life 3.0: Being Human in the Age of Artificial Intelligence" by Max Tegmark	Explore AI's potential in a business context. Choose an industry (e.g., retail, healthcare). Identify a problem AI can solve. Propose an AI-based solution (e.g., chatbot, predictive model). Discuss potential challenges and benefits.

			<p>Explores the future of AI and its impact on society.</p> <p>"Hands-On Artificial Intelligence for Beginners" by Patrick D. Smith Practical introduction to AI concepts and applications for non-technical readers.</p> <p>"The Master Algorithm" by Pedro Domingos Discusses how machine learning is shaping the world of AI.</p> <p>Videos and Podcasts</p> <p>"What is AI?" by CrashCourse (YouTube) A beginner-friendly introduction to AI concepts. Watch on YouTube</p> <p>"The AI Alignment Podcast" Discussions on ethical and technical challenges in AI development. Listen on Spotify</p> <p>"DeepMind's Latest AI Research" by DeepMind (YouTube) Insights into DeepMind's advancements in AI technologies. Watch on YouTube</p>	
3	Agile product development	Introduction to Agile, Agile core principles (manifesto), Waterfall vs. Agile, Roles in Agile, Agile ceremonies, artifacts, Benefits of Agile, Challenges in Agile, Extreme Programming , Scrum of Scrums,	<p>Books</p> <p>"Scrum: The Art of Doing Twice the Work in Half the Time" by Jeff Sutherland</p>	<p>Simulate a Scrum sprint for a hypothetical product idea Define sprint goals and break them into user stories Conduct a mini-sprint planning and retrospective.</p>

		<p>Scaled scrum, Kanban, Backlog management - product backlog, features and tasks, project management tools, Collaboration, Decision making with business.</p>	<p>A foundational book on Scrum, one of the most popular Agile frameworks.</p> <p>"Agile Product Management with Scrum" by Roman Pichler A practical guide to integrating Agile principles into product management.</p> <p>"User Story Mapping: Discover the Whole Story, Build the Right Product" by Jeff Patton Explains how to use story mapping to develop products iteratively.</p> <p>Courses and Certifications</p> <p>"Agile Product Development for Product Managers" by LinkedIn Learning Covers Agile frameworks, processes, and tools for product managers. Course Link</p> <p>"Agile Development Specialization" by Coursera (University of Virginia) A comprehensive course covering Scrum, Kanban, and Agile methodologies. Course Link</p> <p>"Certified Scrum Product Owner (CSPO)" by Scrum Alliance A globally recognized certification for product managers working in Agile environments. Course Link</p>	
3	Product road mapping	Introduction to product road mapping, types of product roadmaps – strategic roadmaps, execution	Books	Design a product roadmap for a hypothetical product.

		<p>roadmaps, technology roadmaps, Market roadmaps, key components of product roadmap, steps to build product roadmaps, product line decisions, next version planning, Product line pruning, product sunseting, challenges in product road mapping, best practices</p>	<p>"Product Roadmaps Relaunched" by C. Todd Lombardo, Bruce McCarthy, Evan Ryan, and Michael Connors A comprehensive guide to creating effective, actionable, and collaborative product roadmaps.</p> <p>"Inspired: How to Create Products Customers Love" by Marty Cagan Covers strategies for building roadmaps that align with user needs and business goals.</p> <p>"Escaping the Build Trap: How Effective Product Management Creates Real Value" by Melissa Perri Discusses how to align product roadmaps with broader business outcomes.</p> <p>Online Articles and Blogs</p> <p>"How to Build a Product Roadmap" by Aha! Blog Step-by-step guide on crafting strategic roadmaps. Read on Aha!</p> <p>"What Is a Product Roadmap?" by Atlassian Overview of different types of roadmaps and their uses in Agile environments. Read on Atlassian</p> <p>"10 Best Practices for Creating a Product Roadmap" by ProductPlan Explains how to build effective roadmaps that communicate priorities.</p>	
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			<p>Read on ProductPlan</p> <p>"Product Roadmaps: A Complete Guide" by Mind the Product Comprehensive guide to creating and managing product roadmaps. Read on Mind the Product</p> <p>Videos and Podcasts</p> <p>"How to Create a Product Roadmap" by Product School (YouTube) Discusses practical techniques for roadmap creation and communication. Watch on YouTube</p> <p>"The Product Experience Podcast: Roadmaps" by Mind the Product Covers real-world challenges and tips for effective roadmapping. Listen on Spotify</p> <p>"Aligning Stakeholders with Roadmaps" by Pragmatic Institute (YouTube) Focuses on stakeholder communication through roadmaps. Watch on YouTube</p>	
3	Managing product Evolution and Growth	Introduction to product evolution and growth, stages of product evolution and growth, frameworks for managing product evolution, strategies for sustained product growth, challenges in product evolution and growth, tools for managing product evolution and growth. Pillars of ongoing product	<p>Books</p> <p>"Crossing the Chasm" by Geoffrey A. Moore A classic guide on managing product evolution from early adopters to mainstream markets.</p> <p>"The Lean Product Playbook" by Dan Olsen</p>	Create a Product Evolution and Growth Plan. Choose a product (e.g., a fitness app). Identify its current lifecycle stage. Propose strategies for evolution and growth in the next two stages. Outline key metrics for success.

		<p>management, sales growth paths, Share of Wallet (SoW), scope expansion, strategy to improve market share, improve market size, market expansion strategies, vertical partnerships, horizontal partnerships, growth hacking and customer funnel</p>	<p>Provides actionable frameworks for building products that scale and grow.</p> <p>"The Innovator's Dilemma" by Clayton Christensen Explores why successful companies struggle with disruptive innovation and how to adapt.</p> <p>"Hooked: How to Build Habit-Forming Products" by Nir Eyal Focuses on creating engaging products that encourage user retention and growth.</p> <p>Courses and Webinars "Product Lifecycle Management" by LinkedIn Learning Learn strategies for managing product lifecycle stages and growth.</p> <p>Course Link "Scaling Products and Driving Growth" by Coursera (University of Virginia) A specialized course focusing on product growth strategies.</p> <p>Course Link "Mastering Product Evolution" by Udemy A beginner-friendly course on managing product lifecycle and scaling.</p> <p>Course Link</p>	
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2. Paper Name- Customer Experience & Relationship Management

Paper Code- MB302

Course Objective:

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

1. Understand the role of customer experience in building long-term relationships.
2. Design strategies to manage and improve customer experience.
3. Use CRM tools and customer analytics for relationship management.
4. Align customer-centric strategies with organizational goals.
5. Understand digital touchpoints and their impact on customer experience.

COURSE OUTCOME

CO1: Analyze the significance of customer experience in fostering long-term customer relationships and brand loyalty.

CO2: Develop and implement effective strategies to manage, enhance, and personalize the customer experience across various stages of the customer journey.

CO3: Apply CRM tools and customer analytics to optimize relationship management and drive data-informed decision-making.

CO4: Evaluate and align customer-centric strategies with organizational objectives, leveraging digital touchpoints to maximize customer engagement and satisfaction.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Foundations of Customer Experience in Customer Relationship Management	<ul style="list-style-type: none"> • Understanding CRM, • Evolution from CRM to CEM (Customer Experience Management), • Understanding the customer experience, • Building customer-centric cultures, <ul style="list-style-type: none"> • Effective customer journey mapping, • The role of customer satisfaction in sustainable relationship management, • Leveraging CRM software for effective customer relationship management, • Unlocking the power of customer data for enhanced customer experiences, <ul style="list-style-type: none"> • Omni-channel customer engagement, • Crisis management and service recovery 	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis - The Apple iPhone Development Project</p>	

2	Foundations of Customer Relationship Management	<ol style="list-style-type: none"> 1. Cost of acquiring customers, 2. Driving customer loyalty (Why customer loyalty critical? 3. KPIs for measuring customer loyalty, 4. Driving customer loyalty, 5. Customer life cycle management/Customer journey mapping), 6. Components of CRM systems (Marketing, Sales force automation, 7. Customer service and support), 8. Types of CRM (Operational CRM, Analytical CRM, Collaborative CRM, Social CRM), 9. Evolutions from CRM to CEM 	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis - Uber Disruptive Business Model Project</p>	
3	CRM in Marketing	<ul style="list-style-type: none"> • Paradigm shifts in marketing, <ul style="list-style-type: none"> • Campaign management, • CRM Marketing initiatives • Cross-Selling and Upselling <ul style="list-style-type: none"> • Customer segmentation • Behaviour Prediction • Customer Profitability and Value Modelling <ul style="list-style-type: none"> • Channel Optimization • Personalization • Event-based Marketing • Case Study: Fashion Industry 	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis. The AirBNB Online Marketplace Platform</p>	

4	Permission Marketing	<ul style="list-style-type: none"> • Permission Marketing Essential for Marketing <ul style="list-style-type: none"> • Permission Marketing Requirements for E-Commerce <ul style="list-style-type: none"> • Data Gathering • Data Management • Data Analysis • Data Breach 	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis. The AirBNB Online Marketplace Platform</p>	
5	Customer Data, Analytics & Technology in CX	<ul style="list-style-type: none"> • Introduction to CRM Software (Salesforce, Zoho, SAP CRM) • Predictive Analytics and Personalization • Net Promoter Score (NPS), CSAT, CES • Voice of Customer (VoC) Programs • Introduction to AI & Chatbots in CRM • Case Study: AI-Driven CX in Indian Retail 	<p>https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis. The AirBNB Online Marketplace Platform</p>	

Suggested Readings:

- Anjali Kaushik – *Customer Relationship Management*
- Ed Peelen - *Customer Relationship Management*
- Zeithaml, Bitner & Gremler – *Services Marketing*

3. Paper Name- Project Management

Paper Code- MB 371

Course Objective:

Project management theory, terms and concepts are introduced in this course. Students will understand the project life cycle and learn how to build a successful project from pre-implementation to completion. It will introduce project management topics such as resources, costs, time constraints and project tools and techniques.

COURSE OUTCOME

CO1 – Understand the concept of project life cycle, various project issues and problems

CO2 -- Exhibit skills in using various project management techniques

CO3 – Developing the knowledge of project feasibility and project appraisal

CO4 - Understand Capital Budgeting Process, Social Cost Benefit analysis

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Introduction to Project Management	Definitions of Project and Project Management, Issues and Problems in Project Management, - Initiation / Conceptualization Phase, Planning Phase, Implementation / Execution Phase, Closure	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis The Apple iPhone Development Project</p>	<p>The Apple iPhone Development Project- The Apple iPhone Development Project started in 2004, aiming to create a groundbreaking mobile device. In 2007, the iPhone transformed the industry with its innovative touchscreen interface, sleek design, and advanced features. This project involved significant research, development, marketing, and supply chain management investments.</p>

2	Project Network Model	Importance of Project Planning, Steps of Project Planning, Project Scope, Project Life Cycle, Work Breakdown Structure (WBS) and Organization Breakdown Structure (OBS), Phased Project Planning, Schedule , Gantt chart, PERT and CPM concept	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis Uber Disruptive Business Model Project</p>	<p>The Uber Disruptive Business Model Project</p> <p>The Uber Disruptive Business Model Project was a startup that introduced a new ride business model that disrupted the taxi-cab industry by connecting riders with drivers via a mobile app. Launched in 2010, this project required innovative technology, marketing and regulatory strategies and faced legal actions and ethical challenges related to labour, safety, and competition. Uber has since then dominated the market with its ride-sharing business plan.</p>
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3	Project Schedule and Cost Management	<p>Role of Project Manager, procurement process ,stakeholder identifications, identification of the critical path and its significance, calculation of floats, crashing, time cost trade-off analysis, Capital budgeting techniques</p>	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis. The AirBNB Online Marketplace Platform</p>	<p>The Airbnb Online Marketplace Platform Project</p> <p>The Airbnb Online Marketplace Platform Project was a startup that created an online platform which connected travellers with hosts offering short-term rental accommodations in flights. The project required innovative technology, user experience design and stakeholder management. Airbnb's success has led to the disruption of the hospitality industry and inspired many other project case study examples of sharing economy platforms.</p>
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4	Legal Framework and Behavioral Aspects of Project	Understanding different types of contract, behavioural aspects in project management, Project cost, Pre-Feasibility and Feasibility Studies, Technical Appraisal, Economic/Commercial/Financial Appraisal including, Social Cost Benefit Analysis , Preparation of Detailed Project Report.	<p>International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Group Discussion and scenario analysis. The AirBNB Online Marketplace Platform</p>	<p>The Netflix Original Content Development Project</p> <p>The Netflix Original Content Development Project was an initiative created to launch its original content for its platform. This launch by the online streaming giant in 2012 was a huge success for the company. The project required huge investments in content creation, distribution and marketing and resulted in award-winning shows and films that redefined the entire entertainment industry's business model.</p>
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Suggested Readings:

1. Text Book of Project Management: Gopalkrishnan, P. and Ramamoorthy, V.E.; McMillan
2. Project Management : R. Panneerselvam , P.Senthilkumar ; PHI
3. Project Appraisal & Management: Prof. Rashmi Agarwal, Dr. YogitaS Mehera

4.Paper Name- Digital & Social Media Marketing

Paper Code- MB 373

COURSE OBJECTIVES:

- To impart knowledge to the students about basic concepts of digital marketing and social media marketing
- To familiarize the students about application of various key tools and techniques in digital and social media marketing perspective
- To enable the students to analyze different perspectives and to develop a comprehensive digital marketing and social media related strategies considering the specific context.

