



Shree Warana Vibhag Shikshan Mandal's
**Tatyasaheb Kore Institute of
Engineering And Technology,
Warananagar**



**Master of Business
Administration (M.B.A.)
Part-II
(Semester-III & IV)**

**(To be implemented from Academic
Year 2025-2026)**





**Shree Warana Vibhag Shikshan Mandal's
Tatyasaheb Kore Institute of Engineering and Technology,
Warananagar**

Vision

To sustain a distinct identity for the institute by providing quality technical and management education, academic flexibility, innovation, and industry relevant skills with professional ethics.

Mission

- To persistently implement flexible curriculum for preparing technocrats with sound skills and professional ethics.
- To strengthen industry-institute interface for effective enhancement of internships, employability, and entrepreneurship.
- To facilitate an atmosphere that encourages faculty and students to engage in meaningful academic and research activities.
- To enhance educational opportunities for the rural and weaker sections of the society.
- To inculcate lifelong learning with human values and concern for the society and environment.

Quality Policy

To promote excellence in academic and training activities by inspiring students for becoming competent professionals to cater to industrial and social needs.

Department of Business Administration (M.B.A.)

1. Vision

To be a Leading Business School recognized globally for developing innovative, socially responsible and ethical business leaders who administer sustainable growth in a rapidly changing global economy.

2. Mission

- To provide World-Class Education in Business Administration through a dynamic curriculum that incorporates cutting-edge research and real-world business management practices.
- To foster a vibrant environment of continuous learning which establishes creativity and innovations in taking ethical administrative decisions and providing strategic solutions for the problems raised thereto.
- To impart knowledge, abilities and attitudes necessary for future Business Administrators to carrying out managerial duties and establishing a sense of responsibility towards Society and Corporate Citizenship.
- To promote rich ancient Indian knowledge, ethical business practices and corporate social responsibility in all aspects of Management Education; to develop competitive generation of future administrators.

3. Quality Policy

The M.B.A. Department at Tatyasaheb Kore Institute of Engineering and Technology, Warananagar is committed for providing a high-quality education that ensures our students in getting knowledge, skills and values necessary to become successful and ethical business leaders and hence human being. We strive to-

- a. Deliver an exceptional learning experience that fosters critical thinking, problem-solving and innovative decision making.
- b. Maintain academic excellence through rigorous curriculum, qualified Faculty and state-of-the-arts facilities.
- c. Promote a culture of continuous improvement by seeking feedback from Students, faculty and Stakeholders to enhance our programme and allied services.
- d. Cultivate a diverse and inclusive learning environment that respects individual differences and prepares students to succeed in globalized business world.
- e. Foster ethical leadership by emphasizing the importance of integrity, alumni and the community to provide students with valuable networking opportunities and real-world experience.
- f. Prioritize student success by offering comprehensive support services including academic advising, career counselling and professional development programmes.

By adhering to these principles,

‘The M.B.A. Department at Tatyasaheb Kore Institute of Engineering and Technology, Warananagar; aims to produce administrators who are highly skilled, ethical and committed for making a positive impact on society.’

4. Program Outcomes (POs)

- a. Apply knowledge of management theories and practices to solve business problems.
- b. Foster analytical and critical thinking abilities for data-based decision making.
- c. Ability to develop Value based Leadership ability.
- d. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- e. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

5. Program Specific Outcomes (PSOs)

- a. Demonstrate effective leadership and management skills across diverse organizational horizons including Human Resource Management, Marketing Management, Financial Management etc.
- b. Apply critical thinking and problem solving skills through Strategic Management Concepts.
- c. Exhibit strong ethical decision-making and professional conduct followed by various legal aspects along with knowledge gained by individuals through various Professional Core Courses (PCCs), Professional Electives (PEs), Ability Enhancement Course (AECs) and Value Added Courses (VACs) during completion of M.B.A. Programme.

6. Program Educational Objectives (PEOs)

- a. To transform students as effective professionals, who are self-aware and possess leadership, and effective communication skills.
- b. To demonstrate an understanding of ethical issues and dilemmas that businesses often face.
- c. To apply knowledge and skills to solve business problems,
- d. To possess the skills required to integrate concepts from various disciplines to identify and develop business strategies and lead effectively in a team-based environment.
- e. To equip students with skills to drive entrepreneurship initiatives either on their own or within organizations where they are employed.

7. Abbreviations

Sr. No.	Acronym	Definition
1	ISE	In-Semester Examination
2	ESE	End Semester Examination
3	ISA	In-Semester Assessment (Term Work)
4	L	Lecture
5	T	Tutorial
6	P	Practical
7	C	Credit
8	CH	Contact Hours
9	POE	Project Oral Examination

8. Course/ Subject Categories

Sr. No.	Acronym	Definition
1	PCC	Professional Core Course
2	PE	Professional Elective
3	SEC	Skill Enhancement Course
4	AEC	Ability Enhancement Course
5	VAC	Value Added Course

9. Course/ Subject Code

2	4	P	G	M	B	A	P	C	C	4	0	1
Year	PG Programme	Name of Programme		Course Category			Sem.	Course No.				

10. Course Term work and POE Code

2	4	P	G	M	B	A	P	C	C	4	0	1	T/P
Year	PG Programme	Name of Programme		Course Category			Sem.	Course No.		Tutorial / Practical			

11. Professional Electives' Course Code

2	4	P	G	M	B	A	P	E	4	0	1	HR	01
Year	PG Programme		Name of Programme			Course Category	Sem.	Course No.		Elective Abbreviation		Elective Course No.	

12. List of Electives with their Abbreviations

(Student has to opt for 'Any Two' Electives under the 'Dual Elective Policy')

Sr.No.	Elective	Abbreviation
1	Marketing Management	MM
2	Financial Management	FM
3	Human Resource Management	HRM
4	Production and Operations Management	POM
5	Logistics and Supply Chain Management	LSC
6	International Business	IB
7	Business Analytics	BA
8	Information Technology	IT
9	Hospitality Management	HM
10	Hospital and Healthcare Management	HHM
11	Cooperative Management	CM
12	Entrepreneurship	ENT
13	NGO Management	NM
14	Digital Marketing	DM
15	Agri-Business Management	ABM

13. Semester wise Credit Distribution for M.B.A. Programme

Semester	I	II	III	IV	Total
Credits	26	26	26	29	107

13. Course Structure

M.B.A. Semester-III (Credit Scheme)

CourseCode	Category	Course Title	Teaching Scheme					Examination & Evaluation Scheme		
			L	T	P	C	CH	Component	Marks	Min for Passing
24PG-MBA-PCC- 301	PCC	Business Taxation	2	1	--	3	3	ISE	40	16
								ESE	60	24
24PG-MBA-PCC- 302	PCC	Entrepreneurship Development	3	--	--	3	3	ISE	40	16
								ESE	60	24
24PG-MBA-PE- 303	PE I	Elective-1, Paper-1	3	--	--	3	3	ISE	40	16
								ESE	60	24
	PE I	Elective-1, Paper-2	3	--	--	3	3	ISE	40	16
								ESE	60	24
	PE II	Elective-2, Paper-1	3	--	--	3	3	ISE	40	16
								ESE	60	24
	PE II	Elective-2, Paper-2	3	--	--	3	3	ISE	40	16
								ESE	60	24
24PG-MBA-SEC- 304	SEC	Chhatrapati Shivaji-The Management Guru	--	--	4	2	4	ISA	50	20
24PG-MBA-VAC- 305	VAC	Women Empowerment-Case study on Warana Mahila Gruha-Udyog	--	--	4	2	4	ISA	50	20
24PG-MBA-AEC- 306	AEC	Business Ideas and Proposals	--	--	4	2	4	ISA	50	20
24PG-MBA-AEC- 307	AEC	Online Course	--	--	4	2	4	ISA	50	20
Total			17	1	16	26	34	800		

M.B.A. Semester-IV (Credit Scheme)

CourseCode	Category	Course Title	Teaching Scheme					Examination & Evaluation Scheme			
			L	T	P	C	CH	Component	Marks	Min. for Passing	
24PG-MBA-PCC- 401	PCC	Strategic management	3	--	--	3	3	ISE	40	16	40
				--	--	3		ESE	60	24	
24PG-MBA-PE- 402	PE III	Elective-1, Paper-3	3	--	--	3	3	ISE	40	16	40
	PE III	Elective-1, Paper-4	3	--	--	3	3	ESE	60	24	
	PE IV	Elective-2, Paper-3	3	--	--	3	3	ISE	40	16	40
	PE IV	Elective-2, Paper-4	3	--	--	3	3	ESE	60	24	
24PG-MBA-PCC- 403	PCC	Project	--	--	3	6	3*	ISA	40	16	40
			--	--	4	2	4	POE	60	24	
24PG-MBA-VAC- 404	VAC	Corporate Social Responsibility	--	--	4	2	4	ISA	50	20	20
24PG-MBA-SEC- 405	SEC	Financial Education & Investment Awareness	--	--	4	2	4	ISA	50	20	20
24PG-MBA-VAC- 406	VAC	Administrative Practices in Co-operatives- Case Study of 'Warana Udyog Samuha'	--	--	4	2	4	ISA	50	20	20
24PG-MBA-SEC- 407	SEC	Stress Management	1	--	2	2	3	ISA	50	20	20
Total			19	--	14	29	33		800		

(*- Contact Hours for 'Project' includes field work, practical, presentations, seminars, research counselling etc.)

14. List of Elective-wise Courses

Sr. No.	Elective	Courses with Code	
		Semester-III	Semester-IV
1	Marketing Management	Paper-1 Sales and Distribution Management 24PG-MBA-PE-303-MM1	Paper-3 Advertising & Media Management 24PG-MBA-PE-402-MM3
		Paper-2 Integrated Marketing Communication 24PG-MBA-PE-303-MM2	Paper-4 Brand Management 24PG-MBA-PE-402-MM4
2	Financial Management	Paper-1 Financial Markets and Services 24PG-MBA-PE-303-FM1	Paper-3 Investment Management 24PG-MBA-PE-402-FM3
		Paper-2 Costing and Liquidity Management 24PG-MBA-PE-303-FM2	Paper-4 International Finance 24PG-MBA-PE-402-FM4
3	Human Resource Management	Paper-1 Strategic & International Human Resource Management 24PG-MBA-PE-303-HRM1	Paper-3 Talent Management, Ethics & Leadership 24PG-MBA-PE-402-HRM3
		Paper-2 Industrial Relations and Labour Laws 24PG-MBA-PE-303-HRM2	Paper-4 Organizational Development & Change Management 24PG-MBA-PE-402-HRM4

4	Production and Operations Management	Paper-1 Operations Strategy and Performance Management 24PG-MBA-PE-303-POM1	Paper-3 Supply Chain and Logistics Management 24PG-MBA-PE-402-POM3
		Paper-2 Advanced Production and Process Management 24PG-MBA-PE-303-POM2	Paper-4 Advances in Production and Operations Management 24PG-MBA-PE-402-POM4
5	Logistics and Supply Chain Management	Paper-1 Principles of Logistics and Supply Chain Management 24PG-MBA-PE-303-LSC1	Paper-3 Supply Chain and Logistics Analytics 24PG-MBA-PE-402-LSC3
		Paper-2 Advances in Logistics and Supply Chain Management 24PG-MBA-PE-303-LSC2	Paper-4 International Logistics and Global Supply Chain Management 24PG-MBA-PE-402-LSC4
6	International Business	Paper-1 International Business Environment 24PG-MBA-PE-303-IB1	Paper-3 Cross Cultural Management 24PG-MBA-PE-402-IB3
		Paper-2 Export and Import Policy 24PG-MBA-PE-303-IB2	Paper-4 Issues in International Business 24PG-MBA-PE-402-IB4
7	Business Analytics	Paper-1 Business Data Management 24PG-MBA-PE-303-BA1	Paper-3 Business Analytics Using R 24PG-MBA-PE-402-BA3

		Paper-2 Business Analytics in Management 24PG-MBA-PE-303-BA2	Paper-4 Cloud Computing and Virtualization 24PG-MBA-PE-402-BA4
8	Information Technology	Paper-1 IT Strategy and Management 24PG-MBA-PE-303-IT1	Paper-3 Digital Transformation and Emerging Technologies 24PG-MBA-PE-402-IT3
		Paper-2 Information Systems and Business Intelligence 24PG-MBA-PE-303-IT2	Paper-4 IT Project Management 24PG-MBA-PE-402-IT4
9	Hospitality Management	Paper-1 Fundamentals of Hospitality Management 24PG-MBA-PE-303-HM1	Paper-3 Tourism Hospitality Management 24PG-MBA-PE-402-HM3
		Paper-2 Hotel Hospitality Management 24PG-MBA-PE-303-HM2	Paper-4 Event Management Hospitality Management 24PG-MBA-PE-402-HM4
10	Hospital and Healthcare Management	Paper-1 Principles of Hospital and Healthcare Management 24PG-MBA-PE-303-HHM1	Paper-3 Healthcare Human Resources and Financial Management 24PG-MBA-PE-402-HHM3

		Paper-2 Healthcare Operations and Services Management 24PG-MBA-PE-303-HHM2	Paper-4 Health Information Systems and Strategic Management 24PG-MBA-PE-402-HHM4
11	Cooperative Management	Paper-1 Introduction to Cooperative Management 24PG-MBA-PE-303-CM1	Paper-3 Human Resource Management in Cooperatives 24PG-MBA-PE-402-CM3
		Paper-2 Financial Management in Cooperatives 24PG-MBA-PE-303-CM2	Paper-4 Marketing and Strategic Management in Cooperatives 24PG-MBA-PE-402-CM4
12	Entrepreneurship	Paper-1 Project Planning and Implementation 24PG-MBA-PE-303-ENT1	Paper-3 Institutional Support and Venture Funding 24PG-MBA-PE-402-ENT3
		Paper-2 Startups and New Venture 24PG-MBA-PE-303-ENT2	Paper-4 Small Business Management and Family Business 24PG-MBA-PE-402-ENT4
13	NGO Management	Paper-1 Foundations of NGO Management 24PG-MBA-PE-303-NM1	Paper-3 Financial and Project Management in NGOs 24PG-MBA-PE-402-NM3

		Paper-2 Legal and Institutional Framework for NGOs 24PG-MBA-PE-303-NM2	Paper-4 Monitoring, Evaluation, and Impact Assessment in NGOs 24PG-MBA-PE-402-NM4
14	Digital Marketing	Paper-1 Fundamentals of Digital Marketing 24PG-MBA-PE-303-DM1	Paper-3 Social Media and Content Marketing 24PG-MBA-PE-402-DM3
		Paper-2 Search Engine Optimization (SEO) and Search Engine Marketing (SEM) 24PG-MBA-PE-303-DM2	Paper-4 E-Commerce and Web Analytics 24PG-MBA-PE-402-DM4
15	Agri-Business Management	Paper-1 Agribusiness Management and Practices 24PG-MBA-PE-303-ABM1	Paper-3 Agro –Processing Industries 24PG-MBA-PE-402-ABM3
		Paper-2 Agribusiness Finance 24PG-MBA-PE-303-ABM2	Paper-4 International Trade in Agriculture 24PG-MBA-PE-402-ABM4

BoS Chairman

Dean Academics

Dean SETM

Principal

Semester- III

24PG-MBA- PCC- 301-BUSINESS TAXATION			
Teaching Scheme	Evaluation Scheme		
Lecture : 3 Hr. per week	ISE : 40 Marks		
Credit : 3	ESE : 60 Marks		
Tutorial : --	ISA : --		
Credits : --	POE : --		
Total Credits : 3	Total Marks : 100 Marks		
Course Outcomes:			
1) Understand the basic concepts of tax and the provisions for determining the residential status of an Individual. 2) Comprehend the meaning of Salary, Perquisites and to compute income from salary and House property. 3) Compute the income from business and profession. Comprehend the procedure for computation of Total Income and tax liability of an individual. 4) To understand indirect taxes and ITR.			
Module-1: Basic Concepts of Income Tax			5 Hours
Introduction –Meaning of tax-, types of taxes, canons of taxation. Brief history of Indian Income Tax, legal framework of taxation, Important definitions, assessment, assessment year, previous year including exceptions, assesses, person, income, casual income, Gross total income, Total income, Agricultural income, scheme of taxation, – Exempted incomes of an individual under section 10. Residential status of an individual. Determination of residential status of an individual. Incidence of tax or Scope of Total income. Problems on computation of Gross Total Income of an individual.			
Module- 2: Income from Salary & Income from House Property			10 Hours
Introduction - Meaning of Salary -Basis of charge Definitions–Salary, Perquisites and - Provident Fund. Problems on Income from salary. Introduction to Income from House Property - Basis for charge - Deemed owners -House property incomes exempt from tax, composite rent and unrealized rent. Annual Value – Determination of Annual Value - Deductions from Annual Value - Problems on Computation of Income from House Property			
Module -3: Income from Business and Profession and Deductions.			10 Hours
Problems on Income from Business and Profession. Deductions under Section 80C, 80CCC, 80CCD, 80CCG, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80TTA and 80U as applicable to individuals. (Individuals only). Computation of Tax Liability.			
Module 4: Introduction to Indirect Taxes			5 Hours
Introduction to Indirect Taxes. Brief on GST. Filling ITR Returns.			

References Books:

1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra.
2. Vinod K. Singhania, Direct Taxes, Taxman Publication Private Ltd, New Delhi.
3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publications, Ludhiana.
4. Bhagawathi Prasad, Direct Taxes.
5. B.Mariyappa, Income tax Law and Practice-I, Himalaya Publishing House. New Delhi.s
6. Dr. Saha, Law and Practice of Income Tax, Himalaya Publishing House.

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	3	-	3	-
CO2	2	3	-	3	-
CO3	2	3	-	3	-
CO4	3	3	-	3	2

24PG-MBA-PCC-302 : Entrepreneurship Development

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hr. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to-

- **CO1:** Understand the fundamentals and significance of entrepreneurship in economic development.

- **CO2:** Analyze and apply the process of business opportunity identification, business planning and feasibility analysis.
- **CO3:** Develop skills in mobilizing resources and managing financial, marketing, legal and operational aspects of a start-up.
- **CO4:** Demonstrate ethical, value-based leadership, innovation and team-building skills required for entrepreneurial success.

Syllabus	Hours
Module 1: Introduction to Entrepreneurship Definition, Nature and Characteristics of Entrepreneurship, Types of Entrepreneurs and Entrepreneurial Mindset, Role of Entrepreneurship in Economic Development, Evolution of Entrepreneurship in India and globally, Women and Social Entrepreneurs in India, Entrepreneurial Ecosystem: Institutions and support systems (EDII, NIESBUD, NSIC, SIDBI, etc.).	8
Activity-1: Students will select a well-known entrepreneur or a successful startup. Then, they will analyze how their entrepreneurial mindset and characteristics contributed to their success. Discussion will be held on the evolution of their business in the context of economic development.	
Module 2: Opportunity Identification & Business Planning Idea Generation and Opportunity Scanning, Market Research and Feasibility Study (Technical, Financial and Market Feasibility), Business Model Canvas, Preparing a Business Plan: Components and Structure, Pitch Deck Preparation and Presentation, Lean Startup Approach and MVP (Minimum Viable Product), Risk and Uncertainty in Entrepreneurship.	7
Activity-2: Students will conduct a feasibility analysis for a business idea (technical, financial and market). Students will select a business idea, analyse its feasibility and then presentation will be conducted to understand their findings.	

<p>Module 3: Functional Aspects of Entrepreneurship</p> <p>Legal Forms of Business Ownership (Sole Proprietorship, Partnership, LLP, Pvt. Ltd, etc.), Regulatory Requirements: Registration, Licensing, IP, Taxation, Financial Planning for Startups: Funding Sources (Bootstrapping, Angel Investors, Venture Capital, Govt. Schemes), Budgeting, Break-even Analysis and Working Capital Management, Marketing for Entrepreneurs: Market Segmentation, Positioning, Branding, Digital Marketing, Operations & Human Resource Management in Startups.</p>	8
<p>Activity-3:</p> <p>In groups, students will simulate a pitch to potential investors, preparing a business plan for a new startup. The focus should be on financial planning, funding sources and budget forecasting.</p> <p>Module 4: Innovation, Scaling and Ethical Leadership</p> <p>Design Thinking and Innovation in Entrepreneurship, Intrapreneurship and Corporate Entrepreneurship, Growth Strategies and Scaling a Startup, Leadership in Entrepreneurial Context, Ethical Challenges and Social Responsibility in Entrepreneurship, Failures in Entrepreneurship: Learning from Case Studies, Exit Strategies: Mergers, Acquisitions, IPO.</p>	7

Textbooks and References
<ol style="list-style-type: none"> 1. Khanka, S. S. <i>Entrepreneurship development</i>. S. Chand. 2. Hisrich, R. D., Peters, M., & Shepherd, D. <i>Entrepreneurship</i>. Publisher. 3. Drucker, P. F. <i>Innovation and entrepreneurship</i>. Publisher. 4. Kumar, A. <i>Entrepreneurship: Creating and leading an entrepreneurial organization</i>. Pearson India.