COURSE OUTCOMES

CO1: Enables students to understand the basic concepts and its role in digital marketing and social media

CO2: Assess the marketing potential of digital technologies and social media platforms

CO3: Demonstrate how knowledge of digital and social media marketing can be applied to frame relevant strategy.

CO4: Imbibe critical thinking and problem solving skills to contribute to address the practical issues

Module no.	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Fundamentals of Digital Marketing	Concept, Evolution, Types, implementation and Benefits of Digital Marketing, The Digital Consumer & communities online	<i>International Academia:</i> (https://www.coursera.org/enroll/google-digital-marketing-ecommerce/paidmedia?utm_medium=sem&utm_source=gg&utm_campaign=b2c_in_dia_google-digital-marketing_google_ftcof_professional-certificates) <i>AICTE-prescribed syllabus:</i> (https://neat.aicte-india.org/course-details/NEAT2020614_PROD_2)	https://www.coursera.org/learn/introduction-digital-marketing
1	Search Engine optimization	Concept of Search Engines optimization, how SEO operates, website domain, file name, design layouts, optimized keywords, keyword frequency weightage, prominence, placement of keywords, finding	International Standards :(https://www.coursera.org/specializations/seo) (https://www.coursera.org/projects/search-engine-optimization-with-squarespace)	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-4/ https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assign

		keyword, word stemming, metatag optimization, title optimization, anchor optimization, mobile SEO techniques, Basics of web Analytics		ments/assignment-5/
2	Digital Marketing Landscape	Search Engine Marketing, PPC, online Advertising, and CRM & Customer experience, Integrating digital & Social marketing.	International Standards https://www.coursera.org/learn/introduction-digital-marketing	https://www.coursera.org/projects/create-a-google-ads-search-campaign https://www.coursera.org/professional-certificates/google-digital-marketing-e-commerce https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce/ https://www.coursera.org/projects/google-ads-beginner
2	Mobile Marketing, Email Marketing & Affiliate marketing	Overview, Objectives, Campaign analysis.	International Standards https://www.coursera.org/specializations/emarketing	https://www.coursera.org/specializations/emarketing
3	Social Media Marketing	Concept, as a marketing tool, importance of social media marketing, How to build Social Media strategy, Social Listening, content strategy, Customer engagement scheduling & measures, Metrics to measure success of the campaign	International Academia https://uit.stanford.edu/service/techtraining/courses/social-media-marketing AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping. Mini Project: Create social media campaign for Pet Care services, Page : 196 Reference : Digital Marketing: Seema Gupta, McGraw Hill Publication	Case Study : NYKAA: Leveraging the power of Social Media

3	Facebook Marketing	Overview-types of facebook pages, Organic Marketing , Paid Marketing, Adverts , Targeting, budget , Scheduling , Facebook Insights , Facebook stories, live , Facebook Ad Manager, Analytical tools	International Academia https://uit.stanford.edu/service/techtraining/class/social-media-marketing https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/facebook-instagram-snapchat-marketing?source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Hands on learning on Creating campaign on Facebook Reference : Digital Marketing: Seema Gupta, McGraw Hill Publication	Case study: ICICI Bank : Building India's Most Social Bank on Facebook
3	YouTube Marketing	Basics, Benefits, attract subscriber, Promoting on YouTube, Seeding a viral Campaign, Advertising on YouTube	International Academia https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/twitter-linkedin-youtube-marketing?source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Practical session on promoting business on Reference : Social Media Marketing: Shiv Singh & Stephanie Diamond, Wiley Publication	Case Study: YouTube for Brands
4	X (formerly Twitter) Marketing:	Concept, Usage, Content Strategy, X for Business, Ads, Tools and Analytics, X for business, X ads and X analytics	International Academia https://uit.stanford.edu/service/techtraining/class/social-media-marketing	Case Study : Build your Brand with twitter

			https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/twitter-linkedin-youtube-marketing?source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Hands on Learning on Crating Campaign on X Reference : Digital Marketing: Seema Gupta, McGraw Hill Publication	
4	LinkedIn Marketing:	Concept, benefits, LinkedIn algorithm , Strategy, Content Strategy, LinkedIn Native Videos, Targeting, Ad Campaign , Analytics, [3L]	International Academia https://uit.stanford.edu/service/techtraining/classes/social-media-marketing https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/twitter-linkedin-youtube-marketing?source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Hand on learning on creating campaign on LinkedIn Reference : Digital Marketing: Seema Gupta, McGraw Hill Publication	Case Study : DELL
4	Pinterest Marketing	Concept, Features Benefits, , Strategy How to advertise on Pinterest	International Academia https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/projects/how-to-create-and-edit-pinterest-accounts?source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	Case Study : How Pinterest Puts people in store

			<p>TE_MBA.pdf</p> <p>Industry Mapping Hands on Learning on how to promote business on Pinterest</p> <p>Reference : Digital Marketing: Seema Gupta, McGraw Hill Publication</p>	
4	Instagram Marketing	Objective , Content and Posting Strategy, Ads, IGTV	<p>International Academia https://uit.stanford.edu/service/techtraining/class/social-media-marketing</p> <p>https://www.coursera.org/programs/iem-faculty-learning-program-rttyr7/learn/twitter-linkedin-youtube-marketing?source=search</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Hands on Learning on Crating Campaign on X</p> <p>Reference : Digital Marketing: Seema Gupta, McGraw Hill Publication</p>	Case Study : Swiggy's 'Voice of Hunger' Instagram Campaign

Text Book :

Digital Marketing: Seema Gupta, McGraw Hill Publication

DETAILED SYLLABUS FOR MARKETING SPECIALIZATION

Course Objectives:

- To understand the role and importance of Integrated Marketing Communications (IMC) in brand building.
- To learn how to design and implement effective communication strategies across media platforms.
- To evaluate and manage brand equity and brand strategies.
- To apply tools and metrics for measuring communication effectiveness and brand performance.

Course Outcomes :

CO1: Demonstrate a comprehensive understanding of Integrated Marketing Communication (IMC) tools and apply them strategically within ethical and legal frameworks.

CO2: Develop effective IMC campaigns and media strategies by applying planning models , budgeting methods, creative briefs, and media scheduling techniques.

CO3: Design and manage branding strategies by understanding brand identity, brand equity, and positioning, and applying strategic frameworks.

CO4: Analyze and implement digital and global branding strategies to address brand management challenges.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
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1	Introduction:	<p>Meaning and Scope of Integrated Marketing Communication (IMC)</p> <p>Elements of IMC:</p> <p>Advertising, PR, Direct Marketing, Sales Promotion, Personal Selling, Digital Media, Ethical and Legal Issues in IMC, Advertising Standards and Regulatory Bodies (e.g., ASCI, FTC), Greenwashing and Misleading Communication</p>	<p>International Academia: chrome-extension://efaidnbmnnnibpcaj pcgclefindmkaj/https://inside.tamuc.edu/academics/cvSyllabi/syllabi/202080/81385.pdf</p> <p>(https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/marketing-mix-project.pdf)</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>Industry Mapping:</p> <p>IMC</p> <p>Textbook Mapping Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch & Belch, MC Graw Hill Publication, 13 th Ed.</p>	<p>Case Study HBR case study : Airtel</p> <p>Assignment Students will study the marketing mix of a company and share their own recommendations for growth of market share, using the concepts learnt in class.</p> <p>Students give presentation on their assignment to the class</p>
1	IMC Planning & strategy:	<p>IMC Planning Process, · Marketing Communication Objectives (DAGMAR, AIDA, Hierarchy of Effects), · Budgeting Approaches (Percentage of Sales, Objective and Task, Competitive Parity)</p>	<p>International Academia: chrome-extension://efaidnbmnnnibpcaj pcgclefindmkaj/https://inside.tamuc.edu/academics/cvSyllabi/syllabi/202080/81385.pdf</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p>	<p>Case Study HBR Case Study : BlewMinds</p> <p>Assignment Students will create BCG Matrix for Indian or Global company, allocate SBU's to each category and justify with supporting data.</p> <p>Students will give presentation on their assignment in the classroom</p>

			Industry Mapping: Tools for competitive analysis Textbook Mapping Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch & Belch, MC Graw Hill Publication, 13 th Ed.	
2	Advertising and Media Strategy:	Advertising Objectives, Types, and Appeal Strategies · Creative Brief and Copy Development · Media Planning and Scheduling, · Measuring Ad Effectiveness	International Academia: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://inside.tamuc.edu/academics/cvSyllabi/syllabi/202080/81385.pdf AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: STP model for market analysis Textbook Mapping Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch & Belch, MC Graw Hill Publication, 13 th Ed.	Case Study How Media Choices are Changing Online Advertising Assignment A designer brand for cosmetics is eager to enter the India market. Students will advise this brand for segmentation, target market and positioning strategy in India using STP model learnt in class. Students will give presentation on their assignment in the classroom
2	Sales Promotion, Public Relations & Personal Selling:	Sales Promotion Tools and Techniques, · Event Sponsorship and Experiential Marketing, · Public Relations and Publicity Strategies	International Academia: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://inside.tamuc.edu/academics/cvSyllabi/syllabi/202080/81385.pdf	HBR Case Study Boots: Hair-Care Sales Promotion Assignment Students will survey their friends

			<p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>Industry Mapping: Consumer decision making framework, Marketing research</p> <p>Textbook Mapping Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch & Belch, MC Graw Hill Publication, 13 th Ed.</p>	<p>in the class for their perceptions and behaviors around a product. This is then compared to an analysis of the marketing strategies of the product</p> <p>Students will give presentation on their assignment in the classroom</p>
2	Digital Media:	Evolution of Digital, Communication Channels, Content Marketing and Inbound Marketing ,Social Media Strategy (Facebook, Instagram, LinkedIn, X, Pinterrest), Influencer Marketing, Email Marketing and Search Engine Marketing (SEO & SEM), Mobile Marketing	<p>International Academia: chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://inside.tamuc.edu/academics/cvSyllabi/syllabi/202080/81385.pdf</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>Industry Mapping: Product / Service mix, Product Life Cycle, New Product Development</p> <p>Textbook Mapping Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch & Belch, MC Graw Hill Publication, 13 th Ed.</p>	<p>HBR Case Study Inkpothub: Should the Digital Media Start-Up Continue?</p> <p>Assignment Student will select a new product - Service example and submit a presentation that demonstrates successful or unsuccessful application of concepts that they have learnt in class (product mix / service mix, new product development, product life cycle etc)</p> <p>Students will give presentation on their assignment in the classroom</p>
3	Introduction to Branding:	Significance of branding, difference between product and brand, rational for building brands from customer	<p>International Academia: https://careertraining.emich.edu/trainin-g-programs/certified-brand-strategist/</p>	<p>Case Study HBR AI and Brand Management: Promises and Perils</p>

		perspective and organizational perspective, types of brand, branding challenges	<p>chrome-extension://efaidnbmnnnibpcajpcg lclefindmkaj/https://students.business.colu mbia.edu/sites/students/files-efs/imce-uplo ads/Brand%20Man%20outline.pdf</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>Industry Mapping:</p> <p>Brand Equity, Branding strategy</p> <p>Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India</p>	<p>Assignment Students will conduct an in-depth analysis of a brand of their choice. Students will apply the concepts that they have learned in class (brand equity, branding strategy and brand value)</p> <p>Students will give presentation on their assignment in the classroom</p>
	Creating a Brand:	Strategic planning for creating a brand, designing brand identity, measuring brand personality and brand image	<p><a href="https://careertraining.emich.edu/trainin
g-programs/certified-brand-strategist/">https://careertraining.emich.edu/trainin g-programs/certified-brand-strategist/</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India</p>	<p>Case study HBR <u>Linc Pen and Plastics Limited: Creating a Brand from a New Product</u></p> <p>International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/)</p> <p>(https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/whats-the-right-price.pdf)</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p>

				Industry Mapping:
3	Brand Equity:	Brand Equity defined, need for building brand equity, steps in building a brand, brand resonance pyramid, sources of brand equity. Measuring Brand Equity , Need for measurement, brand Value, Brand trength	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/whats-the-right-price.pdf) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Pricing strategies Textbook Mapping Chapter 16, Chapter 17 Brand Management: Principles and Practices Kirti Dutta OUP India	Case Study HBR Unilever: Using Horlicks's Brand Equity to Lead Assignment Students will design a pricing strategy for a new product. They will consider the competition prices, value to the customer, cost of production and profit margins. Students will give presentation on their assignment in the classroom
4	Brand Positioning:	Concept of brand Positioning, crafting the Positioning Strategy, Guiding principles for positioning, re-positioning, re-positioning strategies	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Concepts related to distribution strategies.	HBR Case Study Sustaining an Ethnic Soft Drink - Paper Boat: Brand Positioning and Consumer Behavior Assignment Students will design a distribution channel for a product/service of their choice. Students will give

			Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India	presentation on their assignment in the classroom
4	Brand Strategies	Need for designing brand strategies, choosing a brand name, line extension, brand stretching, brand extension decisions, brand architecture and brand portfolio	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Promotion Mix , 5M Model Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India	HBR Case Study Tesla: Branding Strategies for New Products Assignment Students will design a promotional campaign for a new product using promotional mix elements discussed in classroom. Students will give presentation on their assignment in the classroom
	Managing brands across boundaries	challenges in going international, ethical brand Positioning, critical factor for success	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Promotion Mix , 5M Model Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India	HBR Case Study Haier: How to Turn a Chinese Household Name into a Global Brand