5. Desai, V. *Dynamics of entrepreneurial development and management*. Himalaya Publishing House.

6. Charantimath, P. M. *Entrepreneurship development and small business enterprises*. Pearson India.

7. *Government of India. Startup India, MSME, NITI Aayog* documents and reports. Retrieved from their official websites.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	2	3	2
CO2	3	3	2	3	3
CO3	3	3	3	3	3
CO4	2	3	3	3	3

Elective 1: MARKETING MANAGEMENT
24PG-MBA-PE-303: SALES AND DISTRIBUTION MANAGEMENT
(Paper-1)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
<p>After Study of this Course successfully; Student will able to –</p> <p>CO1: Understand sales management functions and sales forecasting CO2: Illustrate sales force management CO3: Demonstrate personal selling process CO4: Explain logistic management.</p>

Syllabus	Hours
Module-1: Sales Management Evolution, Definition, sales management functions, place & importance of sales management in the organization. Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure, Importance, merits & demerits of various methods. Sales related marketing policies	8
Module- 2: Sales Force Management	7

<p>Introduction - Meaning of Salary -Basis of charge Definitions– Salary, Perquisites and - Determining size of sales force, determining kind of sales personnel, controlling sales personnel, evaluating and supervising, Sales Meeting & Sales Contests, Sales Quota, sales Territory, Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis</p>	
<p>Module 3: Personal Selling</p> <p>Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, Personal Selling Process, Characteristics of good sales person, selling skills, Negotiation Skills, Different phases of negotiation, B2B Selling.</p>	8
<p>Module 4: Logistics & Supply Chain Management</p> <p>Definition & scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics. Concept of supply chain management, need for SCM, advances in SCM.</p>	7

Textbooks and References
<ol style="list-style-type: none"> 1. Sales Management: Decision, Strategies and Cases- R.R. Still, E.W. Cundiff, N.A.P. Govani, Pearson Education 2. Sales and Distribution Management – K.K. Havaldar, V.M. Cavale, Tata McGraw Hill Company 3. Professional Sales Management -Anderson, Hair and Bush, McGraw HilCompany 4. Effective Salesmanship – Richard T. Hise 5. Sales Management – RustomDavar 6. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall. 7. Marketing Management - Ramaswamy,Namakumari, McGraw Hill Education

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping					
Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	2	3	2
CO2	3	3	2	3	3
CO3	3	3	3	3	3
CO4	2	3	3	3	3

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	2	3	2
CO2	3	3	2	3	3
CO3	3	3	3	3	3
CO4	2	3	3	3	3

Elective 1: MARKETING MANAGEMENT
24PG-MBA-PE-303: INTEGRATED MARKETING COMMUNICATION
(Paper-2)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
CO1: To make students learn about various means of marketing communication and its effectiveness.
CO2: To make students understand the importance of marketing communication in marketing.
CO3: To help them study the measurement of effectiveness of advertisement
CO4: To make them understand the ethics in advertising.

Syllabus	Hours
Module-1: Meaning, Evolution of IMC-I Role of IMC in Marketing----Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales vs. Communication Objectives, DAGMAR, Problems in Setting Objectives, Setting Objectives for the IMC Program.	8
Module- 2: Elements of IMC	7

<p>Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages.</p> <p>Public Relation and Publicity – Types of PR, Advantages and Disadvantages, Types of Publicity.</p> <p>Direct Marketing – Features, Advantages and Disadvantages.</p> <p>Personal Selling – Features, Advantages and Disadvantages.</p> <p>Advertising – Features, Advantages and Disadvantages</p>	
<p>Module -3: Advertising</p> <p>Advertising Media---Print, Electronic, Broadcast, outdoor, direct mail, transit, and digital media. Advantages and disadvantages</p> <p>Advertising Agencies – Function – Types – In-house Agencies – Direct Response Agencies – Sales Promotion Agencies – PR Firms – Interactive Agencies – Advertising Agency Structure –Client-Agency Relationship – Agency Selection – Agency Compensation</p>	8
<p>Module 4: Advertising budget:</p> <p>Meaning, Types of advertising budgets</p> <p>Measuring Effectiveness of Advertisement. Ethics in advertising.</p>	7

Textbooks and References
<ol style="list-style-type: none"> 1. Integrated Marketing Communication and Advertising, Prof. Subhashini Naikar, Himalaya publication 2. Marketing Communication, Olujimi Kayode 1st edition, 2014 bookboon.com 3. Foundations of Advertising - Theory and Practice by S.A. Chunawalla Himalaya publication

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	2	2	1	3	-
CO2	2	2	-	3	-
CO3	2	3	-	3	1
CO4	2	2	-	3	-

24PG-MBA-PE-303-FM1- Financial Markets and Services								
Teaching Scheme	Evaluation Scheme							
Lecture : 3 Hr. per week	ISE	: 40 Marks						
Credit : 3	ESE	: 60 Marks						
Tutorial : --	ISA	: --						
Credits : --	POE	: --						
Total Credits : 3	Total Marks : 100 Marks							
Course Outcomes:								
1. To Describe the Role of Financial Sector in the economy. 2. To recognize availability of various financial markets 3. To analyze the Trading Mechanism in Stock Exchanges. 4. To evaluate different financial services.								
Module-1: Introduction to Indian Financial System: -			8 Hours					
Development of Financial System in India, Structure of Indian Financial System, Role of Financial Sector in the economy, Institutional framework of Indian Financial System-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)- their Objectives and Functions.								
Module- 2: Financial Markets:			8 Hour					
a) Capital Market: concept, types of markets- primary and secondary, Instruments in Capital Market- Shares, stocks, Debentures, bonds b) Money Market: concept, Instruments in Money market, Recent Developments, Composition of Money market c) Commodities & Derivatives Market: concept, Transactions- Swaps, Options and Futures d) Foreign Exchange Market: concept and characteristics								
Module -3: Stock Exchanges:			8 Hours					
a) Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over The Counter Exchange of India (OTCE) and other exchanges, SENSEX and NIFTY b) Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL), Eligibility and functions of Depository Participants (DPs).								
Module 4: Financial Services:			6 Hours					
a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating. b) Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India. C) NBFCs: Classification of NBFCs, Prudential Norms for NBFCs, Role of NBFCs in asset financing, Asset Reconstruction Companies, Implications of SARFAESI Act								

Reference Books:

1. Bhole, L.M.and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi.
2. Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Private Limited, New Delhi.
3. Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. Licensees of Pearson Education in South Asia, New Delhi.
4. Bhalla, V.K.(2004), Management of Financial Services, Anmol Publishing House
5. Ramesh Babu(2009), Indian Financial System, Himalaya Publishing House, Mumbai.
6. Gordon, E. and Natarajan A.(2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai.
7. Desai, Vasant(2010), Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	3	-
CO2	2	2	-	3	-
CO3	2	3	-	3	1
CO4	2	2	-	3	-

24PG-MBA-PE-303-FM2 - COSTING AND LIQUIDITY MANAGEMENT

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. To Prepare cost sheet of a company
2. To Describe concepts in management accounting and Produce CVP analysis.
3. To analyze the budgeting Technique with cash management models.
4. To understand the terms of receivables management.

Module-1: Cost Accounting **8 Hours**

Meaning, objectives, scope, importance and advantages Difference between financial and cost accounting. Cost unit and cost center; Elements of cost: - Material, Labour and overheads; Preparation of cost sheet, Inventory valuation methods (FIFO, LIFO)

Module-2: management Accounting **8 Hours**

Concept, meaning, Definition, Features, Functions, CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence. Decision making based on CVP analysis – Make or Buy decision- shutdown – dropping the plant – sale or process

Module-3: Management of Cash: **8 Hours**

- a) Motive for holding Cash, Objective of cash Management, Factors determine the cash needs; Determining cash Need- Cash Budget; Techniques of Cash Management Inter- Corporate deposits.
- b) Cash Management Model- Baumol Model Miller-ORR Model.
- c) Online Payment: Wallets, Fund Transfer, National Electronic Fund Transfer (NEFT) and Real Time Gross Settlement (RTGS), Payment Apps.

Module-4: Receivables Management: **6 Hours**

Objective of Receivable Management, Credit Policies, Credit Standards & Credit Analysis. Credit terms, Cash Discount, Collection Policies.

Reference Books:

- 1) Financial Management: I.M. Pandey
- 2) Financial Management: Theory and Practice: Prasanna Chandra
- 3) Cost Accounting: Principles and Practice: M.N. Arora
- 4) Advanced Cost Accounting: Jain & Narang

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	1
CO2	3	3	-	2	-
CO3	3	3	-	3	2
CO4	3	3	-	3	-

Elective 3: Human Resource Management

24PG-MBA-PE-303-HRM1 : Strategic & International Human Resource Management

(Paper-1)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Evaluate HRM's strategic role in achieving competitive advantage.
- **CO2:** Design international HR practices and global talent strategies.

- **CO3:** Analyse challenges related to cross-cultural management and international assignments.
- **CO4:** Apply ethical frameworks and global standards in managing international human resources.

Syllabus	Hours
Module 1: Strategic Human Resource Management Strategic role of HRM in organizations, HR Strategy and its alignment with corporate strategy, The HR Scorecard and Balanced Scorecard, Workforce segmentation and capability building, High-performance work systems (HPWS), Measuring strategic HR outcomes.	8
Activity-1: <ul style="list-style-type: none"> • Case: HR Strategy at Google or TCS • Assignment: Design an HR Scorecard for a mid-sized enterprise 	
Module 2: International Human Resource Management Differences between domestic HRM and IHRM, Global HR challenges: Diversity, compliance, cultural complexity, International recruitment and staffing: PCNs, HCNs, TCNs, Expatriate management: Selection, training, evaluation, repatriation, Global talent acquisition strategies, Comparative HRM: US, Japan, Germany, India.	7
Activity-2: <ul style="list-style-type: none"> • Case Study: Infosys' expatriate management policies • Group Activity: Develop an international staffing plan for a start-up entering the UAE or Europe 	
Module 3: Cross-Cultural Leadership & Global HR Development Hofstede's Cultural Dimensions, Trompenaars' Framework, Culture shock and adjustment cycle, Leadership across cultures: GLOBE Study, Global leadership traits and competency models, Intercultural communication skills, Building inclusive and culturally agile leadership teams.	7
Activity-3:	

- Cross-cultural simulation exercise
- Leadership Profile Assignment: Compare any two globally recognized leaders on their leadership styles

Module 4: Ethics and Governance in Global HRM

Ethical theories and models in HR, Ethical dilemmas in international HRM (e.g., wage disparities, exploitation, cultural insensitivity), Corporate Social Responsibility and HR's role, International Labor Standards: ILO, OECD, UNGC., Ethics audits and HR policy development, Whistleblowing and employee rights in MNCs.

8

Activity 4:

- Case: Apple/Foxconn labour controversy
- Assignment: Draft an HR Code of Ethics for a multinational organization

Textbooks and References

1. Dowling, P., & Welch, D. (2017). *International Human Resource Management*. Cengage.
2. Rao, T.V. (2002). *HRD Score Card 2500*. Response Books.
3. Dessler, G. (2020). *Human Resource Management*. Pearson.
4. Bhatia, S.K. – *Global HR Strategy: An Indian Perspective*
5. VSP Rao – *Human Resource Management: Text and Cases*
6. Articles from *Harvard Business Review*, *McKinsey Quarterly* and *ILO Reports*

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	3
CO2	3	3	2	2	2
CO3	2	2	3	2	3
CO4	3	2	2	3	2

Elective 3: Human Resource Management
24PG-MBA-PE-303-HRM2 : Industrial Relations and Labour Laws
(Paper-2)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> • CO1: Understand the foundational principles of industrial relations and its significance in the Indian context. • CO2: Interpret and apply new Labour Laws (Labour Codes) in contemporary HR management. • CO3: Analyze and resolve industrial disputes, including grievance handling and collective bargaining. • CO4: Design HR policies that comply with Labour Laws and promote fair and ethical labor practices.

Syllabus	Hours
Module 1: Introduction to Industrial Relations Concepts of Industrial Relations: Definition, scope and significance in modern organizations, Evolution of Industrial Relations in India: Historical development and key milestones, Industrial Relations	8

<p>System in India: Actors (Trade Unions, Employers, Government), Modularist vs Pluralist perspectives in IR: Understanding conflict and cooperation, Industrial Relations Framework: National and regional perspectives.</p>	
<p>Activity-1:</p> <ul style="list-style-type: none"> • Case Study: The role of industrial relations in Tata Steel's growth • Assignment: Prepare a report on industrial relations systems in India versus the USA 	
<p>Module 2: Trade Unions and Collective Bargaining</p> <p>Trade Unions in India: Formation, structure, functions and role in IR, Trade Unions Act, 1926: Legal framework and compliance, Collective Bargaining: Definition, principles, levels and strategies, Negotiation Skills: Conflict resolution and mediation in industrial settings, Legal Aspects of Collective Bargaining: Recognized unions, bipartite and tripartite committees.</p>	7
<p>Activity-2:</p> <ul style="list-style-type: none"> • Case Study: Collective bargaining in the automobile sector (e.g., Maruti Suzuki strike) • Group Activity: Simulate a collective bargaining session between management and workers' union 	
<p>Module 3: New Labour Codes</p> <p>Overview of Labour Law Reforms in India: Context and need for reform, Code on Wages, 2019: Key provisions, implications for wages and minimum standards, Industrial Relations Code, 2020: Changes in dispute resolution mechanisms, strikes and lockouts, Code on Social Security, 2020: Retirement benefits, pension schemes and social security schemes for workers, Occupational Safety, Health & Working Conditions Code, 2020: Safety norms and working hours for various industries.</p>	8
<p>Activity-3:</p> <ul style="list-style-type: none"> • Case Study: Analyse a company's shift to the new Labour Codes (e.g., impact on wage structures, working hours) 	

- **Assignment:** Draft a compliance report for a company transitioning to the new Labour Codes
- **Debate:** Discuss the pros and cons of the New Labour Codes for employees and employers

Module 4: Labour Disputes, Grievance Handling and Dispute Resolution

Types of Labour Disputes: Industrial disputes vs individual disputes, Dispute Settlement Mechanisms: Conciliation, arbitration and adjudication, Grievance Redressal Mechanisms: Developing internal grievance handling systems, Industrial Dispute Act, 1947: Provisions on strikes, lockouts and retrenchment, Role of Labour Courts and Tribunals: Practical implications for HR in handling disputes.

7

Activity 4:

- **Case Study:** Analysis of labour strikes at BHEL or Maruti Suzuki
- **Activity:** Role-play dispute resolution scenarios (management vs employees)
- **Assignment:** Draft a grievance handling policy for a manufacturing company.

Textbooks and References

1. Mamoria, C.B., & Gankar, S. (2011). *Dynamics of Industrial Relations*. Himalaya Publishing.
2. Srivastava, S.C. (2011). *Industrial Relations and Labour Laws*. Vikas Publishing House.
3. Bhatia, S.K. (2016). *Industrial Relations and Labour Laws: Text and Cases*. Deep & Deep Publications.
4. Government of India (2020). *The Industrial Relations Code, 2020*. Ministry of Labour and Employment.
5. Chatterjee, A. (2018). *Labour Law Reforms in India: A Critical Appraisal*. Sage Publications.
6. Taxmann's Guide to New Labour Codes (2020). *Taxmann*.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	2
CO2	2	3	2	3	2
CO3	3	3	3	2	3
CO4	2	2	2	3	2

Elective 4: Production and Operations Management

24PG-MBA-PE-303-POM1 : Operations Strategy and Performance Management

(Paper-1)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the strategic role of operations and its alignment with business strategy.
- **CO2:** Evaluate the factors affecting operational performance and the methods used to measure it.
- **CO3:** Develop an operations strategy that aligns with the organizational goals and addresses competitive challenges.
- **CO4:** Apply the concepts of process design, capacity management and lean operations in a practical context.

Syllabus	Hours
<p>Module 1: Introduction to Operations Strategy</p> <p>Meaning and Importance of Operations Strategy- Overview of operations strategy and its significance in achieving organizational goals., Strategic role of operations in competitive advantage and profitability., Link between corporate strategy and operations strategy.</p> <p>Key Components of Operations Strategy- Cost, quality, flexibility and delivery as competitive priorities. Designing an operations strategy to fit market needs. Operational capabilities and resource planning.</p> <p>Approaches to Operations Strategy- Top-down and bottom-up approach., Market requirements vs. operational capabilities.</p>	8
<p>Activity-1:</p> <p>Case Study: Toyota Production System (TPS).</p>	
<p>Module 2: Performance Management in Operations</p> <p>Measuring Operations Performance- Key performance indicators (KPIs) for operations., Efficiency, effectiveness and productivity in operations., Metrics like lead time, cycle time, cost per Module, etc. Operational Excellence Framework- Total Quality Management (TQM) in operations., Six Sigma and Lean principles. Benchmarking and Continuous Improvement- The role of benchmarking in improving operational performance., Continuous improvement processes: Kaizen and PDCA (Plan-Do-Check-Act).</p>	7
<p>Activity-2:</p> <ul style="list-style-type: none"> ○ Case Study: General Electric's Six Sigma program. ○ Case Study: Apple Inc. and its Operations Benchmarking Strategy. 	
<p>Module 3: Process Design and Capacity Management</p> <p>Process Design- Types of processes: Job shops, batch, assembly lines and continuous processes. Process mapping and analysis. Design of work systems for efficiency. Capacity Planning and Management-</p>	8

<p>Importance of matching capacity with demand. Techniques for capacity planning: Long-term, short-term and medium-term capacity management. Technology in Process Design- Use of technology in automating operations. Role of IT systems in optimizing processes: ERP, SCM. Impact of Industry 4.0 on process design and management.</p>	
<p>Activity-3:</p> <ul style="list-style-type: none"> ○ Case Study: Ford Motor Company and its capacity planning strategy. 	
<p>Module 4: Global Operations and Supply Chain Integration</p> <p>Globalization of Operations- Managing global supply chains and production systems. Impact of globalization on production and operations management. Strategic decisions in global operations: Location, logistics and sourcing. Supply Chain Integration- Key components of an integrated supply chain. The role of technology in supply chain optimization. Sustainable Operations- Importance of sustainability in operations. Green manufacturing, eco-friendly practices and corporate social responsibility (CSR). Sustainable operations practice: Closed-loop supply chains, eco-design.</p>	7
<p>Activity 4:</p> <ul style="list-style-type: none"> ○ Case Study: Amazon's supply chain and operations management. 	

Textbooks and References
<ol style="list-style-type: none"> 1. Chary, S. N. (2009). <i>Production and operations management</i>. Tata McGraw-Hill. 2. Bedi, K. (2007). <i>Production and operations management</i>. Oxford University Press. 3. Mahadevan, B. (2015). <i>Operations management: Theory and practice</i> (3rd ed.). Pearson Education India. 4. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2019). <i>Operations management: Processes and supply chains</i> (12th ed.). Pearson Education India. 5. Chopra, S., & Meindl, P. (2019). <i>Supply chain management: Strategy, planning and operation</i> (7th ed.). Pearson Education India. 6. Sarma, S. (2010). <i>Production and operations management</i>. PHI Learning Pvt. Ltd.

7. Khanna, O. P. (2015). *Industrial engineering and management*. Dhanpat Rai Publications.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	3
CO2	3	3	2	2	2
CO3	2	2	3	3	3
CO4	2	3	2	3	3

Elective 4: Production and Operations Management

24PG-MBA-PE-303-POM2 : Advanced Production and Process Management

(Paper-2)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand advanced production techniques and methodologies.
- **CO2:** Analyse various types of production processes and apply them effectively.
- **CO3:** Explore the importance of technology and innovation in production systems.

- **CO4:** Evaluate the significance of quality control, inventory and maintenance in production.