Suggested Readings:

- Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch & Belch, MC Graw Hill Publication, 13 th Ed.
- Advertising And Sales Promotion: S H H Kazmi, Satish K Batra, Excel Books.
- Strategic Brand Management Elliot, Richard, Oxford University Press
- Strategic Brand Management Kapferer, Jean-Noel Kogan Page
- Brand Management: Principles and Practices Kirti Dutta OUP India

2.Paper Name- Marketing Research**Paper Code- MM302****COURSE OBJECTIVES:**

- To learn how to develop a research proposal (Linked to CO1)
- To understand what research design to be applied to solve organization problems. (Lined to CO2)
- To learn how to design a questionnaire and select samples for conducting survey. (Linked to CO3)
- To learn analytical procedures to scientifically arrive at solutions for business problems. (Linked to CO4)

COURSE OUTCOMES

CO1. Will be able to develop research proposal : (Linked to PO1)

CO2. Will be able to decide what research techniques to be applied to conduct research to solve organizational problems : (Linked to PO1)

CO3. Will be able to design questionnaire and select samples to conduct survey to solve organizational problems : (Linked to PO1)

CO4. Will be able to analyze the data and draw conclusion scientifically to solve business problems : (Linked to PO9)

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Assignment
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1	Introduction to business research	What is research? Types of research – Exploratory, Descriptive & Causal research ; The Process of Research, Research applications in business decisions, Features of a good research study	<p>International Academia</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Will learn to convert management problem to research problem. Will learn about research process for answering management problem.</p> <p>Reference : Ch 1: Introduction to business research ; Book : Research Methodology: Concepts & Cases by Deepak Chawla & Neena Sondhi</p> <p>Course Outcome CO1</p>	
2	Research Proposal	Contents of a research proposal	<p>International Academia</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Will learn to write research proposal, which need to be submitted to the management for getting approval from the management</p> <p>Reference : Ch 1 Introduction to business research (Appendix 1.1 : How to formulate the business research proposal), Book : Research Methodology: Concepts & Cases by Deepak Chawla & Neena Sondhi</p>	

			Course Outcome CO1	
3	Research Designs	What is research design ? Classifications of research designs - exploratory, descriptive & causal research	<p>International Academia</p> <p>AICTE Prescribed Syllabus</p> <p>Industry Mapping Will be able to decide what research technique is to be applied for conducting business research.</p> <p>Reference : Ch 3: Research designs : Exploratory & descriptive ; Book : Research Methodology: Concepts & Cases by Deepak Chawla & Neena Sondhi</p> <p>Course Outcome CO2</p>	<p>What research design to apply? Use the following case.</p> <p>Case 3.1 : Keep your city clean : Environmental concerns; Source : text book : Research Methodology: Concepts & Cases by Deepak Chawla & Neena Sondhi</p>
4	Attitude Measurement and Scaling and questionnaire design	Types of measurement scales , Attitude , Classification of scales , Measurement error , Criteria for good measurement , Case study for questionnaire design	<p>International Academia (MIT) https://ocw.mit.edu/courses/11-233-crafting-research-questions-and-qualitative-methodology-fall-2005/</p> <p>AICTE Prescribed Syllabus</p> <p>Industry Mapping Will learn to design a questionnaire with appropriate scaling techniques for conducting survey.</p> <p>Reference : Ch 7: Attitude Measurement and Scaling ; Book : Research Methodology: Concepts & Cases by Deepak Chawla & Neena Sondhi</p> <p>Course Outcome CO3</p>	<p>Design a Questionnaire. Use following case. study.</p> <p>Case 7.1: Tupperware India Pvt Ltd. Book : Research Methodology: Concepts & Cases by Deepak Chawla & Neena Sondhi</p>

5	Sampling	Sample or census ; The sampling designing process; Classification of sampling techniques ; Non probability sampling techniques; Probability sampling techniques ; Internet sampling	<p>International Academia</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Will learn to select sampling technique to be used in research and also learn how to draw samples using that sampling technique</p> <p>Reference : Ch 11: Sampling : Design & Procedures; Book : Marketing research : An applied orientation by Naresh K. Malhotra & S. Dash</p> <p>Course Outcome CO3</p>	
6	Frequency distribution, Cross tabulation and Hypothesis testing	Frequency distribution, Statistics associated with frequency distribution, General procedure for hypothesis testing, Cross tabulations, Statistics associated with cross tabulation, Hypothesis testing related to differences, Para metric tests, Non parametric tests	<p>International Academia</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping</p> <p>Reference : Ch 15: Frequency distribution, Cross tabulation and Hypothesis testing Book : Marketing research : An applied orientation by Naresh K. Malhotra & S. Dash</p> <p>Course Outcome CO4</p>	

Text Books

1. Research Methodology: Concepts & Cases by Deepak Chawla & Neena Sondhi (Chapter 1, 3, 7)
2. Marketing research : An applied orientation by Naresh K. Malhotra & S. Dash (Chapter 11, 15)

3.Paper Name- Sales and Distribution Management

Paper Code- MM303

Course Objectives:

- To outline key sales concepts and its application to different markets
- To emphasize the role of sales management in decision making

- To introduce the concept of distribution management as a framework for strategies.
- To expose students to a systematic framework of distribution & implementations

Course Outcomes :

CO1: To understand the fundamental concepts of sales management

CO2: To identify the sales management strategies to make marketing decisions.

CO3: To understand the factors and processes essential for distribution strategy

CO4: To develop distribution strategies based on marketing objectives

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Introduction to SDM & Marketing	Evolution of sales department, nature & scope of personal Selling & sales management,	International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2	Case Study KR Cash and Carry Pvt Ltd

	Channels	roles and functions of a sales manager, social and ethical concerns in SDM, application of generative AI in sales.	<p>015/download/</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>Industry Mapping: Functions of a sales manager</p> <p>Textbook Mapping Chapter 1, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill</p>	<p>Assignment Students will study the role and functions of a sales manager and share their own recommendations for sales growth, using the concepts learnt in class.</p>
1	Introduction to Sales and Personal Selling	Types of selling situations, buyer-seller dyad, personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up) theories of selling	<p>International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>Industry Mapping: Personal selling process for closing</p> <p>Textbook Mapping Chapter 2, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill</p>	<p>Case Study Hindustan Hotel</p> <p>Assignment Students will discuss the significance of Personal selling as a tool to increase the sales volume with suitable examples.</p>

2	Managing the Sales Force	Strategic planning and sales organization, sales department relations, distribution network relations, sales forecasting, sales budget, sales objectives, sales territories and quotas, functions of a sales manager, sales force planning, strategic sales management	<p>International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Sales forecasting, quotas, territories</p> <p>Textbook Mapping Chapter 3, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill</p>	<p>Case Study Kalyani Motors – transition from salesperson to sales manager</p> <p>Assignment Students will discuss the significance of conducting sales contests among the sales executives and retail managers. Also explain the different types of sales incentives.</p>
2	Sales Force Development	Sources of recruitment, selection process, methods of selection, need and purpose of training, types of training, designing a training program - ACMEE model, sales force compensation, leading and motivating the sales force	<p>International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Recruitment and training for sales</p> <p>Textbook Mapping Chapter 6, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant</p>	<p>Case Study SHB Bank: Fraud Control Unit</p> <p>Assignment Students will discuss the different sources of recruitment and also different training needs of freshers and experienced sales persons.</p>

			Cavale, Publisher - Tata McGraw-Hill	
2	Directing and Controlling the Sales Force	Supervision, territory management, determination of quota/target, sales analytics, costs and profitability, sales force evaluation.	<p>International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Sales force evaluation</p> <p>Textbook Mapping Chapter 4, Chapter 7, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill</p>	<p>Case Study CD Products Limited</p> <p>Assignment Student will discuss the meaning of sales quotas and its significance in achieving the targets by the sales team. Also state the different types of sales quotas with example</p>
3	Marketing Channels:	Structure, functions and advantages, types of channel intermediaries (wholesalers, distributors, sales agents, brokers, franchisers, C&F agents, and retailers) channel migration & emergent channels, wholesaling and mass distribution	<p>International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Wholesaler, distributor, retailer</p> <p>Textbook Mapping Chapter 9, Chapter 10, Chapter 12, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill</p>	<p>Case Study discussion AMD – Advanced Measuring Devices</p> <p>Assignment Students will discuss the importance of distribution channel and how channel members add value during the distribution of different products to the end users.</p>

			McGraw-Hill	
3	Channel Design and Management	Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements, power and conflict in channel management	<p>International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Channel management and control</p> <p>Textbook mapping: Chapter 13, Chapter 14, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill</p>	<p>Case Study Modern Motors – selecting suitable channel partners</p> <p>Assignment Students will design a marketing channel for a new product. They will consider the channel objectives, constraints, customer service requirements etc.</p>
4	Physical Distribution & Logistics	Goals, function, processing, warehousing, inventory & transportation	<p>International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Physical distribution and logistics</p> <p>Textbook mapping: Chapter 16, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant</p>	<p>Case Study ITC – Rural Market e-Choupal</p> <p>Assignment Students will design a distribution channel for a product/service of their choice including suitable warehousing and transportation.</p>

			Cavale, Publisher - Tata McGraw-Hill	
4	Retailing and Modern Retail:	Retail strategies, location, Types of retail formats, stores layout, visual merchandising techniques, planning of assortment, servicing and buying of merchandise, supply chain management in retailing	<p>International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Retail, merchandising, supply chain</p> <p>Textbook mapping Chapter 11, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill</p>	<p>Case Study Santosh Kirana Stores</p> <p>Assignment Students will discuss different visual merchandising techniques and provide examples of each from stores they have visited recently.</p>

Suggested Readings:

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI./Pearson Education
2. Levy, M. & Weitz, B.A.- Retailing Management - McGrawHill
3. Panda, Sahadev: Sales & Distribution Management; OUP
4. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH
5. S.L. Gupta, Sales and Distribution Management, Excel Books India
6. Krishna K Havaladar, Vasant M Cavale, Sales and Distribution Management: Text and Cases, Tata McGraw-Hill Education

DETAILED SYLLABUS FOR FINANCE SPECIALIZATION

1.Paper Name- Taxation

Paper Code- FM301

Course Objective:

This course is designed to enhance the understanding of basic tax concepts. Emphasis is on understanding of tax law and how they apply to a wide range of real-world issue. This course will enable students to develop experience in identifying tax issues and applying the direct and indirect tax law to arrive at reasoned solutions to problems.

Course Outcomes

CO1 – Understand the concept of direct and indirect tax, exemptions, deductions and rate of tax

CO2 – Exhibit skills in calculating taxable income as per different provisions of law

CO3 – Analysis of tax issues and judgements relating to direct and indirect tax

CO4 – Tax planning within the framework of law to arrive at lawful solution to the problems

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Concepts:	Cannons of Taxation, Person, Assessee, Income, Previous Year, Assessment Year, Gross Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate, Relief.	<i>International Academia:</i> <i>Industry Mapping:</i> https://cleartax.in/s/section-115bac-features-new-tax-regime-benefits https://cleartax.in/s/direct-indirect-taxation-india-explained#gst https://cleartax.in/s/income-ta	Case Study

			x-allowances-and-deductions	
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2.	Residential Status and Tax Incidence:	Individual and Corporate. Income Exempted from Tax: Individual and Corporate	<p><i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p><i>Industry Mapping:</i> https://taxsummaries.pwc.com/india/individual/residence</p>	Case Study
3.	Computation of Taxable Income of Individual, HUF, Firm and Corporate:	Heads of Income – Salaries, Income from House Property, Profits and Gains from Business or Profession, Capital Gains, Income from Other sources. Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U; Set Off and Carry Forward of Losses – Principles, Meaning, Inter – sources and Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71, 72 and 73	International Standards	Case Study

4.	Computation of Tax for Individual, H.U.F, Firm and Corporate	Rate of Tax and Surcharge Tax, Rebate Tax Management – Submission of Return and Procedure of Assessment, Pan, Tan, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Payment of Tax, Refund of Tax, Minimum Alternate Tax.	<p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: https://www.incometax.gov.in/iec/foportal/help/all-topics/tax-payer/individual/how-to-file-tax-returns</p>	Case Study
5	Goods and Service Tax	GST in India. Features and Advantages, Structure of GST in India: CGST, SGST, UTGST, IGST, Taxes subsumed by GST, Commodities kept outside the scope of GST. Procedure for Registration; Deemed Registration, Cancellation of Registration, Revocation of Cancellation of Registration. Levy and Collection of Tax under GST: Rates structure of GST, Scope of supply, and Composition Scheme under GST	<p>International Standards :</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: https://www.gst.gov.in/help/enrollmentwithgst https://tutorial.gst.gov.in/userguide/compositionpoc/optforcomposition.htm https://www.gst.gov.in/help/offlineutility</p>	Case Study

6	Tax Planning:	Scheme of Tax Planning, Tax Planning for Salaries, Tax Planning for Profits and gains of Business or Profession, Tax Planning for Capital Gains. Return filing and cases	<p><i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p><i>Industry Mapping:</i></p> <p>https://www.incometax.gov.in/iec/foportal/downloads</p> <p>https://www.incometax.gov.in/iec/foportal/help/individual/return-applicable-1</p> <p>https://www.incometax.gov.in/iec/foportal/</p>	Case Study
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Suggested Readings:

1. **Text-**Students Guide to Income tax including GST V.K Singahnia, Monica Singhania, Taxman
<https://www.amazon.in/Taxmanns-Students-Guide-Income-University/dp/939159641X>
2. **Reference-** Practical Approach to Direct and Indirect Tax , Ahuja & Gupta (Income Tax and GST)
<https://www.amazon.in/Practical-Approach-Direct-Indirect-2020-2021/dp/9389702615>

2.Paper Name- Corporate Finance

Paper Code- FM 302

Course Objective: The objective of this course is to enable the students to understand the fundamentals of financial management in the context of a corporate entity. It attempts to acquaint them with different dimensions of corporate finance with a focus on the application of the relevant tools and techniques of financial decision making aimed at shareholder's wealth maximization.