Syllabus	Hours
<p>Module 1: Advanced Production Techniques</p> <p>Lean Production and Just-in-Time (JIT)- Principles of lean production: Eliminating waste, continuous improvement, value stream mapping. JIT production systems and their implementation. Flexible Manufacturing Systems (FMS)- Design and operation of FMS. Advantages and challenges of implementing FMS. Advanced Manufacturing Technologies (AMTs)- Computer Integrated Manufacturing (CIM). Additive manufacturing (3D printing). Role of robotics and AI in advanced manufacturing.</p>	8
<p>Activity-1:</p> <ul style="list-style-type: none"> ○ Case Study: Toyota and its JIT production system. ○ Case Study: Caterpillar and its use of FMS for producing custom parts. 	
<p>Module 2: Production Process and Systems Design</p> <p>Types of Production Systems- Make-to-Order vs. Make-to-Stock vs. Assemble-to-Order systems. Push vs. Pull systems in production. Mass customization and its role in modern production systems. Process Flow Design- Designing processes for optimal efficiency and minimal waste. Simulation techniques in process design. Advanced Scheduling Techniques- Techniques like Gantt charts, PERT, CPM and MRP. Advanced software tools for production scheduling.</p>	7
<p>Activity-2:</p> <ul style="list-style-type: none"> ○ Case Study: Dell's Build-to-Order manufacturing system. ○ Case Study: Volkswagen and its production scheduling strategy. 	
<p>Module 3: Quality Control and Maintenance in Production</p> <p>Total Quality Management (TQM) and Six Sigma- TQM principles and the role of leadership in quality management. Six Sigma tools and methodologies. Statistical Process Control (SPC)- Use of statistical</p>	7

<p>methods for quality control. Control charts and process variation analysis. Application of SPC in different industries. Maintenance Management- Types of maintenance: Preventive, predictive and corrective. Reliability and maintainability in operations.</p>	
<p>Activity-3:</p> <ul style="list-style-type: none"> ○ Case Study: Motorola and its journey to Six Sigma excellence. ○ Case Study: General Electric's maintenance strategy. 	
<p>Module 4: Innovation and Technology in Production Systems</p> <p>Industry 4.0 and Smart Manufacturing- Overview of Industry 4.0 and its impact on production. The Internet of Things (IoT), Big Data and cloud computing in manufacturing. Digital Twin and Simulation- Concept of a digital twin in production systems. Use of simulation and modelling for production planning. Real-time decision-making with digital twins. Automation and Robotics in Production- Types of robots used in manufacturing. The role of automation in improving productivity and reducing errors.</p>	8
<p>Activity 4:</p> <ul style="list-style-type: none"> ○ Case Study: Siemens and its adoption of Industry 4.0 technologies. ○ Case Study: Tesla's Gigafactories and automation strategy. 	

Textbooks and References
<ol style="list-style-type: none"> 1. Chary, S. N. (2009). <i>Production and operations management</i>. Tata McGraw-Hill. 2. Bedi, K. (2007). <i>Production and operations management</i>. Oxford University Press. 3. Mahadevan, B. (2015). <i>Operations management: Theory and practice</i> (3rd ed.). Pearson Education India. 4. Khanna, O. P. (2015). <i>Industrial engineering and management</i>. Dhanpat Rai Publications. 5. Sarma, S. (2010). <i>Production and operations management</i>. PHI Learning Pvt. Ltd. 6. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2019). <i>Operations management: Processes and supply chains</i> (12th ed.). Pearson Education India.

7. Chopra, S., & Meindl, P. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Pearson Education India.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	2
CO2	3	3	2	3	3
CO3	2	2	2	2	3
CO4	2	3	3	3	3

Elective 5: Logistics and Supply Chain Management

24PG-MBA-PE-303-LSC1 : Principles of Logistics and Supply Chain Management (Paper-1)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the fundamental principles and practices of logistics and supply chain management.

- **CO2:** Analyze and evaluate the components of supply chain processes, including sourcing, production and distribution.
- **CO3:** Identify and apply key logistics strategies in different industry contexts.
- **CO4:** Explore the role of technology and innovations in optimizing supply chain and logistics operations.

Syllabus	Hours
Module 1: Introduction to Logistics and Supply Chain Management Definition and Scope of Logistics and SCM, Historical Evolution of SCM and Logistics, Key Components of SCM: Sourcing, Procurement, Inventory Management, Distribution, Logistics Network Design, Challenges in Logistics and SCM.	8
Activity-1: Analysis of how Amazon optimized its warehouse operations and inventory management to handle peak-season demand efficiently.	
Module 2: Logistics Network and Strategic Supply Chain Logistics Network Design and Optimization, Transportation Management in Supply Chains, Warehousing and Distribution Network Design, Role of Information Systems in SCM, Third-Party Logistics (3PL) and Fourth-Party Logistics (4PL).	7
Activity-2: Analysis of how Flipkart optimized its logistics network by implementing third-party logistics (3PL) providers and technology-driven warehousing strategies to enhance delivery speed and cost efficiency	
Module 3: Technology in Logistics and SCM Role of Technology in SCM, E-Commerce Logistics and Digital Supply Chains, Automation and Robotics in Warehousing and Distribution, Artificial Intelligence (AI) and Machine Learning (ML) in Logistics, Block chain in Supply Chain Transparency.	8
Activity-3:	

Analysis of how Amazon leverages AI, automation and block chain to enhance its logistics operations, improve supply chain transparency and streamline e-commerce logistics.

Module 4: Global SCM and International Logistics

Globalization and its Impact on SCM, Cross-Border Logistics and Customs Management, International Trade and Global Sourcing, Risk Management in Global Supply Chains.

7

Activity 4:

- Case Study 1: Global Logistics Companies
- Case Study 2: Challenges in Managing Global Supply Chains - A Case on Amazon.
- Case Study 3: Block chain in Supply Chain - A Case on IBM and Maersk.

Textbooks and References

1. Christopher, M. (2016). *Logistics and supply chain management* (5th ed.). Pearson UK.
2. Chopra, S., & Meindl, P. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Pearson Education India.
3. Harrison, A., & Van Hoek, R. (2019). *Logistics management and strategy: Competing through the supply chain* (5th ed.). Pearson Education Limited.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	3	2	3
CO2	2	2	3	3	2
CO3	3	3	2	2	3
CO4	2	2	3	3	2

Elective 5: Logistics and Supply Chain Management
24PG-MBA-PE-303-LSC2 : Advances in Logistics and Supply Chain Management
(Paper-2)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> • CO1: Understand advanced supply chain strategies, including lean, agile and hybrid supply chains. • CO2: Analyze demand forecasting techniques and inventory management practices. • CO3: Evaluate the role of sustainability in modern logistics and supply chains. • CO4: Develop effective risk management and crisis response strategies in logistics and supply chains.

Syllabus	Hours
Module 1: Advanced Supply Chain Strategies Lean vs Agile Supply Chains, Hybrid Supply Chains: Combining Lean and Agile, Demand Pull vs. Push Supply Chains.	8
Activity-1: <ul style="list-style-type: none"> ○ Case Study-1 Case Studies of Successful SCM Strategies. ○ Case Study 2: Lean vs. Agile Supply Chain: Case on Zara and Toyota. 	

<p>Module 2: Demand Forecasting and Inventory Management</p> <p>Role of Demand Forecasting in SCM, Quantitative Methods for Forecasting, Inventory Control Techniques: EOQ, JIT, VMI, Safety Stock, Reorder Points and Lead Time Analysis.</p>	7
<p>Activity-2:</p> <p>Analysis of how Walmart uses demand forecasting and inventory management techniques such as JIT, VMI and EOQ to optimize stock levels, reduce waste and improve supply chain efficiency.</p>	
<p>Module 3: Sustainability in Logistics and SCM</p> <p>Environmental Impact of Logistics, Sustainable Practices in Warehousing and Transportation, Green Logistics: Carbon Footprint Reduction, Circular Economy and Reverse Logistics.</p>	7
<p>Activity-3:</p> <ul style="list-style-type: none"> ○ Case Study: Sustainability in SCM: Case on Unilever's Sustainable Supply Chain. 	
<p>Module 4: Risk Management in Supply Chain</p> <p>Identifying Risks in Supply Chain, Mitigation Strategies for Supply Chain Disruptions, Crisis Management and Business Continuity Planning, Cybersecurity Risks in Logistics.</p>	8
<p>Activity 4:</p> <p>Case Study on Supply Chain Disruptions: COVID-19 Pandemic</p>	

Textbooks and References
<ol style="list-style-type: none"> 1. Coyle, J. J., & Bardi, E. J. (2003). <i>The management of business logistics: A supply chain perspective</i> (7th ed.). South-Western/Thomson Learning. 2. Waters, D. (2011). <i>Supply chain risk management: Vulnerability and resilience in logistics</i> (2nd ed.). Kogan Page. 3. Coyle, J. J., Langley, C. J., Gibson, B., Novack, R. A., & Bardi, E. J. (2008). <i>Supply chain management: A logistics perspective</i> (8th ed.). Cengage Learning.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	2	3	2
CO2	2	3	2	2	3
CO3	2	2	3	3	2
CO4	2	2	2	2	3

Elective 6: INTERNATIONAL BUSINESS

24PG-MBA-PE-303: INTERNATIONAL BUSINESS ENVIRONMENT

(Paper-1)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

CO1. Explain business expansion abroad and key issues related to their operations in other countries

CO2: . Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.

CO3: Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.

CO4: Manage Brand Management

Syllabus	Hours
Module-1: An overview of Business Environment Business Environment and Strategic Decisions in International Business, Economic Environment, Political and Regulatory environment, Demographic Environment, Social/Cultural Environment, Geographic Environment, Ethics and CSR in International Business.	8
Module-2: Foreign Investments - Pattern, Structure and Effects. Theories of Foreign Direct Investment, Traditional and Modern Theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI Contrasted with FPI. Basics of Forex Market	7
Module-3: WTO, IMF, World Bank, UNCTAD Tariff and Non-Tariff Barriers. Balance of Payment Account: Concept and Significance of Balance of Payments, Current and Capital Account Components. Introduction to Basic Concept of IFRS	8
Module-4: Growing Concern for Ecology, Digitalization; Outsourcing and Global Value Chains. Labor and Other Environmental Issues, Impact of Pandemic COVID 19 on International Trade.	7

Textbooks and References
1. <i>Francis Cherunilam-International Business environment, Himalaya Publishing House</i>
2. <i>Anant K Sundaram and J Stewart Black-he International Business Environment, PHI New</i>

Delhi, Estern Economy Edition

3. Charles WL Hill and Arun Kumar Jain-International Business – Competing in the Global Marketplace , The Tata McGraw Hill publishing Company Ltd.

4. John D Daniels and Daniel P Sullivan- , International Business Environments and Operations, Pearson

5. K. Aswathappa-Essentials of Business Environment, Himalaya Publishing Hous

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	-	2	1
CO2	3	3	-	2	-
CO3	3	3	-	3	2
CO4	3	3	-	3	-

Elective 6: INTERNATIONAL BUSINESS
24PG-MBA-PE-303 EXPORT AND IMPORT POLICY
(Paper-2)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
<p>After Study of this Course successfully; Student will able to –</p> <p>CO1. Understand the export import procedure and documentation</p> <p>CO2: Demonstrate export and import process.</p> <p>CO3: Illustrate Foreign Investment Policy.</p> <p>CO4: To make them understand the ethics Investment Policy.</p>

Syllabus	Hours
<p>Module-1: Introduction to Export and Import:</p> <p>Meaning and Basics of Export and Import, Licenses & Documentation, Selection of Products, Various Registration Authorities, Types of Export, General, EOU (Export Oriented Units), SEZ (Special Economic Zones) ,EH(Export Houses), TH (Trading Houses), SSTH (Super Star Trading Houses)</p>	8

<p>Module- 2: EXPORT.</p> <p>Selection of Importers, Pre-shipment and Post Shipment Documentation, Certificate of Origin, Free Trade Agreements (FTAs) and Preferential Trade Agreements (PTAs), Importing Countries Rules of origin, Documents required as per the commodity and Country, Import Licenses. Overview of various export promotion schemes.</p>	7
<p>Module -3: IMPORT:</p> <p>Import Procedures, Selection of Exporters, Import of Samples, Trade Enquiry and Finalizing the Terms of Import, Project Import/EPCG, Import Licensing Policy, Custom Clearance of Imported Goods, Custom Duty Calculation, Import Documents - Import General Manifest (IGM), Bill of Entry and Other required documents as per Import Country Customs. Pre-shipment Inspection & Quality</p>	8
<p>Module 4: Foreign Investment Policy:</p> <p>Direct Foreign Investment, Foreign Collaborations, Inter Government Loans, and Loans from international institutions and External Commercial Borrowings (ECB), FDI policy. Risks of Export and Import business and How to avoid those Risks.</p>	7

Textbooks and References
<ol style="list-style-type: none"> 1. International Business, K. Ashwatthapa, Himalaya Publication. 2. Export Import Management- Justin Paul, Rajiv Aserkar 3. Annual Report (Recent Years) Ministry of Commerce, Government of India 4. India Balance of Payments, RBI Bombay 5. Economic Survey Ministry of Finance Government of India

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping					
Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	2	2	-	2	-
CO2	2	2	-	2	-
CO3	3	3	2	2	2
CO4	2	2	-	3	-

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	2	2	-	2	-
CO2	2	2	-	2	-
CO3	3	3	2	2	2
CO4	2	2	-	3	-

24PG-MBA-PE-303-BA1- BUSINESS DATA MANAGEMENT					
Teaching Scheme		Evaluation Scheme			
Lecture	: 3 Hr. per week	ISE	: 40 Marks		
Credit	: 3	ESE	: 60 Marks		
Tutorial	: --	ISA	: --		
Credits	: --	POE	: --		
Total Credits	: 3	Total Marks : 100 Marks			
Course Outcomes:					
<ol style="list-style-type: none"> 1. Understand DBMS and components of DBMS. 2. Design database for business applications. 3. Describe various stages in Data Warehouse development process. 4. Evaluate and select appropriate data-mining algorithms 					
Module-1: Introduction to DBMS			8 Hours		
Introduction to Databases and Transactions, DBMS, Need and advantages of DBMS, view of data, relational databases, database architecture, transaction management, Applications of DBMS for business data management					
Module- 2: Database Design			8 Hours		
Introduction to Data Modeling, Types, ER-Model, Hierarchical Data model with its advantages and limitations, Network data model with its advantages and limitation Relational Data Model with its advantages and limitation. Normalization, need of normalization, Normal Forms- 1NF,2NF and 2NF					
Module -3: Data Warehousing			8 Hours		
Introduction to Data Warehouse-meaning and definition. Need of Data warehouse Data warehousing, Data Warehouse Architecture, Data mart, data dictionary, archives. Data Warehousing Project Life Cycle Management, Business and IT Drivers for Data warehouse					
Module 4: Data Mining:			6 Hours		
Introduction and meaning, Data mining process, Tasks in Data mining, KDD process, OLAP, Data mining techniques, Association, clustering, Market Basket Analysis, Apriori Algorithm, FP tree Algorithm, Correlation Analysis.					
Reference Books:					
<ol style="list-style-type: none"> 1. Database System Concepts by Avi Silberschatz, Henry F. Korth and S. Sudarshan 2. Introduction to Data Mining by Tan, Steinbach & Kumar 3. Data Science for Business: What you need to know about data mining and data-analytic thinking by Foster Provost & Tom Fawcett 4. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, "Introduction to Data Mining", Pearson Education, 2007. 					

5. Data Mining Techniques - Arun K. Pujari
6. The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling, 3rd Edition
7. Data Warehousing Fundamentals for IT Professionals 2nd Edition, Kindle Edition

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	1	-
CO2	3	3	-	2	2
CO3	2	3	-	2	1
CO4	2	3	-	2	-

24PG-MBA-PE-303-BA2- BUSINESS ANALYTICS IN MANAGEMENT			
Teaching Scheme		Evaluation Scheme	
Lecture	: 3 Hr. per week	ISE	: 40 Marks
Credit	: 3	ESE	: 60 Marks
Tutorial	: --	ISA	: --
Credits	: --	POE	: --
Total Credits	: 3	Total Marks	: 100 Marks
Course Outcomes:			
<ol style="list-style-type: none"> 1. Understand basics of business analytics 2. Describe business analytics in different functional areas of business 3. Create basic calculations including basic arithmetic calculations and aggregations. 4. Applications of MS- excel for visualizations of business data. 			
Module-1: Business Analytics Basics:			8 Hours
Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge and data maturity.			
Module- 2: Analytics:			8 Hours
HR Analytics – Overview: Workforce Analytics: definition, evolution, function of Workforce analytics, Marketing Analytics : overview, Segmentation Analytics, Analytics for Tracking Customer Growth, Supply Chain Analytics : Overview, store operation analytics, vendor analytics, Production and quality analytics			
Module -3: Excel Basics:			8 Hours
Introduction to spreadsheets, Office and Excel overview, Basic text and cell formatting, Basic arithmetic calculation, Special paste, Freeze pane, Auto completion of series, Sort and filter, Charts			
Module 4 Advanced Excel Capabilities:			6 Hours
Conditional formatting, Importing data and text to columns, Functions o Mathematical o String o IF, AND, OR o Searching: match, search, vlookup o Dates o Misc, Pivot tables, Recording and editing, Macros Excel Dashboard.			
Reference Books:			
<ol style="list-style-type: none"> 1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D.Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-Murray 2. HR Analytics: Understanding Theories and Applications , Dipak Kumar Bhattacharyya 			

3. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
4. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox
5. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman
6. The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford
7. **Financial Analytics with R: Building a Laptop Laboratory for Data Science Hardcover by Mark J. Bennett**
8. Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel Paperback – 2019 by Naveen Mishra

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	1	-
CO2	2	3	-	2	-
CO3	2	3	-	-	-
CO4	2	3	-	1	1

Elective 8: Information Technology

24PG-MBA-PE-303-IT1: IT Strategy and Management

(Paper-1)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--

Total Credits :	3	Total Marks :	100
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Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> CO1: Understand the strategic role of IT in organizations and how IT aligns with business strategy. CO2: Analyse how to leverage IT to drive innovation and improve operational efficiency. CO3: Assess the challenges of managing IT resources in a business environment. CO4: Develop IT strategies for achieving competitive advantage.

Syllabus	Hours
Module 1: Introduction to IT Strategy Understanding the role of IT in business. IT alignment with business goals and strategy. Strategic frameworks for IT management.	8
Activity-1: <ul style="list-style-type: none"> Case Study: IT Strategy at Amazon 	
Module 2: IT and Innovation How IT drives business innovation. Leveraging emerging technologies (AI, Block chain, IoT, etc.) for innovation. Managing digital transformation.	7
Activity-2: <ul style="list-style-type: none"> Case study on a company that leveraged IT for innovation. 	
Module 3: Managing IT Resources IT infrastructure management. Resource planning and allocation. Managing IT projects and portfolios. Risk management in IT.	7
Activity-3: <ul style="list-style-type: none"> Case Study: Managing IT resources at Infosys. 	
Module 4: IT for Competitive Advantage	8

Building IT capabilities for competitive advantage. IT governance and strategic alignment. IT performance metrics and benchmarks.	
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Activity 4:

- Assignment: Development of an IT strategy plan for a company.

Textbooks and References

1. McKeen, J. D., & Smith, H. A. (2015). *IT strategy: Issues and practices* (3rd ed.). Pearson Education.
2. Turban, E., & Volonino, L. (2018). *Information technology for management: On-demand strategies for performance, growth and sustainability* (9th ed.). Wiley.
3. ITC Institute. *IT strategy for business*.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	2
CO2	2	2	3	3	3
CO3	2	3	3	3	2
CO4	2	2	2	3	3

Elective 8: Information Technology

24PG-MBA-PE-303-IT2: Information Systems and Business Intelligence

(Paper-2)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the fundamentals of information systems and their role in business operations.
- **CO2:** Analyze business intelligence techniques and tools for decision-making.
- **CO3:** Develop skills to manage and analyze large datasets for actionable business insights.
- **CO4:** Implement business intelligence solutions to enhance organizational decision-making.

Syllabus	Hours
Module 1: Introduction to Information Systems Definition and role of Information Systems in business. Types of information systems: MIS, DSS, TPS, etc.	8
Activity-1: <ul style="list-style-type: none">○ Case Study: Successful implementation of ERP at Tata Steel.	
Module 2: Business Intelligence (BI) Overview	

BI concepts, tools and techniques. Role of BI in decision-making. Implementing BI systems in organizations.	7
Activity-2:	
○ Assignment: Develop a BI strategy for a retail company.	
Module 3: Data Management and Analytics	
Data warehousing and data mining concepts. Data analysis tools (Excel, R, SQL). Hands-on exercise on data analysis using software.	8
Activity-3:	
○ Case Study: Using analytics in the banking industry.	
Module 4: Implementing BI Solutions	
Designing and implementing BI systems. BI solutions in operational, tactical and strategic decisions. Future trends in BI: AI and Machine Learning in BI.	7
Activity 4:	
○ Assignment: Develop a BI dashboard for a company.	

Textbooks and References	
1.	Turban, E., Sharda, R., & Delen, D. (2014). <i>Business intelligence: A managerial perspective on analytics</i> (3rd ed.). Pearson.
2.	Sharma, R. R. (Year). <i>Data management and business intelligence</i> . [Publisher Name].
3.	Sharda, R., Delen, D., & Turban, E. (2018). <i>Business intelligence and analytics: Systems for decision support</i> (10th ed.). Pearson India Education Services.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping					
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Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	3	2
CO2	2	2	3	2	2
CO3	2	3	3	2	3
CO4	2	3	2	3	3

24PG-MBA-PE-303-HM1 HOSPITALITY MANAGEMENT

PAPER-I FUNDAMENTALS OF HOSPITALITY MANAGEMENT

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. Understand nature and characteristics of Hospitality Industry
2. Identify demand and supply in hospitality services
3. Able to analyses 7 P's of marketing of hospitality firm
4. To evaluate tools like Root-Cause Analysis and Blueprinting to improve service delivery.