Course Outcomes

CO1: Have a deeper understanding in objectives of financial management and enable the students to access the proper sources of finance for the business.

CO2: Enable the students to evaluate financial plans on the basis of cost of capital and optimal capital structure and to arrive a better financing decision through deeper knowledge in leverage.

CO3: Impart deeper understanding in working capital management and capital budgeting techniques.

CO4: Enable the students to identify courses of action in financial environment that would result in maximization of wealth of an organization

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Introduction to Corporate Finance/ Financial Management	Scope, Objectives, Functions; Role of Financial Manager; Agency Problem		1. Case Study and Assignment
2.	Time Value of Money	Concept of time value of money – present value and future value- compounding and discounting- concept of annuity	<p>International Academia: https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec02/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping:</p>	
3.	Operating and Financial Leverage	Introduction, Operating and Financial Leverage, EBIT – EPS analysis and indifference point	<p>Industry Mapping:</p> <p>https://docs.exideindustries.com/AnnualReport/cfd82e7b-ad36-4eac-b432-adb6ba33bdc2.pdf</p>	Case Study – Debt Financing , Firm Value, and the Cost of Capital
4.	Valuation of Stocks and Bonds	Valuation of Bonds and theories- valuation of stocks with single and multi-period analysis	<p>International Standards</p> <p>https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec04/</p>	

			https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/resources/lec2_valuation/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://docs.exideindustries.com/AnnualReport/cfd82e7b-ad36-4eac-b432-adb6ba33bd-c2.pdf	
5	Cost of Capital	Cost of equity; cost of debt; weighted average cost of capital; Project/divisional cost of capital	International Standards : AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.tcs.com/content/dam/tcs/investor-relations/financial-statements/2022-23/ar/annual-report-2022-2023.pdf	Case Study – The Boeing 7E7
6	The Capital Structure/Financing Decision	Concepts, Components of Capital, theories of Capital Structure , NI, NOI, Traditional theory and MM theory, the Optimal Financing Mix, the Financing Mix and choices	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping:	Case Study – The effects of Debt Equity Policy on Shareholder Return requirements and Beta

			https://www.tcs.com/content/dam/tcs/investor-relations/financial-statements/2022-23/ar/annual-report-2022-2023.pdf	
7	Working Capital Management and finance	Concepts; operating cycle; management of Debtors and Inventories; Cash Budgeting	<p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping:</p> <p>https://www.crisil.com/en/home/crisil-lacademy/classroom/Programmes/case-study-based-approach-on-working-capital-assessment.html</p>	Case Study- Making Working Capital Work
8	Investment Decision	Different criteria for taking investment decisions --- payback period, net present value, internal rate of return, Profitability Index Dealing with mutually exclusive projects; capital rationing; projects with different life cycles – equivalent annual value	<p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping:</p> <p>https://www.crisil.com/en/home/crisil-lacademy/classroom/Programmes/case-study-based-approach-on-working-capital-assessment.html</p>	

9	Capital Budgeting	Capital budgeting process; different types of project investments; basic concepts in estimating cash flows for evaluating investment proposals; evaluation of independent investment; replacement and mutually exclusive investments	<p><u>https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/resources/lec3_capital_budgeting/</u></p> <p>Industry Mapping:</p> <p><u>https://investors.larsentoubro.com/upload/AnnualRep/FY2023AnnualRepLT%20Integrated%20Annual%20Report%2023.pdf</u></p>	Case Study – Prudential Financial, INC.: Stockholders' equity and Balance Sheet Leverage
10	Risk in Capital Budgeting	Concept of risk; Statistical techniques; beta, Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees	<p>International Standards:</p> <p>AICTE prescribed syllabus: <u>https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</u></p> <p>Industry Mapping:</p> <p><u>https://investors.larsentoubro.com/upload/AnnualRep/FY2023AnnualRepLT%20Integrated%20Annual%20Report%202023.pdf</u></p>	
11	Measuring and Rewarding Performance	Economic Value Added(EVA), Advantages of EVA	<p>Industry Mapping:</p> <p><u>https://www.itcportal.com/about-itc/shareholder-value/report-and-accounts.aspx</u></p>	Case Study- The Financial Cockpit: Three Levers and One Flight Plan

12	The Dividend Decision	Dividend theories; considerations in deciding on dividend policy; bonus issues; share splits; buybacks	<p><i>International Standards:</i></p> <p>https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec07/</p> <p><i>Industry Mapping:</i></p> <p>https://www.itcportal.com/about-itc/shareholder-value/report-and-accounts.aspx</p>	
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Suggested Books:

1. Financial Management by Sheeba Kapil
<https://www.amazon.in/Financial-Management-Sheeba-Kapil/dp/8126554762>
2. Financial Management by Khan & Jain
<https://www.amazon.in/Financial-Management-Text-problems-Cases/dp/9353162181>
3. Financial Management (Second Edition) by Rajiv Srivastava and Anil Misra
<https://www.amazon.in/FINANCIAL-MANAGEMENT-2E-NA/dp/0198072074>

Reference Books:

1. Financial Management by I.M. Pandey
<https://www.amazon.in/Financial-Management-I-M-Pandey/dp/9325982293>
2. Corporate Finance with Financial Modelling by Rishi Mehra and Ruchi Arora, TAXMANN
<https://www.taxmann.com/bookstore/product/11056-corporate-finance-with-financial-modelling>

Course Objective: To Measure the risk and return of a stock or a portfolio position. Diversify and manage investment portfolios in accordance with a person's risk Preferences. Understand and evaluate investment opportunities.

Course Outcomes

CO1 - Description of the general structure of various financial markets.

CO2 - Value of financial products such as common stocks (both undervalued and overvalued) and fixed-income securities.

CO3 - Concept of Financial hedging instruments.

CO4- Building a diversified portfolio and assessment of portfolio performance

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
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1	Introduction to Investment & Portfolio Management:	Investment and speculation; factors in investment decision making; investment decision process; financial markets overview; approach to investment decisions	International Academia: https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154331introduction/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	1. Assignment
2	Security Valuation (Equity and Fixed Income valuation)	Valuation of Shares – different techniques; valuation of Bond – YTM; duration of bond; concept of Immunization	International Standards https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec04/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.moneycontrol.com/stocks/marketinfo/disc2bv/bse/index.php	Assignment and Case study
3	Risk and Return	Definition of Risk and Return; risk measurement; beta of a security, covariance and correlation, concept of portfolio risk and return	International Standards 1. https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154333portfolio1/ 2. https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec13/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/	1. Case study

		<u>AICTE MBA.pdf</u>	
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4	Asset Selection Techniques/ Security Analysis	Fundamental Analysis; calculation of intrinsic value of security; Technical Analysis; difference between Fundamental and Technical Analysis; Dow Theory; Elliot Wave Theory; Application of charts and graphs used in Technical Analysis – support and resistance levels; Line and Candlestick Chart; various patterns; analytical tools like MA, MACD, ROC, RSI	<p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping:</p> <p>https://www.moneycontrol.com/markets/technical/?classic=true</p> <p>https://www.moneycontrol.com/news/business/markets/-1288903.html</p> <p>https://www.moneycontrol.com/us-markets/technical-analysis/fortunebrandshomesecurity/FBHS/daily</p>	. Case study
5	Portfolio Theory and its application:	Measurement of Portfolio risk and return -- Traditional theory; Modern Portfolio theory -- Markowitz theory; Efficient Frontier; selection of Optimum Portfolio.	<p>International Standards:</p> <p>https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154333portfolio1/</p> <p>https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154335portfolio3/</p> <p>https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec13/</p> <p>Industry Mapping: https://www.scribd.com/document/368765029/291392962-Security-Analysis-and-Portfolio-Management-Case-Study</p>	. Assignments

6	Sharp Single Index Model:	advantages over Markowitz theory/model	<p>International Standards:</p> <p>https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154335portfolio3/</p> <p>AICTE prescribed syllabus:</p> <p>https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p>	Assignments
7	CAPM Model:	Concept and interpretation – Security Market Line (SML) and Capital Market Line (CML); analysis, interpretation and application	<p>International Standards:</p> <p>1. https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154336capm1/</p> <p>2. https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec15/</p>	Assignments
8	Arbitrage Pricing Theory and Multi Factor Theory.	Arbitrage Pricing Theory and Multi Factor Theory.	<p>International Standards:</p> <p>https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154336capm1/</p> <p>https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec15/</p>	Case study
9	Managing Portfolio/ Mutual Funds :	Portfolio evaluation -- techniques of analyzing portfolio performance, modification of portfolio		1. Case Study – Portfolio Management: M@gic Investment
10	Efficient Market Hypothesis:	Concept of market efficiency; different types of market efficiency and their interpretation		

11	Lab exercises	Lab exercises using real time and EOD data interspersed in the theory classes		
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Suggested Books:

- 1) Security Analysis & Portfolio Management by Pandian;
<https://www.amazon.in/Security-Analysis-Portfolio-Management-Punithavathy/dp/9325963086>
- 2) Investment Analysis & Portfolio Management by Prasanna Chandra;
<https://www.amazon.in/Investment-Analysis-Portfolio-Management-6th/dp/9354600077>
- 3) Security Analysis & Portfolio Management by Nagarajan & Jayabal
<https://www.amazon.in/Security-Analysis-Portfolio-Management-Nagarajan/dp/8122430430>

DETAILED SYLLABUS FOR HUMAN RESOURCE (HR) SPECIALIZATION

1.Paper Name- Manpower Planning Recruitment & Selection

Paper Code- HR301

Course Objective: As per the guidelines provided by the All-India Council for Technical Education (AICTE), the course objectives of this Module are typically aim to equip students with the knowledge, skills, and competencies required to effectively manage the Manpower Planning, Recruitment & Selection Function of any organization.

Course Outcomes:

CO1: Understanding Manpower Planning: Understanding of the concept and importance of manpower planning in organizations.

CO2: Recruitment Strategies and Techniques: Familiarize students with various recruitment strategies, techniques, and methods used to attract and source qualified candidates for job vacancies.

CO3: Selection Processes and Tools: Educating students about the selection process and the tools and techniques used to assess and evaluate candidates for employment.

CO4: Legal and Ethical Considerations: Understand the legal and ethical considerations involved in manpower planning, recruitment, and selection processes. **CO5:** Diversity and Inclusion: Promoting an understanding of the importance of diversity and inclusion in the recruitment and selection process.

CO6: Technology and Innovation: Introduce of the role of technology and innovation in manpower planning, recruitment, and selection processes.

CO6: Strategic HRM Perspective: Providing students with a strategic perspective on manpower planning, recruitment, and selection as integral components of strategic human resource management (HRM).

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Strategic Staffing	HR Planning— Concept, Benefits, Process, Factors affecting HR Planning, Macro and Micro Level of Manpower Planning, Barriers, Requisites for successful HR Planning, Manpower Strategy, Balancing Supply and Demand	<p>International Academia</p> <p>Strategic HR Management Sloan School of Management MIT OpenCourseWare</p> <p>AICTE Prescribed Syllabus</p> <p>https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping</p> <p>Group Discussion – Conduct two set of Group Discussions based on these topics.</p> <ul style="list-style-type: none"> ● Importance of Technology in Strategic Staffing – Opportunities and Challenges <p>Diversity and Inclusion in Strategic Staffing: Building a Diverse Workforce for Success</p> <p>Text Book Mapping</p> <p>HR Forecasting and Planning. Paul Turner, Jaico Publishing House.</p> <p>Recruiting, Interviewing, Selecting and Orienting New Employees. Diane Arthur, PHI Learning Pvt Ltd. 4th Edition. 2013.</p>	Form a group and connect with any Start-up Company to create the Strategic Staffing Plan to optimize the cost of Manpower.

1	Methods & Techniques:	<p>Demand Forecasting Techniques – Managerial Judgement, Ratio Trend Analysis,</p> <p>Work Study Technique,</p> <p>Delphi Technique,</p> <p>Regression Analysis, New Venture Analysis.</p> <p>Supply Forecasting -- Analysis of existing Manpower, Analysis of internal supply- inflows and outflows, turnover rate, productivity level, movement among jobs,</p> <p>Analysis of external supply.</p>	<p>International Academia</p> <p>Strategic HR Management Sloan School of Management MIT OpenCourseWare</p> <p>AICTE Prescribed Syllabus</p> <p>https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p>	<p>Form Groups to work as a team on this below assignment:</p> <p>In this assignment, you will assume the role of a strategic workforce planning consultant hired by XYZ Corporation, a global company facing challenges in aligning its workforce with organizational goals.</p> <p>Your task is to analyze demand and supply forecasting techniques and recommend strategies for effective strategic staffing.</p>
2	Job Analysis & Competency Mapping	<p>Job Analysis: Concepts, Process, Job Description, Job Specification, Uses, Limitations</p>	<p>International Academia</p> <p>https://hr.unl.edu/compensation/nuvalues/jobanalysis.shtml/#:~:text=Job%20analysis%20is%20the%20process,to%20determine%20placement%20of%20jobs.</p>	
2	Competency Mapping	<p>Competency Mapping: Procedures and steps,</p> <p>Methods of data collection for mapping, developing competency models from raw data,</p> <p>Types of competencies, Benefits of competency-based assessment</p>	<p>Industry Best Practices</p> <p>https://www.aihr.com/blog/competency-mapping/</p>	<p>Case Study on implementing Competency Based Assessment.</p>

3	Recruitment:	<p>Recruitment - Definition, Objectives, Process,</p> <p>Sources – Internal and External - online recruitment, employee referrals, recruitment process outsourcing, head hunting etc</p> <p>Recruitment evaluation, Recruitment trends in public sector and corporate world.</p>	<p>Work on this Case Study – Recruitment and Selection for Retail Industry.</p> <p>https://www.researchgate.net/publication/282667869_A_Case_Study_on_Recruitment_Selection</p>	
3	Selection:	<p>Selection: Process, Testing for selection of employees, use of psychological tests and other selection techniques,</p> <p>Interviews, Interviewing skills, Common interview problems,</p> <p>Errors in selection, Evaluation of selection process, Making selection effective, employer branding.</p>	<p>Industry Best Practices</p> <p>Conduct a Workshop and project dissertation on – Implementation of social media Tools and AI in Interview and Selection Process</p>	<p>Conduct a Research on different Online open ware available for selecting Candidates for Job fitment.</p>
4	HR Audit and HR Accounting:	<p>Definition, Objectives, Scope, Purpose, Importance,</p> <p>Approaches or Methods of accounting and audit, Advantages and Limitations</p> <p>Orientation: Objectives, Benefits of orientation programs, Preparation before the employee starts,</p> <p>Organizational orientation, Departmental orientation</p>	<p>Industry Best Practices:</p> <p>https://www.keka.com/glossary/human-resource-audit</p>	<p>Design the Template for conducting HR Audit for an organization which is in the domain of Education Sector – and wishes to diversify in Content Platform for Education sector.</p>

2.Paper Name- Employee Relations

Paper Code- HR302

COURSE OBJECTIVES:

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.

COURSE OUTCOMES

CO1: Remember and understand the definitions and classifications used in the study of concepts related to Employee Relationship Management, Industrial Relations Management, Discipline and clauses from labour laws for achieving organizational objectives efficiently and effectively.

CO 2: Apply the detailed concepts of Industrial relations, trade unionism, collective bargaining, WPM and the associated laws linking these concepts.

CO 3: Analyse and evaluate the information thus gathered to the provisions of statutory social security and other welfare benefits and their implementation for better Industrial relations.

CO 4: In depth understanding and application of the different statutory and non-statutory benefits for providing a safe, healthy and hygienic work place to employees and their protection from exploitation by employers.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Employee Relations Management (ERM)	Overview, Tools, Core Issues, ERM in multi union situations in Core Sector, ERM in Service & IT Sector , Strategic ERM -Strategy and Employment Policies, Future Challenges, Performance Management Services, Involvement and Commitment as Competitive Advantages The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys	International Academia Industrial-Organizational Psychology - Harvard University AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion Topic: • Challenges and Strategies in Managing Multi-Union Situations • Future Trends in Employee Relations Management Textbook Mapping	Contacting managers or HR professionals Interview the selected managers to understand their day-to-day responsibilities, challenges faced in managing employee relations, and strategies employed to foster positive employee relations within their respective organizations.
1	Industrial Relations	Industrial Relations: Overview, importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary Issues in Employee Relations	International Standards https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: - Exit Interview	Case Study: The Management vs The Joint Commissioner Of Labour on 25 July, 2019 https://indiankanoon.org/doc/89697729

			Textbook Mapping Chapter-4, S C Srivastava, Industrial Relations and Labour Laws, Wiley	
1	Employee Discipline	Employee Discipline: Types, Misconduct, Disciplinary Action, Disciplinary Enquiry and Procedures, Grievance Handling and Redressal.	International Standards: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Disciplinary Action form Grievance form Textbook Mapping Chapter 6,7 R.C.Sharma, Industrial Relations and Labour Legislation, PHI	Role-play: Union Representation in Disciplinary Proceedings
2	Laws relating to Industrial Relations	Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947;	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Union Density Mapping Textbook Mapping	Analyzing Govt reports on labour laws

			<p>Chapter-5,8,15,16. S C Srivastava, Industrial Relations and Labour Laws, Wiley</p> <p>Chapter-8, S. Thothadri and Vijayalakshmi M., Wiley, Industrial and Labour Laws.</p>	
2	Trade Unionism in India	<p>Trade Unionism in India : Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers' Organizations in India, Managerial Associations.</p>	<p>International Standards : https://harvard.simplesyllabus.com/en-US/doc/nybz47trc</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: -- Filling of unfair labour practice form for factories and industries</p> <p>Textbook Mapping Chapter-5,8 S C Srivastava, Industrial Relations and Labour Laws, Wiley</p>	The Liverpool Dockers' Strike (1995-1998)

3	Collective Bargaining	Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.	<p>International Standards : https://harvard.simplesyllabus.com/en-US/doc/nybz47trc</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Agreement Crafting</p> <p>Textbook Mapping Chapter-6 S C Srivastava, Industrial Relations and Labour Laws, Wiley</p>	Conduct a role-play simulation of a collective bargaining negotiation between a union representing workers and an employer
3	Employee Participation in Management	Meaning of Employee Participation and Empowerment, Advantages, Employee Participation in India- WPM, EPM, Quality Circles- Concept and Practices in India	<p>International academia Industrial-Organizational Psychology - Harvard University</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Role Play on Reviewing new job descriptions and planning compensation</p> <p>Textbook Mapping Chapter-7 S C Srivastava, Industrial Relations and Labour Laws, Wiley</p>	<p>Case Study:</p> <p>The Elite Circle of \$1 CEOs</p> <p>Textbook: Fred Luthans, Organizational Behavior, Mc Graw Hill Education</p>

3	Evolution of Labour laws in India	Evolution of Labour laws in India	<p>International academia Industrial-Organizational Psychology - Harvard University</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Group Discussion Labour laws and its relevance in the AI era</p> <p>Textbook Mapping Online Resource: Labour Laws in India Source: https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf</p>	<p>Case Study:</p> <p>There are Teams, and There are Teams</p> <p>Textbook: Fred Luthans, Organizational Behavior, Mc Graw Hill Education</p>

3	Laws relating to Social Security	<p>Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Contract Labour (Regulations and Abolitions) Act, 1970; Payment of Gratuity Act, 1972, The. Protection of. Human Rights Act, 1993, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.</p>	<p>International academia Industrial-Organizational Psychology - Harvard University</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: National Insurance Co. Ltd Vs Zaheeda Banu, 2011(ECA-1923)</p> <p>Tehelka Case (2013)</p> <p>Textbook Mapping Chapter-18,19,20,22,32,21 S C Srivastava, Industrial Relations and Labour Laws, Wiley</p> <p>Chapter-15, P K Padhi, Labour and Industrial laws, PHI</p> <p>The Protection of. Human Rights Act, 1993 Online Resource: https://www.mha.gov.in/sites/default/files/Protection%20of%20HR%20Act1993_0.pdf</p>	<p>Case Study:</p> <p>Jyoti Suhag Vs State of Haryana 2016 (Maternity Act-1961)</p>
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4	Employee Welfare and ILO	Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India	<p>International academia Industrial-Organizational Psychology - Harvard University</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Experiential Exercise A Negotiation Role-Play</p> <p>Textbook Mapping</p> <p>Chapter-7 S C Srivastava, Industrial Relations and Labour Laws, Wiley</p> <p>Online Resource: https://www.ilo.org/ https://www.un.org/youthenvoy/2013/08/ilo-international-labour-organization/</p>	<p>Case Study:</p> <p>When Workers Just Can't Cope</p> <p>Textbook: Fred Luthans, Organizational Behavior, Mc Graw Hill Education</p>
4	Laws related to wages	Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976	<p>International academia Industrial-Organizational Psychology - Harvard University</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping:</p>	<p>Case Study:</p> <p>Airfreight Ltd Vs State of Karnataka 1999</p> <p>Introduction to different forms</p> <p>Payment of Bonus Act 1965, filling of schedule</p>

			<p>Case study Samira Ahmed Vs BBC (Equal remuneration act 1976) https://www.bbc.com/news/entertainment-arts-50599080</p> <p>Textbook Mapping Chapter-26,27,28,29 S C Srivastava, Industrial Relations and Labour Laws, Wiley</p>	<p>I(Computation of Gross Profits)</p> <p>Source: Thothadri and Vijayalakshmi., Wiley Pg. 149).</p>
4	Laws related to Establishment	Factories Act, 1948; Plantations Labour Act, 1951; Mines Act, 1952; Shops & Establishment Act 1963	<p>International academia Industrial-Organizational Psychology - Harvard University</p> <p>AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping: Ravi Shankar Sharma v. State of Rajasthan (1993)</p> <p>Textbook Mapping Chapter-31, S C Srivastava, Industrial Relations and Labour Laws, Wiley</p> <p>Mines Act 1952 https://labour.gov.in/sites/default/files/theminesact1952.pdf</p> <p>WB Shops and Establishment Act</p>	<p>Case Study:</p> <p>Punjab Ex Servicemen corporation Vs Harjinder Singh(Factories Act 1948)</p> <p>Source: S C Srivastava Pg 405.</p>

			1963 https://wbic.gov.in/sites/default/files/upload/content_act_rule_pdf/The%20West%20Bengal%20Shops%20&%20Estt.%20Act.%201963.pdf	
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Text Book

- Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing
- Labour and Industrial Laws, Padhi P K, PHI publication

Reference Books

- Industrial and Labour Laws, Thothadri S., and Vijayalakshmi M, Wiley
- Industrial Relations and Labour Legislation, R C Sharma, PHI publication

3.Paper Name- Compensation and Benefits Management

Paper Name- HR303

COURSE OBJECTIVES:

- To evaluate an organization's compensation strategy
- To explain different benefit types and options
- To evaluate and select an appropriate pay system for an organization's needs

COURSE OUTCOMES

CO1. Recognize how pay decisions help the organization achieve a competitive advantage.

CO2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

CO3. Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.

CO4. Design rational and contemporary compensation systems in modern organizations

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Compensation Management	Introduction, Compensation and Non-compensation Dimensions, Objectives of Compensation, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues	<p>International Academia https://www.hbs.edu/coursecatalog/1816.html</p> <p>(Point-1)</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping Experiential Exercise</p> <p>Pay Matters (Productivity Does, Too) Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam</p>	<p>Experiential Exercise</p> <p>Mapping Compensation Strategies, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam</p> <p>UK Case Centre: Compensation Management Caselet 1</p>
1	Job Evaluation Approach to Compensation Management	Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation. Compensation Strategy at Micro Level, Concept of Equity	<p>International Academia https://www.hbs.edu/coursecatalog/1816.html</p> <p>(Point-4)</p> <p>AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping</p>	<p>Experiential Exercise</p> <p>Job Evaluation at Whole Foods, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam</p> <p>UK Case Centre: Compensation Management Caselet 2</p>

			Experiential Exercise The Customer Service Agent, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	
1	Compensation Structure	Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency based Compensation, Pay for Performance, Executive Compensation	International Academia https://www.hbs.edu/coursecatalog/1816.html AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Experiential Exercise You Want to Lead an Orchestra! Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	Experiential Exercise Climb the Legal Ladder, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam UK Case Centre: Compensation Management Caselet 3
2	Rewards	Objectives and Purpose of Rewards System, Elements of Total Rewards, Types of Rewards – Financial (Incentives, Direct, Indirect) and Non-Financial, Equity based rewards, Team rewards, Reward strategy and psychological contract, Designing the Reward System, VIE Theory.	International Academia https://www.hbs.edu/coursecatalog/1816.html AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Experiential Exercise	Experiential Exercise Fit the Pay-Mix Policy to the Compensation Strategy, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam UK Case Centre: Compensation Management Caselet 4

			Sledge Dog Software, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	
3	Concept of Wage and Compensation	Definition of Wage, Theories and Principles of Wage Determination, Types of Wages, Objectives of Sound Wage Policy	International Academia https://www.hbs.edu/coursecatalog/1816.html AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Experiential Exercise Word-of-Mouse: Dot-Com Comparisons, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	Experiential Exercise Burger Boy, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
3	Bonuses	Concept and Methods of calculations.	International Academia: https://www.hbs.edu/coursecatalog/1816.html AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping:	Experiential Exercise Merit Pay: Making Policies and Practices That Work! Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam

			Experiential Exercise <i>Incentives in the Club House,</i> Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	
4	Law Relating to Compensation and Benefits administration	Payment of Wages Act (1936), Minimum Wages Act (1948), Payment of Bonus Act (1965), Equal Remuneration Act (1976), Statutory Social Security Benefits.	International Standards: https://www.hbs.edu/coursecatalog/1816.html AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Lightning Industries, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	Experiential Exercise Love Inc. Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam

4	Employee Welfare and Working Conditions	Statutory and voluntary measures	International Standards : https://www.hbs.edu/coursecatalog/1816.html AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Compensation for Special Groups, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	Experiential Exercise General Technology, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
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Text Book

- Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
- Compensation Management: Dipak kumar Bhattacharyya, Oxford Press
- <https://www.amazon.in/Compensation-Management-Dipak-Kumar-Bhattacharyya/dp/0199456542>

Reference Books

- Strategic Compensation: A Human Resource Management Approach. Joseph J. Martocchio, Pearsons 7/E. 2014
- Compensation and Reward Management. B D Singh, Excel Books, 2008

DETAILED SYLLABUS FOR TECHNOLOGY MANAGEMENT SPECIALIZATION

1.Paper Name- Data Science Using R

Paper Code- TM 301

Course Objectives:-

Handling large dataset to mine business decisions using analytical platforms are most crucial task for business enterprise. This course is designed to focus on the application of Data Science using R programming language. Moreover, this course also design to teach various forecasting models to the learners that will help them to become industry ready for Business Analyst role.