Module-1: Introduction to Hospitality Industry –	8 Hours
Meaning and nature, Characteristics of Hospitality Industry, Growth and change in hospitality industry, Factors. influencing hospitality industry, Major companies in Hospitality Industry in India, Career Prospects of Hospitality Industry	

Module- 2: Service Management in Hospitality –	8 Hours
Characteristics of services, 4 I's of services, Service design, Managing Demand and Supply in Hospitality- Service Capacity, Demand for services, Demand and Capacity Interfaces, Strategies to deal with imbalances.	

Module -3: Marketing of Hospitality Services –	8 Hours
STP for hospitality services, Consumer Behavior, 7 P's of service marketing – Hospitality Product, Pricing, Place, Promotion, Process, People, Physical Evidence	

Module 4: Service Quality –	6 Hours
Quality in Services, Service Quality and Quality Dimensions, Service Quality Model- Gaps Model, SERVQUAL Model of measuring service quality, Improving service quality- Root-Cause Analysis, Blueprinting	

Reference Books:

1. Introduction to Hospitality Management - John Walker, Pearson Education.
2. Introduction to Management of Hospitality Industry - Clayton Barrows, Tom Powers, Denis Reynolds, Wiley Publications
3. Hospitality Management - Jagmohan Negi, Gaurav Manohar, University Science Press
4. Service Management – Cengiz Hakserver, Barry Render, Pearson Education Inc.

5. Service Marketing – Harsh Verma, Pearson Education
 6. Service Marketing: People, Technology, Strategy – Christoper L., Jochen W. Jayanta C., Pearson Education

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	2	-
CO2	3	2	-	2	-
CO3	2	3	-	3	-
CO4	3	3	-	2	1

4PG-MBA-PE-303-HM2 HOSPITALITY MANAGEMENT

PAPER-II HOTEL HOSPITALITY MANAGEMENT

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. To **understand** the historical evolution, departmental structure, and management principles of the hospitality industry.
2. To **apply** fundamental concepts of culinary operations, food safety, and beverage service in hospitality settings.
3. To **analyze** front office and housekeeping procedures and **utilize** Property Management Systems effectively.
4. To **evaluate** and **apply** marketing and financial strategies tailored to the hospitality industry.

**Module-1: Introduction to Hospitality & Hotel Operations
8Hours**

History and evolution of the hospitality industry
 Overview of hotel departments: Front Office, Housekeeping, Food & Beverage, Kitchen
 Organizational structure and hierarchy in hotels
 Principles of hospitality management

Module- 2: Food Production and Beverage Management **8 Hours**

Basics of culinary arts and kitchen operations Food safety, hygiene, and nutrition

Beverage knowledge: alcoholic and non-alcoholic drinks Food & Beverage service techniques and etiquettes

Module -3 Front Office and Accommodation Management **8 Hours**

Front office operations: reservations, check-in/check-out procedures Use of Property Management Systems (PMS) Housekeeping operations: cleaning procedures, linen management.

Module 4: Hospitality Marketing **6 Hours**

Marketing strategies specific to the hospitality industry Sales promotion and customer relationship management Basics of hotel accounting and financial statements

Reference Books:

1. *Introduction to Hospitality Management*
Author: John R. Walker
2. *Hotel Management and Operations*
Authors: Michael J. O'Fallon and Denney G. Rutherford
3. *Hotel Front Office Management*
Author: James A. Bardi

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	1	-
CO2	3	3	-	2	2
CO3	2	3	-	2	1
CO4	2	3	-	2	-

24PG-MBA-PE-303-HHM1-Principles of Hospital and Healthcare Management

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. To Understand the structure and functioning of healthcare systems.
2. To Analyse the roles and responsibilities in hospital administration.
3. To Evaluate patient care services and quality management in hospitals.
4. To Apply the principles of healthcare ethics and medical law.

Module I: Introduction to Healthcare Systems (8 Hours)

1. Overview of Healthcare Systems in India and Globally

- Historical evolution of healthcare systems.
- Comparison of healthcare systems in developed and developing countries.
- Key global health organizations (WHO, UNICEF, etc.) and their roles.
- Public health policies and health infrastructure in India.

2. Public vs Private Healthcare

- Structure and functioning of public healthcare institutions.
- Growth and role of private healthcare in India.
- Accessibility, affordability, and quality in public vs private care.
- Public-Private Partnerships (PPP) in healthcare.

3. Primary, Secondary, Tertiary Care Models

- Definitions and distinctions among levels of care.
- Services offered at each level.
- Referral systems and their effectiveness.
- Integration of levels for continuum of care.

Module II: Hospital Organization & Functions (8 Hours)

1. Types of Hospitals and Their Roles

- Classification based on ownership, service, and size (government, private, teaching, specialty hospitals).
- Role of community, district, and multi-specialty hospitals.
- Teaching and research functions in academic hospitals.

2. Organizational Structure and Departments

- Hierarchical structure of hospital administration.
- Functional divisions: clinical (e.g., surgery, medicine), diagnostic (e.g., lab, radiology), and support services (e.g., housekeeping, maintenance).
- Coordination between departments for patient care.

3. Roles of Hospital Administrators

- Responsibilities in planning, staffing, budgeting, and policy implementation.
- Managing hospital operations and patient flow.
- Ensuring regulatory compliance and quality improvement.
- Leadership and communication within hospital teams.

Module III: Patient Care and Quality (8 Hours)

1. Patient Admission, Discharge, and Transfer

- Admission procedures: OPD and emergency.
- Discharge planning and documentation.
- Inter-department and inter-facility patient transfers.

2. Nursing Care and Support Services

- Nursing roles and responsibilities.
- Coordination with physicians and allied health professionals.
- Importance of ancillary services like physiotherapy, dietetics, and social work.

3. NABH Standards and Quality Indicators

- Overview of NABH (National Accreditation Board for Hospitals & Healthcare Providers).
- Accreditation process and its benefits.

- Core quality indicators: infection rates, patient satisfaction, clinical outcomes.
- Tools for quality assurance and continuous improvement.

Module IV: Ethics and Legal Aspects

(6 Hours)

1. Medical Ethics and Patients' Rights

- Principles of biomedical ethics: autonomy, beneficence, non-maleficence, and justice.
- Code of conduct for healthcare professionals.
- Respect for patient dignity, privacy, and informed choice.

2. Consent and Confidentiality

- Types of consent: informed, implied, and expressed.
- Legal requirements and documentation.
- Importance of maintaining patient confidentiality and data protection.

3. Medico-Legal Issues in Hospitals

- Common medico-legal cases: negligence, malpractice, assault, death under suspicious circumstances.
- Role of medical records in legal proceedings.
- Handling police and legal inquiries.
- Hospital policies for dealing with legal and ethical dilemmas.

Reference Books:

1. **"Hospital Administration and Management"** by C.M. Francis & Mario C. de Souza
2. **"Essentials of Hospital Support Services Management"** by Madhuri Sharma
3. **"Hospital Administration"** by S. L. Goel
4. **"Principles of Hospital Administration and Planning"** by B.M. Sakharkar
5. **"Textbook of Public Health and Community Medicine"** by AFMC Pune

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	-
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	2	2	3	3	-

24PG-MBA-PE-303-HHM2- Healthcare Operations and Services Management

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. To Understand hospital operations and logistics.
2. To Analyze outpatient and inpatient management systems.
3. To Evaluate diagnostic and therapeutic service workflows.
4. To Apply tools for efficient hospital resource utilization.

Module I: Operations Management in Hospitals (8 Hours)

1. Hospital Operations Workflow

- Overview of hospital functional areas and service lines.
- End-to-end patient journey from registration to discharge.
- Standard Operating Procedures (SOPs) and their role in operational efficiency.
- Interdepartmental coordination for seamless service delivery.

2. Facility Management and Scheduling

- Infrastructure management: maintenance of buildings, utilities, and equipment.
- Preventive and corrective maintenance planning.
- Scheduling of surgeries, diagnostics, staff shifts, and room occupancy.
- Use of software for facility and resource scheduling.

3. Patient Flow and Queue Management

- Concepts of patient flow and bottlenecks in service delivery.
- Strategies to reduce patient wait times and improve throughput.
- Application of Lean and Six Sigma principles in queue management.
- Use of technology like token systems, kiosks, and appointment management software.

Module II: Outpatient and Inpatient Services	(8 Hours)
1. OPD Management Systems	<ul style="list-style-type: none"> • Design and layout of OPD for optimal flow and efficiency. • Registration, billing, consultation, and follow-up processes. • Integration with laboratory, pharmacy, and diagnostic services. • Role of Electronic Health Records (EHR) in OPD operations.
2. Inpatient Admission Protocols	<ul style="list-style-type: none"> • Admission criteria and process: elective vs emergency admissions. • Patient categorization: general, semi-private, and private wards. • Documentation, insurance processing, and interdepartmental coordination. • Discharge planning and post-discharge follow-up.
3. Emergency and Trauma Care	<ul style="list-style-type: none"> • Structure and functioning of Emergency Department (ED). • Triage systems and prioritization of care. • Coordination with trauma teams, ICUs, and surgical units. • Legal and ethical aspects of emergency care (e.g., consent, medico-legal cases).
Module III: Diagnostic and Ancillary Services	(8 Hours)
1. Laboratory Services	<ul style="list-style-type: none"> • Structure and functions of clinical laboratories (pathology, microbiology, etc.). • Sample collection, handling, and reporting protocols. • Quality control and accreditation (e.g., NABL standards). • Integration with hospital information systems.
2. Imaging and Radiology	<ul style="list-style-type: none"> • Types of imaging modalities: X-ray, CT, MRI, Ultrasound, PET. • Radiology workflow and scheduling. • Radiation safety protocols and compliance. • Role of teleradiology and PACS (Picture Archiving and Communication Systems).
3. Pharmacy, Dietary, and Biomedical Services	<ul style="list-style-type: none"> • Hospital pharmacy operations: dispensing, inventory, and formulary control. • Dietary services: therapeutic diets, food safety, and patient satisfaction.

- Biomedical engineering: equipment calibration, maintenance, and lifecycle management.
- Role of ancillary services in holistic patient care.

Module IV: Logistics and Supply Chain in Hospitals

(6 Hours)

1. Procurement and Inventory Control

- Purchase planning: drugs, consumables, surgical instruments, and equipment.
- Vendor selection and contract management.
- Inventory models: ABC, VED, FSN classifications.
- Use of hospital supply chain management software.

2. Biomedical Equipment Maintenance

- Asset management: tracking and maintenance of critical equipment.
- Annual Maintenance Contracts (AMC) and Comprehensive Maintenance Contracts (CMC).
- Preventive vs corrective maintenance strategies.
- Equipment calibration, safety checks, and downtime analysis.

3. Waste and Linen Management

- Biomedical waste classification and disposal as per regulatory guidelines (e.g., BMW Rules).
- Role of Infection Control Committees.
- Hospital linen cycle: collection, disinfection, washing, and redistribution.
- Outsourcing vs in-house laundry services.

Reference Books:

1. "Hospital Operations: Principles of High Efficiency Health Care" by Wallace J. Hopp and William S. Lovejoy
2. "Operations Management in Healthcare: Strategy and Practice" by Corinne M. Karuppan
3. "Textbook of Hospital Administration" by D. C. Joshi & Mamta Joshi
4. "Hospital Planning, Design, and Management" by G. D. Kunders
5. "Logistics in Health Care" by V. Sople

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	-
CO2	2	3	1	2	2
CO3	2	3	-	2	2
CO4	3	3	-	2	2

Elective 11: Cooperative Management

24PG-MBA-PE-303-CM1: Introduction to Cooperative Management

(Paper-1)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the historical development and principles of cooperatives.
- **CO2:** Analyze the role and importance of cooperatives in the economy, particularly in India.
- **CO3:** Understand the legal framework governing cooperatives in India.
- **CO4:** Develop the basic managerial skills necessary for cooperative management.

Syllabus	Hours
Module 1: History and Principles of Cooperatives Origin and evolution of cooperatives globally and in India., Key principles and values of cooperative organizations., Different models of cooperatives: Agricultural, Consumer, Worker, Credit, etc.	8
Activity-1: <ul style="list-style-type: none"> ○ Case Study: The Growth of Amul and its Cooperative Model. 	
Module 2: Cooperative Movement in India The role of cooperatives in India's economic development. Key sectors where cooperatives are prominent: Agriculture, Banking, Dairy and Handlooms. Government policies and initiatives supporting cooperatives.	7
Activity-2: <ul style="list-style-type: none"> ○ Case Study: The Role of NABARD in strengthening cooperative finance. 	
Module 3: Legal Framework for Cooperatives in India The Cooperative Societies Act, 1912. The Multi-State Cooperative Societies Act, 2002. Key legal provisions and regulatory bodies (RCS, NCUI).	7
Activity-3: <ul style="list-style-type: none"> ○ Case Study: Legal challenges faced by cooperative banks in India. 	
Module 4: Basic Management Skills for Cooperatives Introduction to management functions: Planning, Organizing, Leading and Controlling. The unique challenges of managing cooperatives. Human resource management in cooperatives.	8
Activity 4: <ul style="list-style-type: none"> ○ Assignment: Analysis of the management structure of a local cooperative. 	

Textbooks and References
1. Kumar, S. S. S. (Year). <i>Cooperative management and administration</i> .
2. Sharma, R. K. (Year). <i>Cooperative theory and practice</i> .

3. Levinger, D. G. (Year). *The theory of cooperative enterprise.*

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	3	2	2
CO2	3	2	2	3	2
CO3	2	3	3	3	3
CO4	2	2	2	2	2

Elective 11: Cooperative Management
24PG-MBA-PE-303-CM2: Financial Management in Cooperatives
(Paper-2)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> • CO1: Understand the financial structure and financial management practices in cooperatives. • CO2: Analyze the financial health of cooperative organizations using financial ratios and metrics. • CO3: Learn about cooperative financing sources and credit policies. • CO4: Develop financial strategies for cooperatives to achieve long-term sustainability.

Syllabus	Hours
Module 1: Introduction to Cooperative Finance Basic principles of cooperative finance. Capital formation in cooperatives: Membership, share capital and government funding.	8
Activity-1: <ul style="list-style-type: none"> ○ Case Study: The financial structure of IFFCO (Indian Farmers Fertilizer Cooperative Limited). 	
Module 2: Financial Reporting and Analysis in Cooperatives	7

Financial statements: Balance Sheet, Profit and Loss Account and Cash Flow Statements. Understanding financial ratios in cooperatives: Liquidity, profitability, solvency and efficiency.	
Activity-2: <ul style="list-style-type: none"> ○ Assignment: Prepare a financial report for a cooperative. 	
Module 3: Credit and Lending in Cooperatives Role of cooperatives in providing credit: Agricultural cooperatives, credit cooperatives. Cooperative credit societies and their functions. Interest rates, loan recovery and risk management.	8
Activity-3: <ul style="list-style-type: none"> ○ Case Study: The success of the Kisan Credit Card scheme. 	
Module 4: Sustainable Financial Strategies for Cooperatives Financial planning and budgeting. Risk management and insurance for cooperatives. Long-term financial sustainability: Diversification of income sources.	7
Activity 4: <ul style="list-style-type: none"> ○ Assignment: Develop a financial plan for a cooperative. 	

Textbooks and References	
1. Sharma, R. P. (Year). <i>Financial management for cooperatives</i> .	
2. Gupta, R. K. (Year). <i>Cooperative finance</i> .	
3. Stiglitz, J. F. (Year). <i>Financial management in cooperative enterprises</i> .	

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping
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Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	3	2	3
CO2	2	2	2	2	3
CO3	2	2	2	3	2
CO4	3	3	3	2	3

24PG-MBA-PE-303-ENT1 ENTREPRENEURSHIP	
PAPER - I PROJECT PLANNING AND IMPLEMENTATION	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks
Course Outcomes:	
<ol style="list-style-type: none"> 1. To analyze project classification, idea generation, and apply tools like PERT and CPM for effective project planning and risk assessment. 2. To understand and apply core concepts of marketing, production, and human resource management in a project context. 3. To evaluate various sources of finance and compare institutional, lease, and venture capital funding for project feasibility. 4. To develop and construct a comprehensive business plan by integrating project and functional knowledge. 	
Module I – A. Project: Nature, Classification, Project Cycle. 8 Hours B. Project Idea: Sources of idea generation; New product development process; Product planning and development strategy	
C. Project Formulation: Stages of project formulation; Risk and uncertainty in investment decisions; Project Profitability Projection. Project Design and Network Analysis: Importance of network analysis, PERT and CPM	
Module-2: 8 Hours A. Marketing Management: Importance of marketing, Marketing segmentation; Marketing Mix.	
B. Production Management: Plant location; Layout; Production design; inventory, control and quality control; material handling	
C. Human Resource Management: Job requirement, Human Resource Planning, Recruitment, Selection, Training and development; Remuneration	
Module- 3 8 Hours A. Financial management: Sources of Long term and short term finance; Venture Capital funding in India, Venture capital funding process	

B. Institutional Finance: Commercial Banks, Other financial institutions. **C. Lease Financing and Hire Purchase:** Advantages and disadvantages, differences.

Module-4 A. Business Plan: Contents, formulation of business plan **8 Hours**

B. Planning commission's guidelines for formulating project report: **C. Project Report:** Contents of project report; Format of project report

Reference Books:

1. Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI
2. Entrepreneurship- New Venture Creation; David H. Holt; PHI
3. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	3	-
CO2	2	3	1	3	-
CO3	3	3	2	3	2
CO4	2	2	2	2	-

24PG-MBA-PE-303-ENT2 ENTREPRENEURSHIP	
PAPER – II STARTUPS AND NEW VENTURE	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks
Course Outcomes:	
1. To analyze the role of MSMEs and evaluate entrepreneurial opportunities through feasibility analysis and risk assessment.	
2. To compare various forms of business enterprises and assess their features, advantages, and limitations in the MSME context.	
3. To examine the role of incubation centers and evaluate venture feasibility from market, financial, technical, and organizational perspectives.	
4. To develop effective teams and create business plans aligned with investor expectations, including e-commerce and international business components	
Module1: MSME (Micro Small and Medium Entrepreneurship 8 Hours Meaning, definition, types. Rationale behind micro and small enterprises. Launch a Start-up- Opportunity creating, shaping, recognizing & seizing. Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities develop start-up strategy. Feasibility analysis, risk taking ability	
Module-2: Types of Enterprises- 8 Hours Features, Advantages and limitations of Sole proprietorship, Partnership, Private Limited Company, Public Limited Company, Co-operatives, Joint Hindu Family business and Limited liability partnership, Franchising, Problems of MSME	
Module- 3 Business Incubation Centre- 8 Hours Meaning, Role and importance, Centre for innovation, incubation and Entrepreneurship IIMA, NSRCEL, IIM Bangalore. Venture Feasibility Study- Market feasibility, financial feasibility, technical feasibility and organizational feasibility.	

Module-4 Developing Team and Presenting Business Plan – 6 Hours

Importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan and the elevator arena. E-Commerce: E- commerce; meaning, evolution, prospective areas. International business: Meaning, forms of business, types of document.

Reference Books:

1. Satish Taneja, S. L. Gupta- Entrepreneurship Development New Venture Creation, Galgotia Publishing House
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International.
3. David H. Holt - Entrepreneurship New Venture Creation, 2010, Prentice-Hall of India Pvt. Limited

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	-
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	2	2	3	3	-

24PG-MBA-PE-303-NM1-Foundations of NGO Management					
Teaching Scheme		Evaluation Scheme			
Lecture	: 3 Hr. per week	ISE	: 40 Marks		
Credit	: 3	ESE	: 60 Marks		
Tutorial	: --	ISA	: --		
Credits	: --	POE	: --		
Total Credits	: 3	Total Marks : 100 Marks			
Course Outcomes:					
<ol style="list-style-type: none"> 1. Understand the nature, types, and evolution of NGOs. 2. Analyse the roles and contributions of NGOs to development. 3. Compare various models of NGO functioning. 4. Examine the relationship between NGOs and stakeholders. 					
Module I: Introduction to NGOs		8 Hours			
<ul style="list-style-type: none"> • Definition, History, and Evolution: <ul style="list-style-type: none"> ○ Meaning and scope of NGOs (Non-Governmental Organizations). ○ Origin and evolution of civil society and voluntary organizations. ○ Historical milestones in NGO development (global and Indian context). • Classification of NGOs: <ul style="list-style-type: none"> ○ Based on legal structure: Trusts, Societies, Non-Profit Companies. ○ Based on functions: service delivery, advocacy, watchdogs, humanitarian aid, etc. ○ Based on area of operation: local, regional, national, international. • Characteristics of Successful NGOs: <ul style="list-style-type: none"> ○ Vision and mission clarity. ○ Leadership and governance. ○ Community involvement and transparency. ○ Accountability, innovation, and impact measurement. 					
Module II: Role in Development		8 Hours			
<ul style="list-style-type: none"> • NGOs in Rural and Urban Development: <ul style="list-style-type: none"> ○ Role in providing basic services (sanitation, housing, infrastructure). ○ Livelihood and skill development initiatives. • Education, Health, and Women Empowerment: <ul style="list-style-type: none"> ○ Innovative educational models (non-formal education, adult literacy). ○ Health awareness and intervention programs (vaccination drives, health camps). ○ Gender equality, microfinance for women, self-help groups (SHGs). • Policy Advocacy and Social Movements: <ul style="list-style-type: none"> ○ Influencing government policies through lobbying and campaigns. 					

- Examples of successful advocacy (e.g., Right to Information, Forest Rights).
- Role in environmental, social justice, and human rights movements.

Module III: Organizational Models

8 Hours

- **Centralized vs Decentralized Structures:**
 - Characteristics, benefits, and challenges of both models.
 - Case comparisons (e.g., hierarchical vs participative NGOs).
- **Grassroots Organizations vs International NGOs:**
 - Local context-driven vs global vision-based approaches.
 - Resource availability, scale of operation, and community connections.
- **Collaboration and Network Building:**
 - Importance of partnerships with government, corporates (CSR), other NGOs.
 - Consortiums, alliances, federations.
 - Knowledge sharing and capacity building through networks.

Module IV: Stakeholder Engagement

6 Hours

- **Identifying and Mapping Stakeholders:**
 - Who are the stakeholders? (beneficiaries, donors, government, staff, media).
 - Tools for stakeholder mapping (Power/Interest Grid, Salience Model).
- **Beneficiary Participation:**
 - Participatory Rural Appraisal (PRA), community consultation, feedback loops.
 - Inclusion of marginalized groups in planning and implementation.
- **Community Mobilization Techniques:**
 - Awareness campaigns, leadership development, peer education.
 - Building community-based organizations (CBOs), volunteers, and SHGs.

Reference Books:

1. **"Non-Governmental Organizations: Management and Development"** by David Lewis
2. **"NGOs and Development"** by David Lewis & Nazneen Kanji
3. **"The Third Sector: Community Organizations, NGOs, and Nonprofits"** by Meghan Kallman & Terry Clark
4. **"NGO Management"** by Michael Edwards & Alan Fowler
5. **"Making a Difference: NGOs and Development in a Changing World"** by John Hailey

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	2	-
CO2	2	3	2	2	1
CO3	2	3	-	2	1
CO4	2	2	3	2	2

24PG-MBA-PE-303-NM2- Legal and Institutional Framework for NGOs	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. Understand the legal procedures to establish an NGO in India.
2. Interpret key laws and policies affecting NGO operations.
3. Evaluate compliance and governance mechanisms.
4. Identify institutional frameworks supporting NGO activities.

Module I – Legal Forms and Registration	8 Hours
<ul style="list-style-type: none"> • Societies Registration Act, 1860: <ul style="list-style-type: none"> ○ Objectives and scope of the Act. ○ Procedure for forming a society. ○ Roles, responsibilities, and dissolution of societies. ○ Relevant state-specific amendments. • Indian Trusts Act, 1882: <ul style="list-style-type: none"> ○ Types of trusts: private and public charitable trusts. ○ Procedure to register a trust. ○ Trustee powers, liabilities, and administration. • Section 8 Companies under Companies Act, 2013: <ul style="list-style-type: none"> ○ Characteristics of Section 8 companies (not-for-profit motive). ○ Registration process and compliance under MCA. ○ Differences between trusts, societies, and Section 8 companies. 	

Module II – Legal Compliance	8 Hours
<ul style="list-style-type: none"> • FCRA (Foreign Contribution Regulation Act), 2010: <ul style="list-style-type: none"> ○ Purpose and need for FCRA compliance. ○ Eligibility and procedure for registration/prior permission. ○ Usage of foreign funds and penalties for non-compliance. • Income Tax Exemptions (Sec 12A, 80G): <ul style="list-style-type: none"> ○ Tax benefits for NGOs and donors. ○ Application procedures and renewal conditions. ○ Maintaining books for tax compliance. • Annual Returns and Audit Requirements: <ul style="list-style-type: none"> ○ Statutory audits and internal audits. 	

- Timelines and procedures for filing annual returns (Income Tax, MCA, FCRA).
- Penalties and consequences of non-filing.
- **Legal Responsibilities of Board Members:**
 - Fiduciary duties, governance obligations.
 - Liability in case of legal breaches or financial irregularities.

Module III – NGO Governance	8 Hours
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- **Role of Governing Boards and Committees:**
 - Composition, appointment, and responsibilities of governing bodies.
 - Policy formulation, oversight, and strategic planning.
 - Board-staff relationships and leadership development.
- **Ethical Standards and Accountability:**
 - Code of ethics for NGOs.
 - Transparency in operations, finance, and communications.
 - Adopting standards like Credibility Alliance norms.
- **Conflict of Interest Policies:**
 - Identifying and managing conflicts.
 - Drafting and enforcing conflict of interest declarations.
 - Case studies of governance failure due to conflict.

Module IV – Institutional Frameworks	6 Hours
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- **Role of NITI Aayog and CAPART:**
 - NITI Aayog's NGO-DARPAN platform for registration and funding eligibility.
 - Role of CAPART in promoting rural development through NGOs.
 - Emerging roles of other institutions (e.g., State-level nodal agencies).
- **Collaboration with Government and International Bodies:**
 - Government schemes involving NGO participation.
 - Partnerships with UN bodies, WHO, World Bank, etc.
 - Compliance and reporting in international collaborations.
- **Public-Private Partnerships (PPPs):**
 - Models of NGO engagement in PPP projects.
 - Shared responsibilities, risks, and benefits.
 - Examples from health, education, and infrastructure sectors.

Reference Books:

1. **"Handbook on NGO Registration: Laws and Procedures in India"** by Noshir H. Dadrawala
2. **"Legal Aspects of NGO Management in India"** by S. Bhatnagar
3. **"NGO Law and Governance: A Global Perspective"** by Oonagh B. Breen, Alison Dunn, and Mark Sidel
4. **"FCRA Made Easy: A Legal Handbook for NGOs"** by Philipose G. Thomas
5. **"Guide to NGO Registration and Management in India"** by Bharat Bhushan Goyal

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	3	-
CO2	2	3	1	3	-
CO3	3	3	2	3	2
CO4	2	2	2	2	-

24PG-MBA-PE-303-DM1 DIGITAL MARKETING	
PAPER-I Fundamentals of Digital Marketing	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks
Course Outcomes:	
<ol style="list-style-type: none"> 1. Understand the concept and importance of Event Management. 2. Analyze the process of strategic marketing and the need for strategic marketing for events 3. Analyze the requirement of clients and do the planning of activity. 4. Create plan for various types of events 	
Module-1: Introduction to Digital Marketing	8 Hours
Meaning and Scope of Digital Marketing Evolution of Digital Marketing – Internet Revolution Importance of Digital Marketing for Business Growth Traditional Marketing vs Digital Marketing – Key Differences.	
Module- 2: Digital Marketing Channels:	8 Hours
Overview of Digital Channels Introduction to: Search Engine Optimization (SEO)Search Engine Marketing (SEM) Social Media Marketing (SMM) Email Marketing Content Marketing Mobile Marketing	
Module -3: Digital Consumer Behavior:	8 Hours
Understanding Online Buyer Behavior Customer Journey Online Decision-making Process in the Digital World Personalization and Customer Engagement	
Module 4: Strategy in Digital Marketing :	6 Hours
Planning a Digital Marketing Campaign Target Audience Identification Budgeting for Digital Campaigns KPIs and Metrics for Digital Success.	
Reference Books:	
<ol style="list-style-type: none"> 1. Philip Kotler Marketing 4.0: Moving from Traditional to Digital 2. Ryan Deiss, Russ Henneberry Digital Marketing for Dummies 3. Dave Chaffey Digital Marketing: Strategy, Implementation and Practice 4. Adam Clarke SEO 2023: Learn Search Engine Optimization 5. Perry Marshall Ultimate Guide to Google Ads 	

Mapping of PO & CO:

PO	PO1	PO2	PO3	PO4	PO5
CO					
CO1	2	2	-	1	-
CO2	2	3	-	2	-
CO3	2	3	-	-	-
CO4	2	3	-	1	1

24PG-MBA-PE-303-DM2 DIGITAL MARAKETING						
PAPER-II Search Engine Optimization (SEO) and Search Engine Marketing (SEM)						
Teaching Scheme	Evaluation Scheme					
Lecture : 3 Hr. per week	ISE	: 40 Marks				
Credit : 3	ESE	: 60 Marks				
Tutorial : --	ISA	: --				
Credits : --	POE	: --				
Total Credits : 3	Total Marks : 100 Marks					
Course Outcomes:						
CO1: Understand SEO basics and search engine functioning.						
CO2: Apply on-page SEO strategies for content and website optimization.						
CO3: Implement link-building and authority improvement techniques.						
CO4: Demonstrate paid marketing knowledge using Google Ads setup and campaign types						
Module-1: Introduction to SEO	8 Hours					
Basics of Search Engines. How Search Engines Work (Crawling, Indexing, Ranking) Importance of SEO in Digital Strategy						
Module 2- On-Page SEO Techniques	8 Hours					
Keyword Research and Selection SEO Content Writing (Meta Tags, Headings, Image SEO) URL Structure Optimization Internal Linking Strategies						
Module 3 – Off-Page SEO Techniques	8 Hours					
Link Building Strategies Directory Submission, Guest Blogging Social Bookmarking Understanding Domain Authority and Page Authority						
Module 4 – Introduction to SEM	6 Hours					
Basics of Paid Search Marketing Setting Up Google Ads Account Types of Google Ads Campaigns						

Reference Books:

1. Philip Kotler Marketing 4.0: Moving from Traditional to Digital
2. Ryan Deiss, Russ Henneberry Digital Marketing for Dummies
3. Dave Chaffey Digital Marketing: Strategy, Implementation and Practice
4. Adam Clarke SEO 2023: Learn Search Engine Optimization
5. Perry Marshall Ultimate Guide to Google Ads

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	2	-
CO2	2	3	2	2	1
CO3	2	3	-	2	1
CO4	2	2	3	2	2

24PG-MBA-PE-303-ABM1-Agribusiness Management and Practices					
Teaching Scheme		Evaluation Scheme			
Lecture	: 3 Hr. per week	ISE	: 40 Marks		
Credit	: 3	ESE	: 60 Marks		
Tutorial	: --	ISA	: --		
Credits	: --	POE	: --		
Total Credits	: 3	Total Marks : 100 Marks			
Course Outcomes:					
<ol style="list-style-type: none"> 1. To Introduce about the scope of Agribusiness Business in India 2. To understand the scope of agribusiness. 3. To provide skills and techniques to run Agribusiness Business 4. To aware about Agribusiness Business laws and legislations 					
Module-1: Introduction to Agribusiness:			8 Hours		
<p>Nature, scope and functions of Agribusiness. Types of Agribusiness. Difference between farm and nonfarm sectors, Importance of small agribusinesses. Scope of Agribusiness. Milk processing and animal husbandry Units – Nature, Types, Functions, Problems and Scope Horticulture & Floriculture – Nature, Types, Functions, Problems and Scope Agri- Tourism Business – Nature, Types, Functions, Problems and Scope Food Processing Units– Nature, Types, Functions, Problems and Scope of Agri-ancillaries. Introduction to Organic Farming. Post-Harvest Technologies</p>					
Module- 2: Scope of Agribusiness.			8 Hours		
<p>Milk processing and animal husbandry Units – Nature, Types, Functions, Problems and Scope Horticulture & Floriculture – Nature, Types, Functions, Problems and Scope Agri- Tourism Business – Nature, Types, Functions, Problems and Scope Food Processing Units– Nature, Types, Functions, Problems and Scope Agri and ancillaries.</p>					
Module -3: Agricultural Marketing and Logistics System:			8 Hours		
<p>Agricultural marketing system in India-Nature and Functioning. Problems of agricultural marketing, Policies, Role of NAFED. Functioning of Rural Primary Markets, Mandi, Regulation of Markets. Nature, Scope and problems regarding agribusiness logistics. Agriculture Mall</p>					
Module 4: Business Legislation and Agribusiness Units:			6 Hours		
<p>Essential Commodities Act-1955 and its recent amendments, Agriculture Produce (Grading & Marking) Act,1937 4.3. Food Safety and Standards Act, 2006.Important Provisions under GST and Income Tax Act 1961</p>					

Reference Books:

1. M. Upton & B.O. Anolloio - "farming As a Business" Oxford University press. New York
2. 'S.S. Achary' N.L. Agarwal - "Agricultural Marketing in India.
3. 'S.K. Misra' V.K. Puri- Indian Economy', Himalaya publishing House Mumbai.
4. Bhave S.W.' - "Agri-Business management in India"
5. SmitaDiwase' - "Agri-Business Management", Everest Publishing House Pune-4
6. Essential Commodities Act-1955 and its recent amendments,
7. Agriculture Produce (Grading & Marking)Act,1937

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	2	-
CO2	2	2	-	2	-
CO3	3	3	2	2	2
CO4	2	2	-	3	-

24PG-MBA-PE-303-ABM2- Agribusiness Finance					
Teaching Scheme		Evaluation Scheme			
Lecture	: 3 Hr. per week	ISE	: 40 Marks		
Credit	: 3	ESE	: 60 Marks		
Tutorial	: --	ISA	: --		
Credits	: --	POE	: --		
Total Credits	: 3	Total Marks : 100 Marks			
Course Outcomes:					
<ol style="list-style-type: none"> 1. Understand Agribusiness Business in India 2. Describe the nature of Agri-Business Finance. 3. Describe Institutional and Non Institutional finance for agriculture sector. 4. Understand financial management for Agri-business. 					
Module-1: Introduction to Agriculture Finance: 8 Hours Agriculture Finance: Meaning, Need, Importance and Scope Principles of Agriculture Finance Classification of Credit Tools of Financial Analysis: Balance Sheet, Income Statement, Cash flow Statement					
Module- 2: Agricultural Financing: 8 Hours Sources of Agricultural Finance Cooperative Credit Institutions National Bank for Agriculture and Rural Development (NABARD), Regional Rural Banks. Commercial Banks and Rural credit, Non Institutional Finance.					
Module -3: Micro Finance: 8 Hours Meaning, Importance and Scope Self-help Groups: Meaning, Role in Micro Finance NABARD and Micro Finance Reserve Bank of India and Micro Finance.					
Module 4: Financial Support to Agri-Business: 6 Hours Budgetary Provision to Agri-Business Comprehensive Crop Insurance Kisan Credit Card. Agricultural Finance problems and Remedies					
Reference Books:					
1. S. Subba Reddy, P.Raghu Ram, T.V. Neelakanta Sastry.I.Bhavani Devi, "Agricultural Economics", Oxford & IBH Publishing co.pvt.Ltd.New Delhi. 2. Chandra Shekhar Prasad, "Agriculture and Sustainable Development in India", New Century Publication New Delhi. 3. R.k.Lekhi, Joginder Singh, "Agricultural Economics an Indian Perspective", Kalyani Publisher's. 4. Singh and Sadhu, "Fundamentals of Agriculture Economics" 5. C.B. Memoria, "Problems of Agriculture in India, "Himalaya publishing House, Mumbai					

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	2	-
CO2	3	2	-	2	-
CO3	2	3	-	3	-
CO4	3	3	-	2	1

24PG-MBA-SEC-304 : Chhatrapati Shivaji : The Management Guru

Teaching Scheme		Evaluation Scheme	
Lecture:	4 Hrs. per Week	ISE:	--
Credit :	2	ESE :	--
Tutorial :	--	ISA :	50 Marks
Credits :	--	POE :	--
Total Credits :	2	Total Marks :	50

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the historical, cultural and strategic backdrop of Chhatrapati Shivaji Maharaj's era.
- **CO2:** Analyze leadership traits, strategic thinking and administrative innovations of Shivaji as models for modern management.
- **CO3:** Apply the principles of ethical governance, people management and mission-driven leadership inspired by Shivaji's style.

- **CO4:** Demonstrate contextual intelligence and adaptive leadership by connecting historical lessons to contemporary business and entrepreneurial challenges.

Syllabus	Hours
<p>Module 1: Historical and Strategic Backdrop Life and Times of Chhatrapati Shivaji Maharaj. Political, Social and Economic Context of 17th Century India, Visionary Leadership in Adverse Conditions, Mission & Purpose-Driven Life: <i>Swarajya</i> Concept, Influences of his mother Jijabai and Father Shahajiraje , Formation of an Ideal Nation-State.</p>	8
<p>Activity-1: Analysis of how Chhatrapati Shivaji Maharaj's visionary leadership and the Swarajya concept shaped the formation of an ideal nation-state amidst the political, social and economic challenges of 17th-century India.</p>	
<p>Module 2: Military Strategy & Strategic Management (9 Hours) SWOT Analysis of Shivaji's Kingdom and Strategies, Guerrilla Warfare & Tactical Brilliance: Lessons in Flexibility and Agility, Fort Strategy: Logistics, Innovation and Risk Mitigation, Strategic Alliances & Diplomacy: Lessons in Negotiation, Use of Intelligence (Khabri) & Competitive Intelligence, Planning & Execution: Quick Decision-Making Under Pressure.</p>	7
<p>Activity-2: Conduction of a SWOT analysis of Chhatrapati Shivaji Maharaj's kingdom and military strategies, focusing on guerrilla warfare tactics, fort logistics, strategic alliances and intelligence gathering to understand his leadership in decision-making under pressure.</p>	
<p>Module 3: Administrative Excellence & Governance <i>Ashtapradhan</i> Mandal: Decentralized Governance and Delegation, People-Centric Leadership & Empowerment of Officers, Financial Administration: Revenue Systems, Taxation (<i>Chauthai</i> and</p>	7

<i>Sardeshmukhi</i>), Justice System: Ethical Decision-Making and Fair Governance, Naval Prowess: Strategic Maritime Vision, Infrastructure Development (Forts, Navy, Army)	
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Activity-3:

Examining how Chhatrapati Shivaji Maharaj's administrative excellence, including the Ashtapradhan Mandal, financial governance, justice system and naval strategy, contributed to efficient governance, ethical decision-making and long-term infrastructure development in his empire.

Module 4: Entrepreneurial and Ethical Leadership

Innovation and Strategic Foresight: Disruptive Thinking, Resilience, Determination & Crisis Management, Cultural Sensitivity and Inclusive Leadership, Ethical Governance: Corruption-Free Administration, Leadership Communication: Motivation, Vision and Loyalty, Chhatrapati Shivaji's Relevance in Contemporary Start-up Ecosystem and Public Administration

8

Activity 4:

Analysis of how Chhatrapati Shivaji Maharaj's entrepreneurial and ethical leadership, including disruptive thinking, resilience, inclusive governance and communication strategies, can serve as a framework for modern start-ups and public administration in today's dynamic environment.

Textbooks and References

1. Desai, R. (2017). *Shivaji: The Great Maratha* (V. Pande, Trans.). HarperCollins.
2. Ingle, P. (Year). *Shivaji the Management Guru*.
3. Mulay, N. H. (Year). *The Leadership Secrets of Shivaji*.
4. Desai, R. (2016). *Shriman Yogi* (V. K. Vedalankar, Trans.). Mehta Publishing House.
5. Purandare, B. M. (Year). *Raja Shivchhatrapati*. Purandare Prakashan.
6. Government of Maharashtra. (Year). *Gazetteers, Maharashtra State Archives, Shivaji Maharaj Museum Literature*. Maharashtra Gazetteer Department.
7. Various Authors. (Year). *Leadership & Strategy Journals referencing historical management perspectives*.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	2	3	2
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3

24PG-MBA-VAC-305: Women Empowerment-Case Study on *‘Warana Mahila Gruha-Udyog’*

Teaching Scheme		Evaluation Scheme	
Lecture:	4 Hrs. per Week	ISE:	--
Credit :	2	ESE :	--
Tutorial :	--	ISA :	50 Marks
Credits :	--	POE :	--
Total Credits :	2	Total Marks :	50

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the significance of women empowerment in rural India and the role of social enterprises in this process.
- **CO2:** Analyze the model of Warana Mahila Gruha-Udyog and its impact on rural women's socio-economic status.
- **CO3:** Apply key principles of micro-enterprise development, cooperative models and leadership in women-led businesses.
- **CO4:** Evaluate the challenges and opportunities in scaling women empowerment initiatives through case studies and real-world examples.