Course Outcomes:-

At the end of this course the students will be able to:

- CO1** Understand the basic syntax, logic and programming skills.
- CO2** Exposure of various data management R tools for handling Big data
- CO3** Business Modeling and Forecasting
- CO4** Analyzing & optimizing Time series data

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Programming in R	Basics of R, Conditional and loops, R packages/libraries, Data mining GUI in R, Data structures in R, Exceptions/ debugging in R	International Academia: (https://ocw.mit.edu/courses/introduction-to-r-and-gis-fall-2023/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Explore Data Preprocessing Techniques using R Studio International Academia: (https://ocw.mit.edu/courses/introduction-to-r-and-gis-fall-2023/)	Basic syntax and uses of R programming.
2	Data Wrangling	Reading CSV, JSON, XML, .XLSX and HTML files using R, ETL operations in R, Sorting/ merging data in R, Cleaning data, Data management using dplyr in R	AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	Apply basic data cleaning and handling techniques.

3	Modelling in R	Linear regression model in R, Multiple linear regressions model, Representation of regression results, Non Linear Regression	International Standards https://online.stanford.edu/courses/stats203v-introduction-regression-models-and-analysis-variance-summer) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://www.coursera.org/learn/data-analysis-r/home	Develop sales forecasting models using analytical platforms.
2	Mining Algorithms using R	Association analysis, Market-basket analysis/ rules, Apriori algorithm, Segmentation analysis- types of segmentation, k-means clustering, Bayesian clustering, Principal Component Analysis (PCA)	International Academia: https://online.stanford.edu/courses/xfds112-r-programming-fundamentals/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	Students will develop small programs based on the concepts learnt in class. Apply basic Machine learning algorithms for managerial decision making.
	Time Series Forecasting in R and model deployment	Basics of time series, Components of time series, Time series forecasting, Deploying predictive models	International Academia: https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://www.coursera.org/learn/probability-intro/home	Apply basic time series forecasting using R analytical environment

	Case Study	1) Viacom: Democratization of Data Science 2) Kaggle 2019 Data Science Survey 3) Applying Data Science and Analytics at P&G 4) An Art & A Science: How to Apply Design Thinking to Data Science Challenges	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> https://www.coursera.org/learn/r-programming/home	Case Study and Project Solutions on various functional domains of Business using R

SUGGESTED READINGS:

TEXT BOOKS:

1. Data Analytics using R - Seema Acharya, Mc. Graw Hill Publication
2. R and Data Mining: Examples and Case Studies – Yanchang Zhao

REFERENCE BOOKS:

1. R for Data Science – Hadley Wickham and Garrett Grolemund
2. R in Action – Robert Kabacoff
3. R for Everyone: Advanced Analytics and Graphics – Jared P. Lander
4. The R Book – Michael J. Crawley

2.Paper Name- Marketing Analytics

Paper Code- TM302

Course Objectives:-

Marketing is a diversify area and most crucial task for business enterprise. This course is designed to focus on the application of analytics for fine tune marketing aspects. The product positioning and marketing forecasting using basic analytical hands on are the other objectives of this course.

Course Outcomes:-

At the end of this course the students will be able to:

- CO1** Understand the marketing analytics, its components and its data Management part.
- CO2** Evaluate how product, price and customer analytics will contribute towards effective marketing forecasts and product positioning.
- CO3** Exposure of various analytical tools for handling marketing data
- CO4** Analyzing & optimizing details of product, price and customer analytics for better marketing decision making

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Introduction to Marketing Analytics	Need, types and management of marketing data. Data Driven Marketing Approach, Marketing Engineering, Marketing Mix, Basic Principles of Marketing Analytics to Business Problems, Slicing and Dicing. Preprocessing and Summarize marketing data using analytical tools	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Explore Data Preprocessing Techniques using Power Query and Advanced Excel	Assignment Students will study various Marketing and Sales Data Preprocessing techniques using basic analytical tools
	Pricing Analytics	Basic Concept of Pricing, Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming		Assignment Students will learnt estimating Price Demand Curves and optimization

	Marketing Forecasting	Simple Regression and Correlation, Multiple Regression ,logistics and non- linear regression to forecast marketing and sales , Modeling trend and Seasonality, Ratio to Moving Average Method, Winter's Method	International Standards https://online.stanford.edu/courses/s tats203v-introduction-regression-models-and-analysis-variance-summer) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping:	Assignment Students will study to develop sales forecasting models using analytical platforms
	Strategic Marketing Analytics	The STP framework, Managing the segmentation process, Segmentation: in Real world: Classification and Cluster Analysis, Hierarchical and Non-Hierarchical - K Means and other Clustering, Discriminant Analysis	International Standards https://online.stanford.edu/courses/cs246-mining-massive-data-sets) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: WEKA, Orange Tools	Assignment Students will develop small programs based on the concepts learnt in class. Students will also learnt to handle business data for extraction, clearing and decision making prospective.
2	Positioning Strategies	Concept of Product positioning, Conduct a Positioning Study, Marketing Mix allocation, Digital Marketing	International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping:	

			https://www.linkedin.com/learning/marketing-analytics-presenting-digital-marketing-data/the-power-of-presenting-digital-marketing-data?u=229219690	
	Customer Analytics	Customer Management and CRM basics, Concept of CLV, Comparison of CLV with related metrics, Analyzing CLV, Extensions of CLV Analysis, Drivers of CLV, Uses of CLV metrics, Sentimental Analysis using analytical tools	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://www.coursera.org/learn/uva-darden-market-analytics	Assignment Students will ask to compute CLV and sentimental analysis based on the concepts learnt in class.
	Product Analytics	Concept of Product management and designing, Conjoint Analysis, Product Positioning, Product Association rule mining Product Analytics Basics, advantages, disadvantages and issues, Analytics tools for Product Managers	International Academia: https://online.stanford.edu/courses/xprod210-mastering-product-management-building-your-strategy) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Handling Large Datasets For Product association Analysis using WEKA	Assignment Case Study Solutions on Product Management, Product Affinity Analysis based problems solving

	Case Study	-----	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	Case Study Solutions on various functional domains of Business Management. Generative AI use cases in marketing
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SUGGESTED READINGS:

- Marketing Analytics - Data-driven Techniques with Microsoft Excel by Wayne L. Winston .
- Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders by Cesar A. Brea
- Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques , Mike Grigsby
- Digital Marketing Analytics: Making sense of Consumer Data in digital world, Chuck, Hemann, Ken Burbary; Que Publishing
- Marketing Analytics by Seema Gupta and Avadhoot Jathar, Wiley Publishing

3.Paper Name- Data Visualization for managers

Paper Code- TM303

COURSE OBJECTIVES:

- To Develop skills to both design and critique visualizations
- To Understand why visualization is an important part of data analysis
- To Understand the components involved in visualization design
- To Understand the type of data impacts the type of visualization

COURSE OUTCOMES:

CO1: Students will develop skills to both design and critique visualizations

CO2: Students will understand why visualization is an important part of data analysis

CO3: Students will understand the components involved in visualization design

CO4: They will understand the type of data impacts the type of visualization

Module	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
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number				
1	Visual Perception, Grammar of Graphics (Using R)	Component level design of tables and graphs, Preparing a Professional Excel- Excel Recap and Guiding Principles; The Power of Visualization; Introduction to Working with Data Sets; Introduction to the Components of Data Sets and the Relational Database Model; Introduction to Keys and Forming Data Tables, Introduction to Joins, Overview of SQL and Other Database Tools, Introduction to DAX; PowerPivot: Importing and Preparing Data, Linking Data Tables and Building the Relational Model, Using PowerPivot to Visualize Data, Calculated Fields, Multiple Data Tables and Filters	<p><i>International Academia:</i> https://www.linkedin.com/learning/r-for-data-science-analysis-and-visualization/r-for-data-science?u=229219690)</p> <p><i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p>	1. RStudio
2	Advanced Scenario Analysis	Advanced Scenario Analysis, Goal Seek, Scenario Manager, One-way Data Tables, Two-way Data Tables, Simulations, Solver	<p><i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p>	1. RStudio

3	Data Visualization	Introduction to Data Visualization; Effective and Ineffective Charting, Selecting the Right Type of Chart, Visualization Imperative, Message to Charts, Introduction to Chart Navigation, Column Chart, Combo Chart, Stacked Column Chart, Heatmap, Gantt Project Plan, Power View	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Excel
4	Dashboarding	Introduction to Dashboarding; Dashboarding: Beyond the basics, Form Controls and Grouping, Slicers and PowerPivot, Conditional Formatting and KPIs, Dashboard Finalization and Securing the Workbook	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Excel
5	Power BI	Introduction, Connecting to MS-Access Database, MS-Excel, Transformations, Managing Query Groups, Data Types, Dates, Conditional Columns, Data Transformation, Basic Visualizations, Reports, Dashboards: Introduction, Navigation, Filter, Exports	<i>International Standards:</i> (https://www.linkedin.com/learning/power-bi-essential-training-17362720?u=229219690) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. PowerBI Hands On
6	Common Visualizations in Excel	Bar Chart, Histogram, Pie chart, Line Graph, Area Chart, Scatter Plot, Bubble Chart, Stacked Area Chart, Stacked Bar Graph, Doughnut/Progress Chart, Stock Chart, Sparklines.	<i>International Standards:</i> (https://www.linkedin.com/learning/excel-data-visualization-mastering-20-plus-charts-and-graphs?u=229219690) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Excel Visualization

			india.org/sites/default/files/AICTE_MBA.pdf	
7	Common Visualizations in Tableau	Overview of Data Visualization, Significance of Data Visualization to managers, Introduction to Tableau, File Types, Visual Analytics, Dashboards and Stories, Calculations, Comparison with other visualizations.	<i>International Standards:</i> https://www.linkedin.com/learning/tableau-essential-training-22386688?u=229219690 <i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	1. Tableau Hands On

TEXT BOOK:

1. [Hadley Wickham: ggplot2 Elegant Graphics for Data Analysis](#)

REFERENCE BOOKS:

1. [Tableau for Dummies – Monsey, Wiley](#)
2. [PowerBI Dummies – Hyman, Wiley](#)
3. [Excel Data Analysis for Dummies – Nelson, Wiley](#)

DETAILED SYLLABUS FOR SUPPLY CHAIN & OPERATIONS MANAGEMENT SPECIALIZATION

1.Paper Name-Strategic Sourcing & Procurement

Paper Code- SC301

Course Objectives:

- The objectives of this course are to help the student develop knowledge and skills in the areas of purchasing and materials management, an increasingly important element of modern global commerce.
- This course aims to equip the participants, with the knowledge and techniques of purchasing as well as the legal issues affecting purchasing, the principles and practical knowledge required to plan and control inventory, a working knowledge on the principles and techniques of good sourcing practices for effective management of their organization.

Course Outcome:

CO1: Obtain an understanding on the function and importance of Strategic Procurement and how it plays a critical role in a company as well as its influence and interdependencies with other corporate functions, such as R&D, manufacturing, accounting, finance, etc.

CO2: Understand the importance of the procurement function in supply chain design and function through its responsibility for the firm's sourcing strategy and the strategic sourcing process, including supplier performance management methodologies, supplier identification, selection, and development, total costs, materials management, transportation and inventory decisions, and environmental and social responsibility issues.

CO3: Able to explain the role of global sourcing and the procurement process in supply chain management and its ethical, contractual, and legal issues faced by procurement professionals in the field to real-life issues, opportunities, decisions, and problems faced by practitioners.