Syllabus	Hours
Module 1: Understanding Women Empowerment and its Importance Concept and Definition of Women Empowerment, Key Pillars of Women Empowerment (Social, Economic, Political, Cultural), Global and Indian Context of Women Empowerment, Role of Education, Healthcare and Economic Participation in Empowerment, Government Policies & Schemes for Women Empowerment (e.g., Beti Bachao Beti Padhao, Pradhan Mantri Ujjwala Yojana), Women Empowerment and Sustainable Development Goals (SDGs).	8
Module 2: Introduction to Warana Mahila Gruha-Udyog History and Evolution of Warana Mahila Gruha-Udyog, The Warana Model: A Case Study of Empowering Rural Women through Entrepreneurship, Key Stakeholders: Women Entrepreneurs, Cooperative Management and the Warana Cooperative Network, The Role of Warana Mahila Gruha-Udyog in Strengthening Rural Economy, Financial Models and Sustainability of Warana Mahila Gruha-Udyog, Production of Traditional Products: Impact on Local Economy and Global Markets.	7
Module 3: Micro-Enterprise Development and Cooperative Models Micro-enterprise Development and Women Entrepreneurship, Concept of Cooperatives and Collective Farming: Lessons from Warana, Capacity Building and Skill Development for Women Entrepreneurs, Financial Management for Women-Led Businesses: Credit, Microfinance and Access to Capital, Marketing and Branding Strategies for Women Entrepreneurs, Case Studies of Successful Women-led Cooperatives and Micro-Enterprises in India.	8
Module 4: Challenges, Opportunities and Scaling Women Empowerment Initiatives	7

Challenges Faced by Women Entrepreneurs in Rural India (Social, Financial and Cultural Barriers), Overcoming Gender Biases and Gender Norms in Business and Society, Government Support and Corporate Social Responsibility (CSR) for Women Empowerment, Social Media and Technology in Scaling Women-led Initiatives, Future Prospects for Women Empowerment Models in India, Evaluation and Analysis of Warana Mahila Gruha-Udyog's Future Sustainability and Scalability.

Textbooks and References

1. Shah, N. D. *Empowering women: A case study of women entrepreneurs in rural India.*
2. Chavan, S. B. *Warana Mahila Gruha-Udyog: A model for rural women's empowerment.*
3. Devaki, T. M. *Women entrepreneurship: Challenges and opportunities.*
4. Patil, M. G. *Empowered women: Empowering the world.*
5. Poonia, P. M. *The role of women in rural development.*
6. National Bank for Agriculture and Rural Development (NABARD). *Research reports on women empowerment and cooperatives.* NABARD.
7. Various Authors. *Journals and articles on women empowerment & rural enterprises.*

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	2	3	2
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3

24PG-MBA-AEC-306 Business Ideas and Proposal		
Teaching Scheme	Evaluation Scheme	
Lecture : 2 Hr. per week	ISE :	
Credit : 2	ESE :	
Tutorial : --	ISA : 50 Marks	
Credits : --	POE : --	
Total Credits : 2	Total Marks : 50 Marks	
Course Outcomes:		
CO1: Understand and apply ideation techniques for identifying business opportunities.		
CO2: Conduct research and build feasible business models with clear value delivery.		
CO3: Create structured and compelling business plans tailored for different audiences.		
CO4: Execute market segmentation and operational readiness including procurement and logistics.		
Module 1: Introduction to Entrepreneurship and Business Ideation		8 Hours
<input type="checkbox"/> Understanding the entrepreneurial mindset <input type="checkbox"/> Techniques for generating business ideas <input type="checkbox"/> Assessing market needs and identifying opportunities		
Module 2: Feasibility Analysis and Business Model Development		8 Hours
<input type="checkbox"/> Conducting market research and industry analysis <input type="checkbox"/> Understanding different business models <input type="checkbox"/> Designing value propositions and revenue streams		
Module 3: Crafting Business Plans and		8 Hours
<input type="checkbox"/> Components of a comprehensive business plan <input type="checkbox"/> Writing persuasive business proposals <input type="checkbox"/> Tailoring proposals to specific audiences		

Module 4: Market Analysis and Target Market Selection	6 Hours
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- Procurement and inventory control
- Biomedical equipment maintenance
- Waste and linen management

Reference Books:

1. "Hospital Operations: Principles of High Efficiency Health Care" **by Wallace J. Hopp and William S. Lovejoy**
2. "Operations Management in Healthcare: Strategy and Practice" **by Corinne M. Karuppan**
3. "Textbook of Hospital Administration" **by D. C. Joshi & Mamta Joshi**
4. "Hospital Planning, Design, and Management" **by G. D. Kunders**
5. "Logistics in Health Care" **by V. Sople**

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	-
CO2	2	3	1	2	2
CO3	2	3	-	2	2
CO4	3	3	-	2	2

24PG-MBA-AEC-307: Online Course

Teaching Scheme		Evaluation Scheme	
Lecture:	4 Hrs. per Week	ISE:	--
Credit :	2	ESE :	--
Tutorial :	--	ISA :	50 Marks
Credits :	--	POE :	--
Total Credits :	2	Total Marks :	50

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Ability to explore and integrate knowledge from diverse online resources to enhance understanding of core management concepts.
- **CO2:** Application of modern tools, technologies and analytical methods learned through online courses in real-world business scenarios.
- **CO3:** Development of critical thinking and problem-solving skills through self-paced learning and independent research.
- **CO4:** Effective communication and collaboration in an online learning environment.
- **CO5:** Demonstration of ethical learning practices by successfully completing courses with integrity and professionalism.
- **CO6:** Ability to align online learning with industry trends and practical business applications.

Course Details

To cope up with recent trends and allied changes occurring in management

discipline, student has to appear for such online course which will fulfil the desired insights. The details are as follows:

- 1) The course should not be less than 20 Hours.
- 2) After successfully completing the course student has to submit certificate to the department.

*The appropriate platform for online course will be suggested in discretion of competent authority from time to time. e.g., SWAYAM, NPTEL, Common Wealth of Learning etc.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	3
CO2	2	3	2	2	3
CO3	2	3	3	3	3
CO4	3	2	2	3	2
CO5	2	3	3	3	3
CO6	3	3	2	3	3

Semester- IV

24PG-MBA- PCC- 401- STRATEGIC MANAGEMENT					
Teaching Scheme		Evaluation Scheme			
Lecture	: 3 Hr. per week	ISE	: 40 Marks		
Credit	: 3	ESE	: 60 Marks		
Tutorial	: --	ISA	: --		
Credits	: --	POE	: --		
Total Credits	: 3	Total Marks : 100 Marks			
Course Outcomes:					
<ol style="list-style-type: none"> 1. To provide insights into the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To gain insights into various strategic management models and tools. 4. To apply the models and tools of strategic management in real-time scenarios. 					
Module-1 Introduction			5 Hours		
Meaning and Nature of Strategic Management, its Importance and Relevance and Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model.					
Module -2 External Analysis and Internal Analysis			10 Hours		
Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. Case Study on internal analysis.					
Module -3 Strategy Formulation			10 Hours		
Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies.					
Module -4 Strategy Implementation and Control			5 Hours		
Strategy Implementation through Organizational Structure, Strategic Leadership and Organizational Culture Strategy and Innovation Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organizations).					

Reference Books:

1. Strategic Management: A South-Asian Perspective Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty Cengage Learning 9/e 2016
2. Strategy: Theory & Practice Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer Sage Publications 3/e ,2020
3. Strategy Management: Theory & Practice John Parnell Bizztantra 2004
4. Strategic Management: Planning for Domestic and Global Competition John A. Pearce Richard B. Robinson McGraw Hill Education 14/e 2015

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	-
CO2	3	3	-	2	2
CO3	3	3	-	2	-
CO4	3	3	1	2	2

Elective 1: MARKETING MANAGEMENT
24PG-MBA-PE-402: BRAND MANAGEMENT
(Paper-4)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to – CO1: Understand the Strategic Relevance of Branding CO2: . Analyze Brand Equity and Consumer-Based Brand Equity. CO3: Develop Brand Identity and Positioning Strategies CO4: Manage Brand Communication and Image.

Syllabus	Hours
Module-1 Introduction to Brand Management Branding Concepts: Definition, evolution, and functions of brands. Brand vs. Product: Understanding the distinction and interrelationship. Branding Challenges: Opportunities and challenges in brand creation and management.	8

<p>Module -2 Customer-Based Brand Equity.</p> <p>Brand Identity & Positioning: Creating and establishing brand identity and positioning.</p> <p>Brand Value: Defining core brand values and internal branding strategies.</p>	7
<p>Module -3 Brand Elements and Knowledge.</p> <p>Choosing Brand Elements: Criteria for selecting brand names, logos, symbols, and other elements.</p> <p>Leveraging Brand Knowledge: Utilizing brand knowledge to enhance brand equity</p>	8
<p>Module -4 Measuring Brand Performance</p> <p>Brand Value Chain: Designing brand tracking studies and establishing brand equity management systems</p>	7

Textbooks and References
<p>1. Strategic Brand Management Authors: Kevin Lane Keller, Vanitha Swaminathan, Ambi M.G. Parameswaran, Isaac C. Jacob “Handbook on Agro Based Industries”, NPCs Board, NIIR Project Consultancy services (2012)</p> <p>2. Product and Brand Management Author: Tapan K. Panda “Agro - Based industries in India an Economic Analysis”, Gauradevi Katnalli, ABS Publisher (April 2011)</p>

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	-	2	-
CO2	2	3	-	2	1
CO3	2	3	-	2	1
CO4	2	3	-	2	1

Elective 1: MARKETING MANAGEMENT
24PG-MBA-PE-402: ADVERTISING & MEDIA MANAGEMENT
(Paper-3)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
CO1: Explain business expansion abroad and key issues related to their operations in other countries.
CO2: Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.
CO3: Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.
CO4: Understanding the roles and responsibilities Brand Management.

Syllabus	Hours
Module-1: Advertising: its functions and role in changing business scenario. Advertising, Sales promotion, Publicity, Public relations and salesmanship – Promotion mix – Advertising in marketing mix – Types of advertising – Indoor and outdoor advertising, Objections to	8

advertising, DAGMAR concept.	
Module-2: Advertising environment: Influence on society, economy – social, cultural & ethical issues – Advertising emerging trends – Internet, Website, Internet (Portal) advertising. Role of advertising in service sector: banking, hotel, tourism etc.	7
Module -3 Advertising and sales promotion: Campaign – Its objectives – Push-Pull strategies. Corporate advertising: Industrial advertising – Non-commercial advertising – Its new dimensions – Advertising communication. .	8
Module-4: Advertising and advertisement: Presentation – Advertising copy – its body parts, details study and analysis (Slogan, Headlines, Logo, Use of models etc.) 8. Advertising and promotion budget: Techniques	7

Textbooks and References
<ol style="list-style-type: none"> 1. Advertising: David Ogilvy. 2. Chunawalla S.A.: Advertising Theory & Practice 2nd Revised Edition – Mumbai, Hamalaya, 1994. 3. Parente, Donald: Advertising Campaign Strategy: A Guide of Marketing Communication Plans – 2nd Edition: Fortworth: Dryden, 2000 4. Sissors, Jack Z: Advertising Media Planning – 4th Edition, Lincolnwood – NTC, 1996. 5. Journals: 1. HBR 2. A&M 3. Advertising Agencies of India Publications

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	2	2	1	3	-
CO2	2	2	-	3	-
CO3	2	3	-	3	1
CO4	2	2	-	3	-

24PG-MBA-PE-402-FM3- INVESTMENT MANAGEMENT

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. Analyze various investment avenues.
2. Demonstrate analytical framework of investments.
3. Evaluate mutual funds and debt instruments.
4. Design investment plans for individual.

Module-1 Investment and its Avenues &Investment Management Framework: 8 Hours

- a) Investment: Concept, Objectives, Investment v/s speculation, Characteristics of Investment and Investment attributes.
- b) Avenues of Investment: Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates and ponzi schemes. Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities. Other Avenues- Units of MF, Life Insurance, Real Estate.
- c) Risk and Return: Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk, risk-return trade off and precautions to minimize the risk.

Investment Management Framework: Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.

Module -2 Analytical Framework for investment in Shares: 8 Hours

Valuation of shares: Fundamental Analysis -Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis.

Portfolio Analysis: Portfolio Selection, Feasible set of portfolio, efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio. Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis

Module -3 Debt and Mutual Fund as Avenues of Investment: 8 Hours

Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to concept of Bond Valuation, Bond Yields- Current Yield, Yield to Maturity.

Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end v/s Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and

Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load.

Module -4 Investment plans for individuals at various life cycle stages: 6 Hours

Life cycle Stages: A) Young unmarried stage B) Young Married stage: i) Where both partners work ii) If only one of the two partners earns in the family living C) Young Married with Children Stage, D) Married with Older Children Stage E) Pre- retirement Stage F) Retirement Stage. Income tax Provisions pertaining to investment plan.

Reference Books:

1. Donald E. Fischer and Ronald J. Jordon, Security Analysis and Portfolio Management, Pearson India Education, New Delhi.
2. Singh, Preeti(2006),Investment Management, Himalaya Publishing House, Mumbai.
3. Chandra, Prasanna (2010),Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
4. Avadhani, V.A.(2010), Securities Analysis and Portfolio Management, Himalaya Publishing House, Mumbai.
5. Punithavathy Pandian(2012), Securities Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
6. Yasarwy, N.J.(2011), Personal Investment & Tax Planning, Vision Books Pvt. Ltd., New Delhi.
7. Gerald Krefetz, The Basics of Investing, Vision Books Pvt. Ltd., New Delhi.
8. Ranganathan & R. Madhumathi (2008) Investment Analysis and Portfolio Management, Pearson Education, New Delhi.

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	3	-	-	-
CO2	2	3	-	-	-
CO3	2	3	-	2	-
CO4	3	3	-	2	1



24PG-MBA-PE-402-FM4- INTERNATIONAL FINANCE					
Teaching Scheme		Evaluation Scheme			
Lecture	: 3 Hr. per week	ISE	: 40 Marks		
Credit	: 3	ESE	: 60 Marks		
Tutorial	: --	ISA	: --		
Credits	: --	POE	: --		
Total Credits	: 3	Total Marks : 100 Marks			
Course Outcomes:					
<ol style="list-style-type: none"> 1) To discuss international financial markets and institutions. 2) To analyze Exchange Rate Mechanism 3) To appraise Export Import Financing Mechanism. 4) To enumerate Financial Management of Multinational Corporations 					
Module-1 International Finance: 8 Hours Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility-Current Account and Capital Account. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund(IMF).					
Module -2 Foreign Exchange Market 8 Hours Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior. Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk.					
Module -3 Import-Export Mechanism and Finance: 8 Hours Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India. Export Import Financing Mechanism: Buyers' Credit, Suppliers 'Credit, Financing in foreign currency for exports and rupee finance					
Module -4 Financial Management of Multinational Corporations (MNCs): 6 Hours Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements					

Reference Books:

1. Vij, Madhu(2006),International Financial Management,ExcelBooks,New Delhi.
2. Avadhani,V.A.(2013),International Financial Management,Himalaya Publishing House, Mumbai.
3. Apte,P.G.(2011),International Financial Management,Tata McGraw-Hill Pvt.Ltd., New Delhi.
4. Rajwade,A.V.and Desai,H.G.(2014),Foreign Exchange International Finance and Risk Management, Shroff Publishers and Distributors Pvt.Ltd., Mumbai.
5. Cowdell,Paul; Hyde; Watson, Alasdair(2000), Finance of International Trade, Financial World Publishing.
6. Cheol D.Eun & Burce G.Resnick (2001), International Financial Management, Irwin McGraw-Hill.
7. M.Y.Khan&P.K.Jain, Fifth Edition, Financial Management, Tata McGraw-Hill
8. P.K.Jain, Josette Peyrard & Surendra S. Yadav (2007), International Financial Management, Macmillan India Ltd.

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	2	3	-	2	-
CO3	2	3	-	3	-
CO4	3	3	-	2	1

Elective 3: Human Resource Management

24PG-MBA-PE-402-HRM3 : Talent Management, Ethics & Leadership

(Paper-3)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Design effective talent management systems aligned with business goals.
- **CO2:** Integrate ethical principles into HR decision-making and talent management practices.
- **CO3:** Develop leadership capabilities for managing teams and organizational change.
- **CO4:** Build a high-performance culture and promote employee engagement through effective HR practices.

Syllabus	Hours
Module 1: Talent Acquisition and Development Talent Management Framework: Concepts, importance and strategic alignment with business objectives, Strategic Talent Acquisition: Employer branding, recruitment strategies and job design, Selection Techniques: Competency-based recruitment, psychometric assessments and structured interviews, Onboarding and Induction: Importance and methods of effectively integrating new employees,	8

<p>Learning and Development: Creating effective L&D programs to nurture talent, Succession Planning and Career Development: Long-term strategies for identifying and grooming future leaders.</p>	
<p>Activity-1:</p> <ul style="list-style-type: none"> • Case Study: The recruitment and selection process at Google or Infosys • Assignment: Design a recruitment strategy for a high-growth startup • Activity: Create a training and career development plan for employees 	
<p>Module 2: Ethics in Human Resource Practices</p> <p>Ethical Theories in HRM: Utilitarianism, Deontological ethics, Virtue ethics in HR decisions, HR Ethical Issues: Hiring bias, diversity and inclusion, wage disparity, discrimination, employee surveillance, Privacy and Confidentiality: Handling employee data ethically, Whistleblower Policies: Creating an ethical organizational environment and protecting whistleblowers, Global HR Ethics: Understanding cultural diversity and international labor standards (ILO, UNGC).</p>	7
<p>Activity-2:</p> <ul style="list-style-type: none"> • Case Study: Ethical challenges at a multinational corporation like Amazon or Nike • Debate: Should employers monitor employees' personal social media? • Assignment: Write a code of ethics for a company's HR function • Ethical Dilemma Simulation: HR professionals dealing with discrimination claims 	
<p>Module 3: Leadership Development</p> <p>Leadership Theories and Models: Transformational, transactional, servant and authentic leadership, Leadership Styles in India vs the West: Cultural perspectives on leadership, Emotional Intelligence in Leadership: Importance of self-awareness, empathy and emotional regulation, Leadership Competency Models: Identifying key traits and skills for effective leadership, Coaching and Mentoring: Building leadership pipelines through mentoring relationships, Leadership Challenges in Organizational Change: Managing transitions, crises and organizational growth.</p>	7

Activity-3:

- **Case Study:** Leadership during organizational change – case of Satya Nadella's leadership at Microsoft
- **Leadership Assessment:** Complete a leadership competency model based on your own traits
- **Group Activity:** Develop a leadership development program for an emerging business leader

Module 4: Building a High-Performance Culture

Employee Engagement: Definition, factors influencing engagement and its role in performance management, Performance Management Systems: Objectives, performance appraisals and feedback systems (OKRs, 360-degree feedback), Reward and Recognition Systems: Designing compensation and benefits that motivate employees, Creating a Learning Organization: Fostering continuous development and knowledge sharing, Organizational Culture and Values: Developing a performance-oriented, ethical and inclusive organizational culture, Diversity, Equity and Inclusion (DEI): Best practices for managing diverse teams and promoting inclusivity.

8**Activity 4:**

- **Case Study:** Analysis of employee engagement at Zappos or Google
- **Assignment:** Design a performance management system for a growing company
- **Activity:** Create a DEI program that promotes inclusivity and diversity in a global organization

Textbooks and References

1. **Rao, T.V. (2002).** *HRD Scorecard: The Theory and Practice of HRD*. Response Books.
2. **Bass, B. M. (1990).** *Bass & Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications*. Free Press.
3. **Noe, R. A. (2020).** *Employee Training and Development*. McGraw-Hill.
4. **Northouse, P.G. (2018).** *Leadership: Theory and Practice*. Sage Publications.
5. **Bhatia, S.K. (2016).** *Human Resource Development and Leadership*

6. T.V. Rao (2010). *The Power of Performance Management*

7. Deloitte's Human Capital Trends Report: Available online annually

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	3	3	2	2
CO2	2	2	3	3	2
CO3	2	2	3	2	3
CO4	3	2	2	2	3

Elective 3: Human Resource Management

24PG-MBA-PE-402-HRM4 : Organizational Development & Change Management

(Paper-4)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the theoretical foundations of Organizational Development and change.

- **CO2:** Apply various OD interventions to diagnose organizational issues and drive improvements.
- **CO3:** Develop strategies for managing resistance to change and fostering a culture of innovation.
- **CO4:** Design and implement effective change management programs to support organizational transformation.