CO4: Able to gain proficiency in analyzing and interpreting business articles and research papers pertaining to global supply chain management and the risks they face.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia
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Module 1	Introduction to SCM	<p>Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics, A model of SCM, Focus areas in SCM, Change Drivers, Evolution of SCM, Types of Cargoes. Cross docking warehousing, Agile SCM, Green SCM, Maritime SCMs. Case studies on SCM</p> <p>Linked Case Study: <u>IRCTC Supply Chain Management</u></p> <p>Linked Case Study: <u>Supply Chain Management of PepsiCo</u></p> <p>Linked Case Study: <u>Dell's Supply Chain Management Practices</u></p> <p>Linked Case Study: <u>Supply Chain Management@BigBasket(Hyperlocal e-Commerce Service)</u></p>	<p>International Academia https://www.michiganstateuniversityonline.com/programs/course/strategic-sourcing-2/AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/Model_Curriculum/AICTE-%20Logistic%20and%20supply%20chain%20(MTECH%202Y).pdf Industry Mapping https://www.ibm.com/blog/sourcing-use-cases/</p>
Module 2	Strategic Sourcing	<p>Supply Management and Commodity Strategy Development; Supplier Evaluation and Selection; Supplier Quality Management; Supplier Management and Development: Creating a World-Class Supply Base; Worldwide Sourcing.</p> <p>Linked Case Study: <u>Strategic Sourcing at Whirlpool China: Finding the Ideal Supplier</u></p>	<p>International Academia https://www.michiganstateuniversityonline.com/programs/course/strategic-sourcing-2/AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/Model_Curriculum/AICTE-%20Logistic%20and%20supply%20chain%20(MTECH%202Y).pdf Industry Mapping https://www.ibm.com/blog/sourcing-use-cases/</p>
Module 3	Strategic Sourcing Process.	<p>Strategic Cost Management; Purchasing and Supply Chain Analysis: Tools and Techniques; Negotiation and Conflict Management; Contract Management; Purchasing Law and Ethics.</p> <p>Linked Case Study: <u>Unilever Group in</u></p>	<p>International Academia https://www.michiganstateuniversityonline.com/programs/course/strategic-sourcing-2/AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/Model_Curriculum/AICTE-%20Logistic%20and%20supply%20chain%20(MTECH%202Y).pdf</p>

		<u>Arabia: Towards Strategic Sourcing</u>	pdf Industry Mapping https://www.ibm.com/blog/sourcing-use-cases/
Module 4	Procurement and Outsourcing	<p>Procurement and Outsourcing - Integrated Logistics Management - Routing of materials from origin to destination - role of physical delivery - Importance of Packaging- Principles of Packaging - Role, Cost, Economics - Packaging Materials - Customer Service functions in logistics.</p> <p>Linked Case Study: <u>Whirlpool Corporation Global Procurement</u></p> <p>Linked Case Study: <u>Mars Incorporated: Online Procurement</u></p>	International Academia https://www.michiganstateuniversityonline.com/programs/course/strategic-sourcing-2/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/Model_Curriculum/AICTE-%20Logistic%20and%20supply%20chain%20(MTECH%202Y).pdf Industry Mapping https://www.ibm.com/blog/sourcing-use-cases/

Text Book

1. Purchasing & Supply Chain Management 7th Edition, Monczka, Giunipero, Handfield & Patterson, Cengage
2. SUPPLY CHAIN MANAGEMENT: CONCEPTS AND CASES, 2nd Edition, ALTEKAR, RAHUL V., PHI

Reference Books

1. Supply Chain Management: A Logistics Perspective, 11th Edition, C. John Langley, Jr. | Robert A. Novack | Brian J. Gibson | John J. Coyle, Cengage
2. New Perspectives of Microsoft Office 365 & Excel 2019

Referred Cases

1. e-Procurement at Cathay Pacific Airways: e-Business Valuation
2. Unilever Restructures Its Supply Chain Management Practices
3. HyperPure: Zomato's Foray into B2B Foodtech
4. Wal-Mart's Supply Chain Management Practices
5. Supply Chain Transformation at Starbucks (B)

6. Supply Chain Transformation at Starbucks (A)
7. TSG Hoffenheim: Step-by-Step Analysis in Excel
8. DHL Supply Chain: Spurring Capacity Building to Fuel Expansion in India
9. Reimagining Amazon Product Packaging

2.Paper Name-Transportation Management

Paper Code- SC302

Course Outcomes:

1. Demonstrate their awareness and knowledge about the functioning of local and global business environment and society.
2. Demonstrate competencies in quantitative and qualitative techniques and usage of industrial simulation softwares.

3. Demonstrate a global outlook with the ability to identify aspects of global business and Cross-Cultural Understanding.
4. Demonstrate responsiveness to contextual business issues / problems and exploring solutions.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia
1	The Freight Industry Landscape	Importance of Freight - Scope of Freight Operations - Key Players - Trade Blocs and Freight	<i>International Academia:</i> 1. 2. INDUSTRY CONNECT

2	Understanding Supply Chains & The Role of Freight Operations	Supply Chain Basics - Freight Operations and Efficiency - Intermodal Transportation - Inventory Management and Freight	1.203J Fall 2006 Graduate Logistical And Transportation Planning Methods https://ocw.mit.edu/courses/15-769-operations-strategy-spring-2003/ HOME BASED SIMULATION LAB https://ocw.mit.edu/courses/15-772j-d-lab-supply-chains-fall-2014/
3	Transportation Modes & Intermodal Transportation	Understanding Each Mode - Choosing a Transportation Mode - Intermodal Transportation - Cost and Time Considerations	
4	Road Freight Operations	Types of Trucks and Trailers - Route Planning and Optimization - Regulations and Safety - Truckload vs Less-Than-Truckload (LTL) Shipments	
5	Rail Freight Operations	Rail Network and Classification Yards - Intermodal Operations - Types of Railcars - Rail Freight Regulations and Pricing	
6	Air Freight Operations	Cargo Aircraft Types and Capabilities - Air Cargo Terminals and Security - Regulations for Dangerous Goods - Air Freight Pricing	
7	Ocean Freight Operations	Types of Cargo Ships - Ocean Containerization and Intermodal Shipping - Incoterms and Responsibilities - Ocean Freight Routing and Port Considerations	
8	Freight Cost Management & Optimization Strategies	Cost Components in Freight Transportation - Optimizing Freight Costs Through Negotiation and Incoterms - Techniques for Freight Cost Reduction - Warehouse Management and Inventory Control	

9	Documentation, Regulations & Compliance	Essential Freight Documents - International Trade Regulations and Customs Clearance - Trade Finance and Payment Methods - Compliance Strategies and Best Practices	
10	Warehousing & 3PL Management	Understanding quality – influential leaders in modern quality management – the GAP Model – ISO 9000 – Six Sigma - cost-of-quality measurement – the “Seven QC Tools” - quality control systems – variation and statistical process control – constructing control charts – practical issues in SPC implementation – process capability	
11	Risk Management in Freight Operations	Cargo Loss, Damage, and Theft Mitigation Strategies - Cargo Insurance Options and Coverage Types - Real-time Tracking and Monitoring of Shipments - Regulatory Compliance and Fines	
12	The Future of Freight Operations	Emerging Technologies - Sustainability in Freight Operations	

Cases :

1. [SUMY: Urban Freight Delivery](#) Reference no. 620-0022-1B
2. [Transportation Decisions and Carbon Emissions at SparQ, Inc](#) Reference no. 623-0015-1
3. [Cargo and Culture: The Customs Integrated Cargo System \(A\)](#) Reference no. 2007-92.1
4. [Missing Boxes in Central Europe](#) Reference no. 615-037-1
5. The Dabbawala System: O Time Delivery Everytime HBR Case 9-610-059

3.Paper Name- Supply-Chain Analytics

Paper Code- SC303

Course Objectives.

1. Understand the concept Supply-Chain Analytics and the imperatives in governance.

2. The role of data cleansing, filtering and preparation.
3. Understanding its role in analysing and interpreting the data.
4. Understanding how to visualise the data through graphs, tables, charts.
5. The application of Analytics in Scheduling, Optimizing and Financial Planning.
6. The steps in digitization and the underlying technologies.

Course Outcomes.

C01. Understand the necessity of Supply-chain Analytics.

CO2. Map Data Identification, Data Analysis, and Data Visualization to Supply-Chain Analytics.

CO3. Appreciate the utility of Supply-Chain Analytics to effectively and optimally manage the Supply-Chain

CO4. Get acquainted with the modern technological developments and its relevance to the Supply-Chain.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia
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1	The importance of Data Governance	<p>Concept of Data Governance, tools used to analyse data. Importance of data quality. Identify the types of data. Explain the importance of data in Supply-Chain.</p> <p>Case study</p>	<p>Supply Chain Management and Analytics Coursera</p> <p>Data Quality and Data Engineering - The Case Centre</p>
2	Define and prepare the data	<p>Identify the objectives, queries to be asked, determine the location of the data, clean it by removing possible and obvious errors, and organise data in the required format.</p> <p>Case study</p>	<p>Supply Chain Management and Analytics Coursera</p> <p>A Technical Note on Data Preparation and Model Building with a Real Estate Dataset - The Case Centre</p>
4	Visualising the Data	<p>Various ways and means to visualise the data – charts, graphs, tables, statistical tools. The art of storytelling.</p> <p>Case Study</p>	<p>Supply Chain Management and Analytics Coursera</p> <p>Where Next? Identifying New Supermarket Locations for the Dairy Farm Group - The Case Centre</p>
5	Supply-Chain Analytics in Demand Planning,	<p>Introduction to Modelling.</p> <p>Descriptive Analytics. Total visibility into inventory of finished goods and raw materials as well as the batch numbers and other relevant details of the products to ensure</p>	<p>Catalog Harvard Business Publishing Education</p>

	scheduling, logistics and manufacturing	<p>that goods do not age or expire and FIFO principles are followed.</p> <p>Performance Management in Supply-chain Management</p> <p>Prescriptive Analytics - an extended Supply-Chain, Analytics for high quality forecasting, dynamic decision-making on a real-time basis, and immediate analysis of deviations along with capture of altered consumer behaviour and preferences. Applications of Artificial Intelligence.</p> <p>Case Study</p> <p>Inventory and Transportation models for optimization.</p> <p>Case Study</p>	<p>A Case Study on Smart Transportation and Logistics System-based Robot - The Case Centre</p> <p>Applying Integer Programming in an Everyday Transportation Case: An Optimization Problem - The Case Centre</p>
6	Supply-Chain Analytics in Financial Planning	<p>Supply-Chain Analytics and its role in reporting the current status of expenses and profitability and assist in modelling and reporting on financial impact of operations, overall spend, procurement, savings realization and future outlook.</p> <p>Case Study</p>	<p>Beyond the Financials: Insights, Analysis and Valuations Coursera</p> <p>Northwest Newsprint, Inc (B) - The Case Centre</p>
7	Digitization of existing data – modern technological	<p>IoT, Blockchain, Analytics, AI and 3D printing – applications in Supply-Chain</p> <p>IT enablement of Supply-Chain.</p> <p>A totally automated Supply-chain.</p>	<p>Supply Chain Digitization - Course (nptel.ac.in)</p>

	trends and Industry 4.0	Case-study .	Flipkart's Move Toward Automated Supply Chain Management - The Case Centre
8	Original Case studies	Real-life case study using an original example - a practical application of Supply-Chain Analytics	To be worked out

Suggested readings.

1. Supply Chain Analytics: Concepts, Techniques and Applications (2022 Edition) – Kurt Y. Liu
2. Supply Chain Management – Sunil Chopra and Peter Meindl., Pearson publications.
3. Modelling the Supply-Chain Jeremy FG. Shapiro, Duxbury Thomson Learning.
4. Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time by Gerald Feigin (Author) – business expert Press.
5. Supply Chain Analytics A Complete Guide - 2021 Edition Paperback by The Art of Service - Supply Chain Analytics Publishing (Author)

DETAILED SYLLABUS OF INDUSTRY SPECIALIZATION/MINOR

1.Paper Name- Managerial Business Intelligence-I

Paper Code- TM374

Course Outcomes:-

At the end of this course the students will be able to:

- CO1** Understand the Business Intelligence, its components and its applications to Business
- CO2** Explore and evaluate data mining strategies for extracting meaning insights
- CO3** Exposure of various analytical tools for handling and visualize business data and reports.
- CO4** Analysing & optimizing details various application of BI for better managerial decision making

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
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1	Overview and concepts of Business Intelligence	Definition, Features, need , life cycle and components of Business Intelligence(BI), Cloud BI, Architecture of BI , Introduction to Data Warehouses and data marts, Drill-down and roll-up - slice and dice or rotation – OLAP,ROLAP and other data models , Application and challenges of BI	International Academia: (https://online.stanford.edu/courses/stats202-data-mining-and-analysis) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	Assignment Students will study various data handling techniques.
	Introduction to Data Mining	Definition, need, related technologies-Machine Learning, Goals, stages and techniques of Data Mining, applications, and Business Intelligence vs. Data mining	Industry Mapping: Explore Data Preprocessing Techniques using Power Query and Advanced Excel	Assignment Students will learn and apply basic Data mining Techniques.