Syllabus	Hours
Module 1: Introduction to Organizational Development Definition and Scope of Organizational Development (OD): Principles and goals of OD, Historical Evolution of OD: Early OD theories and models (Lewin, Kurt Lewin, Action Research), OD Interventions: Types of interventions (team building, leadership development, performance management), Organizational Diagnosis: Tools for assessing organizational culture, structure and processes, Role of HR in OD: HR as a strategic partner in OD interventions.	8
Activity-1: <ul style="list-style-type: none"> • Case Study: Organizational diagnosis at GE or Ford (using tools like SWOT etc.) • Assignment: Conduct an OD diagnosis for a hypothetical organization and recommend interventions 	
Module 2: Change Management Models and Theories Theories of Change Management: Kurt Lewin's 3-Stage Model (Unfreeze, Change, Refreeze), Kotter's 8-Step Change Model: A step-by-step approach to managing change, ADKAR Model: Awareness, Desire, Knowledge, Ability, Reinforcement, McKinsey 7S Framework: Aligning structure, strategy, systems and skills during change, Bridges' Transition Model: Managing the human side of change, The Change Curve: Understanding emotional responses to change.	7
Activity-2: <ul style="list-style-type: none"> • Case Study: Apple's change management strategy under Steve Jobs 	

<ul style="list-style-type: none"> • Assignment: Create a change management plan using Kotter's 8-step model for an organizational transformation project 	
<p>Module 3: Managing Resistance to Change</p> <p>Causes of Resistance to Change: Psychological, organizational and cultural barriers to change, Overcoming Resistance: Strategies to reduce resistance and foster acceptance, Communication Strategies in Change Management: Transparent communication, creating buy-in and leadership involvement, Empowerment and Involvement: Encouraging employee participation in the change process, Change Champions: Role of key influencers and leaders in facilitating change, Sustaining Change: Strategies to ensure that change sticks and becomes part of the organization's culture.</p>	7
<p>Activity-3:</p> <ul style="list-style-type: none"> • Case Study: Resistance to change during the merger of AOL and Time Warner • Activity: Role-play on managing resistance to change with employees who are skeptical about a new technology implementation • Assignment: Develop a communication strategy to reduce resistance during a company-wide IT system change 	
<p>Module 4: OD Interventions and Building a Change-Centric Organization</p> <p>Designing OD Interventions: Action research, team building, role negotiation, leadership development, Types of OD Interventions: Survey feedback, appreciative inquiry, process consultation and team interventions, Evaluating OD Interventions: Measuring the effectiveness and impact of interventions, Building a Change-Centric Organization: Creating a culture that embraces continuous learning and innovation, Organizational Culture and Change: Aligning organizational culture with strategic objectives during transformation, Sustainability in Change: Long-term management of change initiatives and sustaining results.</p>	8
<p>Activity 4:</p>	

- **Case Study:** OD interventions at Infosys (e.g., leadership development programs)
- **Group Activity:** Develop an OD intervention plan for an organization undergoing digital transformation
- **Assignment:** Write a report on evaluating the effectiveness of a change initiative in a multinational company

Textbooks and References

1. Cummings, T. G., & Worley, C. G. (2014). *Organization Development and Change*. Cengage Learning.
2. Kotter, J. P. (1996). *Leading Change*. Harvard Business Review Press.
3. French, W. L., & Bell, C. H. (1999). *Organization Development: Behavioural Science Interventions for Organization Improvement*. Prentice Hall.
4. Burnes, B. (2017). *Managing Change*. Pearson Education.
5. Rao, V. S. P. (2011). *Organizational Change and Development: A Human Resource Development Perspective*. Response Books.
6. Chandan, J. S. (2013). *Organizational Behavior*. Vikas Publishing House.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	2
CO2	3	2	3	2	2
CO3	2	3	3	2	3
CO4	2	3	3	3	3

Elective 4: Production and Operations Management
24PG-MBA-PE-402-POM3 : Supply Chain and Logistics Management
(Paper-3)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> • CO1: Understand the principles and practices of supply chain management (SCM). • CO2: Develop strategies for managing logistics operations effectively. • CO3: Analyze the integration of logistics and production processes for operational efficiency. • CO4: Explore international logistics and global supply chain trends.

Syllabus	Hours
<p>Module 1: Introduction to Supply Chain Management (SCM)</p> <p>Overview of Supply Chain- Definition, components and scope of SCM. Importance of SCM in creating value for organizations. Strategic alignment between SCM and organizational goals. Supply Chain Strategy and Design- Designing supply chains: Centralized vs. decentralized. Factors influencing supply chain decisions: Product type, volume, lead time, etc. Role of Technology in SCM- Technologies like RFID, cloud computing and block chain in SCM. ERP systems and their role in supply chain integration.</p>	8

<p>Activity-1:</p> <ul style="list-style-type: none"> ○ Case Study: Zara's supply chain strategy. ○ Case Study: Walmart's technology-driven supply chain. 	
<p>Module 2: Logistics Management</p> <p>Logistics and Transportation- Key components: Transport, warehousing, inventory and packaging. The role of transportation in SCM and logistics. Optimizing logistics and reducing transportation costs. Warehouse and Inventory Management- Types of warehouses and storage systems. Inventory control techniques: EOQ, JIT, ABC analysis. Global Logistics Management- Cross-border logistics: Import-export, customs, tariffs. Managing global transportation and distribution channels.</p>	7
<p>Activity-2:</p> <ul style="list-style-type: none"> ○ Case Study: Amazon's innovative warehousing and inventory management system. ○ Case Study: FedEx's global logistics network. 	
<p>Module 3: Lean Supply Chain and Sustainability</p> <p>Lean Supply Chain Management- Key principles of lean supply chain: Waste reduction, continuous improvement. Techniques: Kaizen, Kanban, value stream mapping. Green Logistics and Sustainable Supply Chains- Role of sustainability in logistics. Environmentally friendly packaging, reverse logistics, carbon footprint reduction. Risk Management in Supply Chain- Identifying and mitigating risks in global supply chains. Supply chain resilience and contingency planning.</p>	7
<p>Activity-3:</p> <ul style="list-style-type: none"> ○ Activity 4: Case Study: Toyota's lean supply chain. ○ Case Study: IKEA's sustainable supply chain practices. ○ Case Study: Apple's supply chain resilience during the COVID-19 pandemic. 	

<p>Module 4: Emerging Trends and Future of Supply Chain Management</p> <p>Digital Transformation in Supply Chain- Role of Artificial Intelligence (AI) and Machine Learning (ML) in SCM. Big Data analytics for supply chain optimization. E-Commerce and Omni-Channel Supply Chains- Impact of e-commerce on traditional supply chain models. Omni-channel retailing and customer-centric supply chains. Future Challenges and Innovations in SCM- Supply chain disruptions and crisis management. Emerging technologies: Autonomous vehicles, drones and block chain.</p>	8
<p>Activity-4:</p> <ul style="list-style-type: none"> ○ Case Study: IBM's AI-driven supply chain solutions. ○ Case Study: Flipkart's supply chain innovations. ○ Case Study: Tesla's automated supply chain and logistics. 	

Textbooks and References
<ol style="list-style-type: none"> 1. Chopra, S., & Meindl, P. (2019). <i>Supply chain management: Strategy, planning and operation</i> (7th ed.). Pearson Education India. 2. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2010). <i>Supply chain logistics management</i> (3rd ed.). Tata McGraw-Hill. 3. Khanna, K. (2015). <i>Logistics and supply chain management</i>. PHI Learning Pvt. Ltd. 4. Agarwal, D. K. (2010). <i>Textbook of logistics and supply chain management</i>. Macmillan India. 5. Banerjee, K. (2018). <i>Supply chain management: Concepts, strategies and case studies</i>. Oxford University Press. 6. Mahadevan, B. (2015). <i>Operations management: Theory and practice</i> (3rd ed.). Pearson Education India. 7. Sarma, S. (2010). <i>Production and operations management</i>. PHI Learning Pvt. Ltd.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	2
CO2	3	3	2	2	3
CO3	2	2	3	3	2
CO4	2	3	3	3	3

Elective 4: Production and Operations Management

24PG-MBA-PE-402-POM4 : Advances in Production and Operations Management

(Paper-4)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand advanced concepts in operations management.
- **CO2:** Apply new technologies in production and operations systems.
- **CO3:** Analyze and manage complex global production and operations networks.
- **CO4:** Evaluate the importance of innovation in operations management.

Syllabus	Hours
<p>Module 1: Advanced Technologies in Operations Management Industry 4.0 in Operations- Introduction to Industry 4.0 and smart manufacturing. The role of IoT, artificial intelligence (AI) and robotics in operations. Artificial Intelligence and Machine Learning in Operations- Application of AI and ML in predictive maintenance, quality control and process optimization. Benefits and challenges of using AI in operations management. Additive Manufacturing (3D Printing)- The role of 3D printing in production and supply chain innovation. Impacts on custom production, prototyping and spare parts inventory.</p>	8
<p>Activity-1:</p> <ul style="list-style-type: none"> ○ Case Study: Siemens and Industry 4.0 implementation. 	
<p>Module 2: Global Operations and Supply Chain Management Global Operations Strategy- Challenges and strategies for managing global operations. Global sourcing, outsourcing and offshoring. Cross-Border Logistics Management- Logistics challenges in international trade. Managing customs, regulations and tariffs. The Role of Technology in Global Supply Chains- Cloud computing and block chain for transparency and efficiency in global operations.</p>	7
<p>Activity-2:</p> <ul style="list-style-type: none"> ○ Case Study: Nike's global supply chain and operations. ○ Case Study: Samsung's global logistics network. ○ Case Study: Maersk and its use of block chain for global shipping. 	
<p>Module 3: Innovation and Continuous Improvement The Role of Innovation in Operations Management- Continuous innovation in manufacturing systems. Creating an innovative culture in operations teams. Lean and Agile Manufacturing- Difference between</p>	8

lean and agile manufacturing. Implementing lean and agile systems in a hybrid environment. Challenges and Opportunities in Sustainable Manufacturing- Sustainability in production and operations. Practices like closed-loop systems, green production and energy-efficient processes.

Activity-3:

- Case Study: Tesla's innovation in manufacturing processes.
- Case Study: Dell's agile manufacturing system.

Module 4: Future Trends in Production and Operations

Artificial Intelligence and Automation in Operations- Role of automation in reducing cost and improving efficiency. Future prospects of AI in revolutionizing production systems. Circular Economy in Operations Management- Introduction to circular economy principles in manufacturing. Managing waste, recycling and product lifecycle management. Smart Factories and Cyber-Physical Systems- Overview of smart factories and cyber-physical systems. Benefits, challenges and implementation strategies in production systems.

7

Activity 4:

- Case Study: Patagonia's circular economy approach.

Textbooks and References

1. Heizer, J., Render, B., & Munson, C. (2020). *Operations Management*. Pearson Education.
2. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2020). *Operations Management for Competitive Advantage*. McGraw-Hill Education.
3. Stevenson, W. J. (2018). *Operations Management*. McGraw-Hill Education.
4. Slack, N., Chambers, S., & Johnston, R. (2016). *Operations Management*. Pearson Education.
5. Christopher, M. (2016). *Logistics & Supply Chain Management*. Pearson Education.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	3	2	2
CO2	3	3	2	3	3
CO3	2	3	3	3	3
CO4	2	2	2	2	2

Elective 5: Logistics and Supply Chain Management

24PG-MBA-PE-402-LSC3: Supply Chain and Logistics Analytics

(Paper-3)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the role of data analytics in optimizing logistics and supply chain processes.
- **CO2:** Apply quantitative techniques to optimize inventory management, transportation and warehousing.

- **CO3:** Utilize software tools and technologies for supply chain data analysis.
- **CO4:** Develop predictive models for demand forecasting and risk assessment in logistics.

Syllabus	Hours
Module 1: Introduction to Analytics in Supply Chain Role of Data in SCM Decision-Making, Key Performance Indicators (KPIs) in Logistics, Overview of Analytics Tools for SCM, Types of Data: Structured vs. Unstructured.	8
Activity-1: Analysis of how FedEx utilizes data analytics and key performance indicators (KPIs) to optimize its logistics operations, improve delivery efficiency and enhance decision-making in supply chain management.	
Module 2: Optimization Techniques in Supply Chain Inventory Optimization Techniques, Route Optimization and Vehicle Scheduling, Warehouse Location and Layout Optimization, Linear Programming and Simulation Methods.	7
Activity-2: Analysis how DHL optimizes its inventory management, route scheduling and warehouse location decisions using linear programming and simulation methods to enhance supply chain efficiency and reduce operational costs.	
Module 3: Data Analysis Tools and Software in SCM Excel for Supply Chain Analytics, Introduction to ERP and SCM Software (SAP, Oracle SCM), Data Visualization Tools (Power BI, Tableau), Data Mining Techniques for SCM.	7
Activity-3: Analysis of how Walmart uses ERP systems (SAP, Oracle SCM), data visualization tools (Power BI, Tableau) and data mining techniques to enhance supply chain analytics, improve inventory forecasting and optimize logistics operations.	

Module 4: Predictive Analytics and Risk Management Demand Forecasting using Time Series Analysis, Risk Assessment Models in Supply Chains, Using AI for Predictive Analytics, Machine Learning in SCM and Logistics.	8
Activity 4: Analysis of how Amazon utilizes AI-driven predictive analytics, time series forecasting and machine learning to anticipate demand fluctuations, assess supply chain risks and enhance operational efficiency in logistics and inventory management.	

Textbooks and References
1. Robertson, P. W. (2020). <i>Supply chain analytics: Using data to optimize supply chain processes</i> . Routledge. 2. Christopher, M. (2016). <i>Logistics and supply chain management</i> (5th ed.). Pearson UK. 3. Vandeput, N. (2021). <i>Data science for supply chain forecasting</i> (2nd ed.). De Gruyter.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping
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Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	3	3	2
CO2	2	3	2	2	2
CO3	2	2	3	2	3
CO4	3	2	3	3	3

Elective 5: Logistics and Supply Chain Management	
24PG-MBA-PE-402-LSC4: International Logistics and Global Supply Chain Management	
(Paper-4)	

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> CO1: Understand the complexities of managing international logistics and global supply chains. CO2: Analyze and manage cross-border logistics, international trade policies and regulations. CO3: Develop strategies for managing global supply chain risks and disruptions. CO4: Explore the role of technology and innovation in enhancing global logistics performance.

Syllabus	Hours
Module 1: Global Supply Chain and Logistics International Trade Theories and Practices, Global Sourcing and Procurement, Logistics Infrastructure in Different Regions.	8
Activity-1:	

Analysis of how IKEA implements global sourcing and procurement strategies while navigating international trade regulations and diverse logistics infrastructures to optimize its global supply chain efficiency and maintain cost-effectiveness.

Module 2: International Trade and Logistics Regulations

Customs Regulations and Import-Export Procedures, Incoterms and International Shipping, Trade Agreements and Tariffs, Cross-Border Payment Systems.

7

Activity-2:

Analysis of how Maersk navigates customs regulations, international shipping (Incoterms) and trade agreements to streamline global logistics operations, reduce cross-border complexities and enhance supply chain efficiency.

Module 3: Managing Global Supply Chain Risks

Types of Risks in Global Supply Chains, Supply Chain Disruptions and Recovery Strategies, Crisis Management in International Logistics.

7

Activity-3:

- Case Study: Managing the Suez Canal Crisis

Module 4: Technological Innovations in Global Logistics

Role of IoT in Global Supply Chains, AI and Automation in International Logistics, Block chain for Global Trade Transparency

8

Activity 4:

- Case Study: Amazon's Global Supply Chain Innovations

Textbooks and References

1. Mangan, J., & Lalwani, C. (2020). *Global logistics and supply chain management* (4th ed.). John Wiley & Sons.
2. David, P. A. (2021). *International logistics: The management of international trade operations* (5th ed.). Cicero Books.
3. Ayers, J. B. (2006). *The handbook of global supply chain management*. Auerbach Publications.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	3	2
CO2	2	3	3	2	2
CO3	2	3	3	2	3
CO4	2	2	3	3	2

Elective 6: INTERNATIONAL BUSINESS
24PG-MBA-PE-402 CROSS CULTURAL MANAGEMENT
(Paper-3)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
CO1. Understand the Impact of Culture on Global Business
CO2: Develop Cultural Intelligence for Effective Decision-Making
CO3: Lead and Manage Across Cultures.
CO4: Navigate Leadership and Cultural Dynamics

Syllabus	Hours
Module-1: Introduction to cross-cultural management. the globalization of business and people in the 21st century, Understanding culture and cultural differences around the globe, Key cultural values and concepts, how culture affects behavior	8
Module -2: Developing cultural intelligence: Stages, process and supporting activities, National and global cultures explored, Decision-making models across cultures, Goals, motivation and ethics in decision-making, Culture and Communications	7

<p>Module -3: Leadership across cultures:</p> <p>styles, expectations and management examples, culturally intelligent leadership in a globalized business world, Working in multi-cultural teams: concepts, processes and performance, culturally intelligent team management: skills and strategies</p>	8
<p>Module -4: Leadership and Culture</p> <p>The process of leadership and interaction in a multicultural team. Key concepts of global leadership. Global leadership and the change in knowledge about cultural differences. The role of leadership in the change of the organizational culture.</p>	7

Textbooks and References
<p>6. Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.</p> <p>7. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014</p> <p>8. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.</p> <p>9. ParissaHaghrian: Multinational and Cross-Cultural Management, Routledge, 2012</p>

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	-	2	-
CO2	3	2	-	2	-
CO3	2	3	-	2	-
CO4	2	3	-	3	2

Elective 6: INTERNATIONAL BUSINESS

24PG-MBA-PE-402 Issues in International Business (Paper-4)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to

CO1: Understanding of International Logistics

CO2: Understanding role of International transportation.

CO3: Enhancing knowledge of supply chain management.

CO4: Creating awareness of Ethics and CSR at international business.

Syllabus	Hours
Module-1: International Logistics: -- -- Meaning and objectives, Make or buy Global sourcing, INCO TERMS, Logistical Packaging, Types of shipping, International laws related to logistics and transportation of goods, Financial processing and distribution channels.	8
Activity-1: E-HRM systems: Deploy intranet portals and service platforms allowing managers/employees to self-serve HR functions	
Module-2: International Transportation	7

<p>-Importance of Transport in Global Logistics, Containerization, International Sea Transport, Air Transport, Road Transport and Multimode Transport, Characteristics of all Mode of Transport, Factors influencing Mode and Carrier Selection decision.</p> <p>Role of Shipping Lines, Freight Forwarder, Custom House Agent.</p>	
<p>Activity-2: Explore how global brands adapt products and marketing while maintaining global identity ("think global, act local").</p>	
<p>Module- 3 International Supply Chain Management</p> <p>Planning the Global Supply Chain, Risk Management in the Global Logistics, Measuring the Logistic Cost and Performance, Travel Times, Country Sea Ports, Air Ports. Free Trade Zone and their Impact on Supply Chain Management. Customs and Regulations, Trade Documentation.</p>	8
<p>Activity-3: International Treasury & Global Cash Management</p> <p>Objective: Design a comprehensive treasury framework for a global firm.</p>	
<p>Module-4: Ethics and CSR in International Business</p> <p>Business ethics, Social responsibility of Business, Environmental issues, labor issues, TRIPS & TRIMS, Trademark and Copyright, Intellectual property rights laws and impact on developing countries. Other Agreements on Goods and Services</p>	7

Textbooks and References
<ol style="list-style-type: none"> 1. International Business Text and Cases by Dr. P. SubbaRao, Himalaya Publishing House, Delhi. 2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi 3. International business Test and Cases by Francis Cherunilam. PHI Learning Pvt.Ltd. New Delhi. 4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi. 5. International Business by Rakesh Mohan Joshi, Oxford Publication.

6. International Logistics: The management of International Trade Operations- Pierre A.David 7. International Logistics: Global Supply Chain Management- Douglas Long-Southern MarylandBooks.

8. Global Supply Chain Management and International Logistics- Alan E.Branch

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	-	2	-
CO2	3	2	-	2	-
CO3	2	3	-	2	-
CO4	2	3	-	3	2

24PG-MBA-PE-402-BA3- BUSINESS ANALYTICS USING R

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. Understand basics of programming and R.
2. Install and configure software necessary for data analytics
3. Make use of various functions and control statements.
4. Analyze data graphically by creating a variety of plots using the appropriate visualization tools of R.