	Managerial Data Pre-processing	Need of pre-process data, Data types, Quality, Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction, Dimensionality reduction, Outliers Detection, Data Compression	International Standards (https://ocw.mit.edu/courses/res-str-002-data-managemen-t-spring-2016/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Advanced Excel and Power Query	Assignment Students will study to manage and analyze business datasets for managerial decision making.
2	Visualization For Managers Using Power BI	Introduction to Power BI ,Basic Transformations, Managing Query Groups, Data Types, Dates, Conditional column, Data Transformation,, Introduction to Visuals, Map Visualization, Tables, Charts: Scatter, Funnel, Waterfall, Bar, Pie, Combo, Gauge, Cards & KPIs, Power BI Dashboards: Introduction, Navigation, Filters, Reports with Hands on examples.	International Standards : (https://online.stanford.edu/courses/cs246-mining-massive-data-sets) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: & Power BI	Assignment Students will analyze business dataset and develop customized Dashboard using Power BI based on the concepts learnt in class
	Managerial Application of Business Intelligence	Emerging BI Trends & Technologies , Applications in Marketing Analytics, Product, Banking, Supply chain, CRM and ERPs,	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-managem-ent-analytics-frameworks-and-applications-fall-2015/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_M	Students will study and use applications of Data mining and BI for Business Applications.

			BA.pdf) Industry Mapping: https://www.linkedin.com/learning/marketing-analytics-presenting-digital-marketing-data/the-power-of-presenting-digital-marketing-data?u=29219690	
	Case Study, Projects and Certifications	=====	=====	

SUGGESTED READINGS:

- David Loshin Morgan, Kaufman, “Business Intelligence: The Savvy Manager’s Guide”, Second Edition, 2012.
- CindiHowson, “Successful Business Intelligence: Secrets to Making BI a Killer App”, McGraw Publication.
- G. Shmueli, N.R. Patel, P.C. Bruce, “Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner”, Wiley India.
- Marketing Analytics - Data-driven Techniques with Microsoft Excel by Wayne L. Winston .
- J. Han, M. Kamber, “Data Mining Concepts and Techniques”, Morgan Kaufmann
- Data Mining by Hongbo Du. Cengage EMEA

2.Paper Name- BFSI Sector Management – I

Paper Code- FM374

Course Objective:

The course will consist of combination of practice, theory and skills in the Banking, Financial Services & Insurance sector besides having knowledge of certain Acts prevailing as well as regulatory norms

Course Outcomes

CO 1- Understanding the basic concepts of banking finance and compliance norms

CO 2- Create the ability to use the fundamental concept to analyze the effect of business transactions on an organization's records and financial statements besides developing the sense of legal aspects involved in banking operations

CO 3 - Understanding the basics of banking operations and the guiding laws

CO 4 - Analyze the ability to use a basic system to create record, classify, and summarize the data needed to solve a variety of business problems and understanding the ability to use certain concepts, principles, and frameworks for proper evaluation and effective communication information to a variety of audiences

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Presentation of Financial Statements of Banks	CMA format, Disclosure requirements of Banks, BASEL norms	<p><i>International Academia:</i></p> <p>https://openlearninglibrary.mit.edu/courses/course-v1:MITx+11.405x+2T2020/course/</p> <p><i>Industry Mapping:</i></p> <p>https://taxguru.in/finance/prepare-cma-data-bank-loan-credit-monitoring-arrangement.html</p> <p>https://www.pnbindia.in/downloadprocess.aspx?fid=9ZsAqpV2ly1Q7dPb7QyzWQ==</p>	Case Study and Assignment

2.	Computerization – scope and experiences in banking	The Core Banking Components; Information Security; Internet and World Wide Web – Influences on Banking	<p><i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/file/s/AICTE_MBA.pdf</p> <p><i>Industry Mapping:</i> https://www.scribd.com/doc/13493922/Core-Banking-System-in-SBI</p>	2	Case Study and Assignment
3.	Banking Operations	Banking Operations & Accounting Functions Preparation of Vouchers, cash receipt and payment entries, clearing inward and outward entries, transfer debit and credit entries, what is KYC and what are the different documents to satisfy KYC, verify KYC and authenticity of documents, operational aspects in regard to opening of all types of accounts, scrutiny of loan applications/ documents, allowing withdrawals and accounting entries involved at various stages, operational aspects of CBS environment etc., Back office operations in banks, handling of unrecconciled entries in banks	<p><i>Industry Mapping:</i> https://www.idbibank.in/pdf/FAQVKYCFINAL.pdf https://www.idbibank.in/pdf/Terms-and-Conditions-01-03-2021.pdf</p>	2	Case Study and Assignment

4.	Regulations and compliance	Legal Frame work of Regulation of Banks Business of Banking; Constitution of Banks; RBI Act, 1934; Banking Regulation Act, 1949; Role of RBI; Govt. as a Regulator of Banks; Control over Co-operative Banks; Regulation by other Authorities. Public Sector Banks and Co-operative Banks SBI and its Subsidiaries; Regional Rural Banks; Nationalized Banks; Application of BR Act to Public Sector Banks; Disinvestment of Shares by Govt.; Co-operative Banks	<p><i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p><i>Industry Mapping:</i> https://www.rbi.org.in/Scripts/DraftNotificationsGuildelines.aspx</p>	3	Assignment
5	Legal aspects of banking operations	<p>Different Types of Borrowers</p> <p>Types of Borrowers; Limited Liability Partnership Types of Credit Facilities Cash Credit, Overdraft, Demand Loans, Term Loans, Bill Finance</p> <p>Secured and Unsecured Loans, Registration of Firms and Incorporation of Companies Definition of Secured and Unsecured loans; Need for Secured Loans; Registration of Firms; Consequences of Non-registration of Firms; Incorporation of a Company Bank Guarantees Definition and Types of Bank Guarantees; Banker's Duty to Honor Guarantee; Precautions to be taken for Issuance of Bank Guarantee; Precautions to be taken for Payment under Bank Guarantee; Invocation & Enforcement.</p>	<p><i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p>	5	Case Study and Assignment

		<p>Letters of Credit General Considerations of Letters of credit; Parties to a Letter of credit; Types of Letters of credit; Documents under a Letter of credit; UCPDC 600; Banks obligation for payment of Letter of credit.</p> <p>Deferred Payment Guarantees- Purpose of DPGs; Methods of Payment</p> <p>Laws Relating to Bill Finance Class of Bills and Laws Governing Bills; Classification of Bills; Categories of Bill Finance; Bill Finance and Legal Position of Banker</p> <p>Laws Relating to Securities and Modes of Charging – I Mortgage; Types of Mortgage; Enforcement of Mortgages</p> <p>Laws Relating to Securities and Modes of Charging – II Lien; Pledge; Hypothecation; etc.</p>			
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6	Banking related laws	<p>Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act(SARFAESI) Constitutional Validity; Definitions; Regulation & Reconstruction; Enforcement of Security Interest; Central Registry; Offences & Penalties; Miscellaneous Provisions</p> <p>Banking Ombudsmen Scheme Purpose; Extent; Definitions; Establishment; Powers; Procedure for Redressal Grievance</p>	<p><i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p><i>Industry Mapping:</i> https://m.rbi.org.in/Scripts/Complaints.aspx</p>	2	Assignment
7.	Commercial laws with reference to banking operations	<p>Transfer of Property Act,1882 Sale, Mortgage of Immovable Property; Types of Mortgages; Sale with and without court intervention; Lease of Immovable Property</p> <p>The Right to Information Act, 2005 Applicability; Definition; Important Provisions</p> <p>Right to Information and Obligation of Public Authorities-Obligations; Procedure; Disposal; Appeal; Orders; Penalties.</p> <p>The Prevention of Money Laundering Act, 2002 Obligations; Records to be Maintained; Procedure for Maintaining</p>	<p><i>Industry Mapping:</i> https://www.idbibank.in/riact-data-4.aspx</p>	4	Assignment

		& Furnishing Information; Maintenance & Verifications of Records of Identity of Clients. Information Technology Act, 2000 Definitions; Electronic Governance; Certifying Authorities; Digital Signature Certificates; Penalties; Appeal.			
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Suggested Readings:

1. J.A.I.I.B/D.B.F. Workbook on Principles and Practices of Banking
<https://www.amazon.in/Workbook-Principles-Practices-Accounting-Regulatory/dp/817194647X#:~:text=but%20comprehensive%20style.-,The%20J.A.I.I.B.,2010%20by%20Taxmann%20Publications%20Pvt.>
2. Banking Law and Practice- P.N Varshney, Sultan Chand & Sons
<https://www.amazon.in/BANKING-PRACTICE-VARSHNEY-25th-2014/dp/B0C3ZZ39Q1>

3.Paper Name- Organizational Change and Development

Paper Code- HR 374

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Organizational Change and Development	<p>Concept, History, Assumptions, Organizational Change, Process, Lewin's Model, Organizational Life Cycle, Values and Assumption of OD.</p> <p>Operational Components of OD: Diagnostic, Action and Process–Maintenance component.</p> <p>3. Characteristics and Foundation of OD Process: On-going interactive process, Form of Applied Behavioural Science,</p> <p>Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focus on Work Teams.</p> <p>OD and Action Research: Process, Approach, Use of Action Research in OD.</p>	<p>International Academia</p> <p><u>Managing Transformations in Work, Organizations, and Society Sloan School of Management MIT OpenCourseWare</u></p> <p>AICTE Prescribed Syllabus</p> <p>https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf</p> <p>Industry Mapping</p> <p>Group Discussion – Conduct two set of Group Discussions based on these topics.</p> <p>Text Book Mapping</p> <p>Organisation Development, Prentice Hall of India./ Pearson Education French, W. L. & Bell, C. H.</p>	<p>Conduct a Group Study on how the organizations have changed in the following parameters:</p> <ol style="list-style-type: none"> 1. Change in big enterprises like Tata, Unilever, etc. 2. Changes in family run medium size enterprises 3. In Start-ups

		OD Interventions: Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task – Process, Effective OD Interventions–Characteristics , Factors for Design.	<p>Organisation Development and Transformation, Tata Mc Graw Hill Gummings, T.G. & Worley, C.G.:</p> <p>Organization Development and Change, Thomson Pareek, Udai:</p> <p>Understanding Organisational Behaviour, OUP Robbins, S.P.: Organisational Behaviour, Prentice Hall of India. / Pearson Education</p>	
2	Team Interventions:	<p>Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Intergroup Interventions.</p> <p>Personal, Interpersonal and Group Process Interventions: Process consultation,</p> <p>Third– Party Intervention, Sensitivity Training, Transactional Analysis</p> <p>Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management,</p>	<p>International Academia</p> <p>Organizational Leadership and Change Sloan School of Management MIT OpenCourseWare</p> <p>Industry Mapping</p> <p>Explore research on the concept of Belbin Team Roles and conduct a study in an organization, and submit a process study as an External Consultant and provide recommendations for improvement.</p> <p>Belbin Team Roles Belbin</p>	<p>Activity 1:</p> <p>Analyse and explore the concepts of Six Thinking Hats and implement it in managing better Meetings.</p> <p>Activity 2:</p> <p>Work as a team to explore the different dynamics of Team Formation.</p>

		<p>Grid, Contingency Approach.</p> <p>Structural Interventions: Job Design, MBO, QWL, Socio technical Systems, Physical Setting, Conditions for OD</p> <p>Issues in OD: OD facilitators Role, OD consultant, Consultant–Client relationship, Problems in OD Interventions,</p> <p>Resistance –Individual and Organizational.</p>		
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4.Paper Name- Global Logistics & Supply Chain Management

Paper Code-MM374

Course Outcomes:

1. Demonstrate their awareness and knowledge about the functioning of local and global business environment and society.
2. Demonstrate competencies in quantitative and qualitative techniques and usage of industrial simulation softwares.
3. Demonstrate a global outlook with the ability to identify aspects of global business and Cross-Cultural Understanding.
4. Demonstrate responsiveness to contextual business issues / problems and exploring solutions.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia
1	Introduction to Global Logistics and Supply Chain Management	The need for going global – defining the global supply chain – landed cost modeling in global sourcing	World Trade Organization Cases Commonwealth Trade Case Studies: India
2	Product Selection and Adaptation for International Markets	Concept of product for international markets – export product planning – designing the products for international markets – selection of product for export – international product policy – leveraging product life cycle stages in exports	
3	INCOTERMS 2020	Introduction – factors influencing choice of delivery terms – purpose and scope of shipping terms – various types of INCOTERMS – applicable INCOTERMS in different modes of transport – INCOTERMS and transfer of risks – leveraging payment mode with INCOTERMS – choosing INCOTERMS for international trade deal	
4	International Sales Contract	Introduction – harmonization of rules on international sales of goods – ISC: the legal definition – elements of ISC – preparation of the export sales contract	

5	Processing of an Export Order	Introduction – formation of an export order – negotiation, receipt, acknowledgement of an export order – scrutiny, examination and clarification of an export order – steps in processing of an export order – post-export documentation for realizing payments and claiming benefits	
6	Export Import Documentation	Introduction – legal framework for EXIM documentation – role of EXIM documentation – aligned documentation system – various aspects of export documents – trade documentation practices in India	
7	Pre-Shipment Export Credit Scheme	Introduction – need for export finance – export financing facilities – pre-shipment finance for exports – pre-shipment credit in foreign currency – special cases of pre-shipment financing	
8	Post-Shipment Export Finance Scheme	Introduction – need for post-shipment finance – post-shipment finances scheme – mechanism of disbursal post shipment finance – special cases of post-shipment financing – gold card scheme for exporters – interest equalization scheme	
9	Method of Payment	Introduction – understanding the risk matrix in payment mode – factors affecting choice of payment mode – various modes of payment – methods of fund transfer	

Textbooks:

- Export and Import Management – Text and Cases, Wiley, By Prof. Dr. Ram Singh