Module-1 Programming Fundamentals and Overview of R: **8 Hours**

Introduction, Algorithm, Flowchart, Programming Languages, History and Overview of R, Basic features of R, R Resources, Limitations of R

Module -2 R Environment: **8 Hours**

R Installation, Getting started with R interface, Basic Syntax, R Data Types, Variables, Objects, Attributes, Vectors, Matrices, Lists, Factors, Operators, Getting data into R, Data Frames, R Environment

Module -3 Control Statements and Functions: **8 Hours**

Manage Data Frames with R Packages, Decision Making, Control Structures – If Else, Looping Statements – For Loop, While Loop, Functions, Loop Functions, Argument Matching, Develop R Scripts, Dates and Times, Data Interfaces, Removing NA Values

Module -4 Data Visualization: **8 Hours**

Introduction, Data Visualization using R packages, Visualizing Distributions, Plots for Data Visualization, Basic Statistical Analysis, Model Basics, Primary R Functions, R objects for Statistical modeling, Model building, Visualizing Models

Reference Books:

1. R for Business Analytics, A Ohri
2. Hadley Wickham, Garrett Grolemund, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, O'Reilly Media; 1 edition
3. Murray Aitkin, Brian Francis, John Hinde, and Ross Darnell, Statistical Modelling in R, Oxford University Press; 1 edition, 2009
4. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
5. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	-	-
CO2	2	3	-	-	-
CO3	2	3	-	-	-
CO4	2	3	-	-	-

24PG-MBA-PE-402-BA4- CLOUD COMPUTING AND VIRTUALIZATION					
Teaching Scheme		Evaluation Scheme			
Lecture	: 3 Hr. per week	ISE	: 40 Marks		
Credit	: 3	ESE	: 60 Marks		
Tutorial	: --	ISA	: --		
Credits	: --	POE	: --		
Total Credits	: 3	Total Marks : 100 Marks			
Course Outcomes:					
<ol style="list-style-type: none"> 1. Understand the Enabling Technologies and Cloud Computing Models including Infrastructure/Platform /Software. 2. Understand the Cloud Operating System, Cloud Architectures including Federated Clouds, Scalability, Performance, Quality of Service, Data centers for Cloud Computing 3. Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology 4. Understand the fundamentals of open-source virtualization applications, memory management in ESX, and the principles of capacity planning and disaster recovery in cloud computing. 					
Module-1 Introduction to Cloud Computing:			8 Hours		
<p>Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business. Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid</p>					
Module -2 Cloud Operating System.			8 Hours		
<p>Cloud Architectures including Federated Clouds Scalability, Performance, Quality of Service, Data centres for Cloud Computing</p>					
Module -3 Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology.			8 Hours		
Module -4 Introduction of Open source vitzalization application, ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing			6 Hours		

Reference Books:

1. Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
2. Cloud Computing: Principles and Paradigms by RajkumarBuyya, Kames Broberg, Andrzej Goscinski
3. Vignesh Prajapati, "Big Data Analytics with R and Hadoop", 1st Edition, Shroff / Packt Publications
4. Cloud Computing: Fundamentals, Industry Approach and Trends
Rishabh Sharma Chuck Lam, "Hadoop in Action", Dreamtech Press Publisher

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	2	-
CO2	2	3	-	2	-
CO3	2	3	-	3	-
CO4	2	3	-	3	-

Elective 8: Information Technology	
24PG-MBA-PE-402-IT3: Digital Transformation and Emerging Technologies	
(Paper-3)	

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> • CO1: Understand the principles of digital transformation and its impact on businesses. • CO2: Analyze the role of emerging technologies such as AI, Block chain, IoT and Cloud Computing in business. • CO3: Assess the challenges and risks of adopting emerging technologies. • CO4: Develop strategies to implement emerging technologies in business operations.

Syllabus	Hours
Module 1: Introduction to Digital Transformation Digital transformation concepts and its business impact. Frameworks for digital transformation.	8
Activity-1: o Case Study: Digital Transformation at Zomato.	
Module 2: Emerging Technologies	7

AI, Machine Learning, Block chain, IoT and Cloud Computing. Applications of emerging technologies in different industries.	
Activity-2: o Assignment: Write a report on the impact of AI on customer service.	
Module 3: Challenges and Risks of Emerging Technologies Ethical issues, data security and privacy concerns. Managing digital disruption and organizational resistance.	7
Activity-3: o Case Study: Risks of Block chain in Financial Institutions.	
Module 4: Implementing Emerging Technologies in Business Developing strategies for technology adoption. Managing change and innovation in digital transformation.	8
Activity 4: o Assignment: Develop a roadmap for implementing IoT in a manufacturing company.	

Textbooks and References
<ol style="list-style-type: none"> 1. Siebel, T. M. (2019). <i>Digital transformation: Survive and thrive in an era of mass extinction.</i> RosettaBooks. 2. De Filippi, P., & Wright, A. (2018). <i>Blockchain and the law: The rule of code.</i> Harvard University Press. 3. Vincent, N., & Igou, A. (2023). <i>Emerging technologies for business professionals: A nontechnical guide to the governance and management of disruptive technologies.</i> John Wiley & Sons.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	3
CO2	2	3	2	3	3
CO3	3	2	3	3	2
CO4	2	3	3	3	2

Elective 8: Information Technology
24PG-MBA-PE-402-IT4: IT Project Management
(Paper-4)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> • CO1: Understand the fundamentals of project management in the IT industry. • CO2: Analyse the techniques and tools used in IT project planning, scheduling and execution. • CO3: Assess the risks and challenges in managing IT projects. • CO4: Develop project management plans and lead IT projects to successful completion.

Syllabus	Hours
Module 1: Introduction to IT Project Management Key concepts and principles of project management. Project life cycle and project methodologies.	8
Activity-1: <ul style="list-style-type: none"> ○ Case Study: Managing an IT infrastructure project at Wipro. 	
Module 2: Planning, Scheduling and Execution	7

Techniques for project planning and scheduling. Tools for managing IT projects (MS Project, Primavera).	
Activity-2:	
○ Assignment: Create a project plan for a new software development project.	
Module 3: Managing Project Risks	
Identifying and managing project risks. Risk management techniques for IT projects.	7
Activity-3:	
○ Case Study: Risk Management in ERP Implementation at Mahindra & Mahindra.	
Module 4: Leading IT Projects to Success	
Leadership skills for project managers. Communication and stakeholder management.	8
Activity 4:	
○ Assignment: Develop a project management communication plan.	

Textbooks and References
<ol style="list-style-type: none"> 1. Schwalbe, K. (2019). <i>Information technology project management</i> (9th ed.). Cengage Learning. 2. Patel, P. K. (Year). <i>IT project management</i>. 3. Berkun, S. (2005). <i>The art of project management</i>. O'Reilly Media.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	3
CO2	2	3	2	2	2
CO3	2	2	3	3	3
CO4	2	2	3	3	2

24PG-MBA-PE-402-HM3 HOSPITALITY MANAGEMENT	
PAPER-III TOURISM HOSPITALITY MANAGEMENT	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks
Course Outcomes:	
<ol style="list-style-type: none"> 1. To Understand Various Tourism Trends 2. To Know the Tourism Development Policies of India 3. Role of Tourism Organization in Tourism Development. 4. To Manage Tourism Marketing Mix. 	
Module-1: Tourism Concept- : 8 Hours	
<p>Meaning and Definition, Need and Importance of Tourism development in India, Classification tourist, Types of tourism, Emerging Trends in Tourism. Management of Tourism Components- 5A's i.e. Accommodation Accessibility Amenities, Attractions and Activities and its impact on tourism. Compare and contrast inbound and outbound tourism</p>	
Module -2 Tourism resources 8 Hours	
<p>Natural, manmade, cultural, social, business and other. Indian Tourism Policies for Tourism Planning and Development. Role and importance of various Tourism Organization and its organizational structure</p>	
Module- 3 Concept of Tourism management- 8 Hours	
<p>Functions of Tourism management – Principles of Tourism Management, Transport System in tourism- Role of IRCTC for tourism promotion in India – Role of Travel Agency and Tour Operation in tourism development.</p>	
Module-4 Concept of Tourism Marketing Mix 6 Hours	
<p>Marketing Mix Management, Developing the Tourism Product / Service, Product Decisions-Product Line, Product Mix, New Product Development, Branding Decisions, Pricing Decision - Pricing Considerations and Approaches in tourism product- Pricing Strategies, Problems in tourism marketing.</p>	

Reference Books:

1. Kamra, K. and Chand M.(2002), Basics of Tourism: Theory, Practice and Operation, Kanishka Publisher and Distributors, New Delhi
2. Stephen J., Tourism Management, Elsevier Limited, U.S.A.
3. Tourism Principles and Practice, Swain Sampad Kumar and Mishra Jitendra Mohan, published by Oxford University press, 2011
4. A.K.Bhatia, Tourism Development – Principles & Practices
5. Jagmohan Negi, Tourism & Travel : Concepts & Principles

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	2	-
CO2	2	3	-	2	-
CO3	2	3	-	3	-
CO4	2	3	-	3	-

24PG-MBA-PE-402-HM4 HOSPITALITY MANAGEMENT	
PAPER-IV EVENT MANAGEMENT HOSPITALITY MANAGEMENT	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks
Course Outcomes:	
<ol style="list-style-type: none"> 1. Understand the concept and importance of Event Management. 2. Analyze the process of strategic marketing and the need for strategic marketing for events 3. Analyze the requirement of clients and do the planning of activity. 4. Create plan for various types of events 	
Module-1: Introduction to Event Management - 8Hours Introduction to Events and principles of event management, type and Size of event, planning and execution of Event, Legalities, permissions and licenses, Characteristics of an event manager, The role of an event manager.	
Module-2: Marketing for Events - 8Hours Need Assessment- Research, customer focus, product focus, Ideation and planning, Introduction to sales and sales pitches, Strategic budgeting and negotiations, Sponsorships – sponsor types / categories, identifying potential sponsors, preparing sponsorship decks, Media plan – designing a media plan, Introduction to email marketing and copywriting	
Module- 3 Event Planning and Management - 8Hours Planning an event – steps, Feasibility study, site survey and inspection, venues, time and scope of work, understanding event and stage design and layouts – putting ideas on paper, Vendor management and planning with vendors, budget allocation and work delegation	
Module-4 Event Production and Logistics - 8Hours Elements of production, Stage construction and elements, Infrastructure, Framing and branding, Parking, travel and logistics, Sanitation and hygiene, Safety and security	

Reference Books:

1. Event Management,
2. 2nd Edition, ELSEVIER Publication, Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, IanMcDinnell
2. Event Management by Lynn Van Der Wagen and Brenda R. Carlos
3. Event Planning by Prof. Nisar Merchant

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	2	3	-	-	-
CO2	2	3	-	-	-
CO3	2	3	-	2	-
CO4	3	3	-	2	1

24PG-MBA-PE-402-HHM3- Healthcare Human Resources and Financial Management

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcome:

1. Understand the role of HRM in healthcare settings.
2. Apply principles of recruitment, training, and retention in hospitals.
3. Understand hospital budgeting and financial planning.
4. Analyze hospital revenue cycles and costing methods.

Module I: HRM in Healthcare	8 Hours
<ul style="list-style-type: none"> • HR Policies and Planning: <ul style="list-style-type: none"> ○ Role of HRM in hospitals and healthcare institutions. ○ Development of HR policies aligned with health regulations and patient care goals. ○ Human resource planning: demand and supply forecasting in hospitals. • Workforce Needs and Staffing Norms: <ul style="list-style-type: none"> ○ Norms for staffing in various departments (e.g., doctors, nurses, paramedics, administrative staff). ○ Tools for workload analysis and manpower planning (WHO guidelines, NABH standards). ○ Importance of skill-mix in clinical and non-clinical areas. • HR Challenges in Healthcare: <ul style="list-style-type: none"> ○ Shortage of skilled personnel, attrition, burnout. ○ Issues of shift work, workplace stress, and legal compliance (labour laws, duty hours). ○ Diversity management, safety, and professional ethics. 	
Module II: Recruitment and Training	8 Hours
<ul style="list-style-type: none"> • Selection, Induction, and Job Design: <ul style="list-style-type: none"> ○ Recruitment practices for doctors, nurses, technicians, and support staff. ○ Credential verification and licensing requirements. ○ Induction process for new employees and interns. ○ Job role clarity and work descriptions for clinical and support teams. • Performance Appraisal and Motivation: <ul style="list-style-type: none"> ○ Key performance indicators (KPIs) in healthcare settings. ○ Appraisal tools and 360-degree feedback in hospitals. 	

- Motivation theories applied to healthcare teams (Maslow, Herzberg).
- Recognition, rewards, and employee engagement.
- **Training and Development Strategies:**
 - Training needs analysis and curriculum design.
 - In-service training, CME (Continuing Medical Education), soft skills, and crisis management.
 - Use of simulations, workshops, and technology in medical staff training.

Module III: Hospital Financial Management **8 Hours**

- **Hospital Accounting Systems:**
 - Introduction to hospital chart of accounts.
 - Receipts, payments, billing, and patient account systems.
 - Use of healthcare accounting software (e.g., HIS, ERP).
- **Budgeting and Financial Planning:**
 - Budget preparation for departments and entire hospital units.
 - Capital and operational budgeting.
 - Variance analysis and corrective actions.
- **Fixed and Variable Costs:**
 - Identification and classification of healthcare costs.
 - Cost implications of procedures, equipment, staff salaries.
 - Break-even analysis and cost-volume-profit relationships.

Module IV: Revenue and Cost Management **6 Hours**

- **Revenue Cycle Management (RCM):**
 - Entire process: patient registration, charge capture, billing, collections.
 - Denial management and revenue leakage prevention.
 - Electronic Medical Records (EMR) and RCM integration.
- **Cost Centers and Pricing:**
 - Concept of direct and indirect cost centers.
 - Pricing of healthcare services and packages (e.g., diagnostics, surgery).
 - Strategies for competitive pricing while maintaining quality.
- **Insurance Billing and Claims Processing:**
 - Medical insurance process (TPA, cashless and reimbursement models).
 - Coding systems (ICD, CPT), pre-authorizations, and claim forms.
 - Common errors and frauds in claims; compliance with IRDAI norms.

Reference Books:

1. **"Human Resource Management in Health Care"** by Charles R. McConnell
2. **"Health Economics"** by Jay Bhattacharya et al.
3. **"Healthcare Finance: An Introduction to Accounting and Financial Management"** by Louis C. Gapenski
4. **"Hospital Administration and Human Resource Management"** by G.D. Kunders
5. **"Essentials of Management for Healthcare Professionals"** by Hari Singh

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	2	3	2	3
CO3	3	3	-	2	-
CO4	3	3	-	3	-

24PG-MBA-PE-402-HHM4- Health Information Systems and Strategic Management

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes (COs):

1. Understand the role of information systems in modern healthcare.
2. Develop competencies in documentation, coding, and compliance.
3. Analyze hospital performance using MIS and decision support tools.
4. Apply strategic planning tools for hospital and health system improvement.

Module I: Health Information Systems (HIS) *8 Hours*

- **Introduction to HIS and EMR:**
 - Definition, components, and objectives of Health Information Systems.
 - Types of information systems: clinical, administrative, and support systems.
 - Understanding Electronic Medical Records (EMR) vs Electronic Health Records (EHR).
 - Benefits and challenges in digitizing patient care.
- **Data Security and Privacy in Hospitals:**
 - HIPAA compliance (international) and Indian data protection laws.
 - Data confidentiality, user access control, and role-based permissions.
 - Cybersecurity threats, patient consent, and audit trails.
- **Digital Health Initiatives:**
 - Overview of Indian initiatives like **Ayushman Bharat Digital Mission (ABDM)**.
 - Components like Health ID, DigiDoctor, Health Facility Registry.
 - Role of government in promoting interoperability and health equity.

Module II: Medical Records and Documentation *8 Hours*

- **Electronic Medical Records (EMR):**
 - Structure and standard components of EMRs.
 - Data entry protocols, patient history, and diagnostic integration.
 - System integration with labs, pharmacy, and radiology.
- **Clinical Coding and Documentation Standards:**
 - Importance of accurate, timely documentation in patient care.
 - Documentation protocols, progress notes, discharge summaries.
 - International standards for documentation (SOAP format, HL7).
- **Medical Transcription and ICD:**

- Role of transcriptionists in converting verbal reports to text.
- ICD-10/11 and CPT coding systems.
- Coding accuracy for billing, audits, and clinical research.

Module III: MIS and Decision Support **8 Hours**

- **Hospital Management Information System (HMIS):**
 - Structure and functions of HMIS modules: OPD, IPD, billing, HR, diagnostics.
 - Integration of clinical and financial data for hospital operations.
 - Implementation challenges and success factors.
- **Decision Support Systems (DSS):**
 - Role of DSS in hospital administration and clinical decision-making.
 - Types: rule-based, statistical, predictive analytics.
 - Examples: disease surveillance, patient readmission prediction, resource planning.
- **Analytics for Performance Evaluation:**
 - Use of KPIs in hospital management (e.g., bed occupancy, ALOS, mortality rate).
 - Dashboards, scorecards, and visual tools for performance monitoring.
 - Real-time data analysis for timely interventions.

Module IV: Strategic Planning in Healthcare **8 Hours**

- **Vision, Mission, and Goal Setting:**
 - Strategic intent, purpose-driven healthcare planning.
 - Aligning organizational goals with public health needs and market realities.
 - SMART goals and healthcare KPIs.
- **SWOT Analysis and Balanced Scorecard:**
 - Conducting internal (SWOT) and external (PESTEL) analysis.
 - Translating strategy into action using the Balanced Scorecard (BSC) framework.
 - Use of BSC in quality assurance and service development.
- **Change Management, Benchmarking, and NABH:**
 - Change management models (Kotter's 8-Step, ADKAR).
 - Benchmarking hospital performance with best practices.
 - Overview of NABH (National Accreditation Board for Hospitals) standards and quality compliance.

Reference Books:

1. **"Health Information Management"** by Mervat Abdelhak
2. **"Strategic Healthcare Management"** by Stephen Walston
3. **"Management Information Systems for the Information Age"** by Stephen Haag
4. **"Hospital Information Systems: A Guide to Implementation and Use"** by Mohan Bansal
5. **"Strategic Management of Health Care Organizations"** by Linda E. Swayne et al.

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	-
CO2	3	3	-	-	-
CO3	2	3	-	3	-
CO4	3	3	-	2	2

Elective 11: Cooperative Management

24PG-MBA-PE-402-CM3: Human Resource Management in Cooperatives

(Paper-3)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the significance of human resources in cooperative organizations.
- **CO2:** Analyse the challenges of HRM in a cooperative setting.
- **CO3:** Develop effective human resource policies for cooperatives.
- **CO4:** Learn how to motivate and lead cooperative staff to ensure organizational success.

Syllabus	Hours
Module 1: Human Resource Management in Cooperatives Role and importance of HRM in cooperatives. Key challenges in managing cooperative employees: Worker-member relationships. HRM strategies for improving cooperative performance.	8
Activity-1: o Case Study: HRM practices at Amul.	
Module 2: Recruitment and Selection in Cooperatives Staffing and talent acquisition for cooperatives. Recruitment challenges in rural cooperatives.	7
Activity-2: o Case Study: Recruitment practices in rural credit cooperatives.	
Module 3: Training, Development and Motivation in Cooperatives Employee training and development in cooperatives. Motivating cooperative employees: Incentives and non-financial motivation. Performance management systems in cooperatives.	7
Activity-3: o Assignment: Development of a training program for a cooperative.	
Module 4: Leadership and Governance in Cooperatives Leadership styles and strategies in cooperatives. The role of cooperative boards and governance. Conflict resolution within cooperatives.	8
Activity 4: o Case Study: Leadership and governance at the Kerala State Co-operative Bank.	

Textbooks and References
1. Sharma, S. K. (Year). <i>Human resource management in cooperatives</i> . 2. Giri, M. K. S. (Year). <i>The human resources of the cooperative sector</i> . 3. Wirth, J. R. (Year). <i>Managing human resources in the cooperative sector</i> .

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	3	3	2
CO2	2	3	2	3	2
CO3	2	3	3	2	3
CO4	2	2	2	2	2

Elective 11: Cooperative Management

24PG-MBA-PE-402-CM4: Marketing and Strategic Management in Cooperatives (Paper-4)

Teaching Scheme		Evaluation Scheme	
Lecture:	3 Hrs. per Week	ISE:	40 Marks
Credit :	3	ESE :	60 Marks
Tutorial :	--	ISA :	--
Credits :	--	POE :	--
Total Credits :	3	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Understand the marketing principles and strategies for cooperatives.
- **CO2:** Analyze market needs and customer behavior in the cooperative sector.
- **CO3:** Develop strategic plans to enhance cooperative competitiveness and market position.
- **CO4:** Learn about the challenges of marketing cooperative products and services.

Syllabus	Hours
Module 1: Marketing Strategies for Cooperatives Marketing principles and strategies in cooperatives. Consumer cooperatives, producer cooperatives and marketing channels.	8
Activity-1: o Case Study: The marketing strategy of Amul dairy products.	
Module 2: Market Research and Consumer Behavior Conducting market research in cooperatives. Understanding cooperative member and consumer behavior.	7
Activity-2: o Case Study: Consumer behavior in cooperative grocery stores.	
Module 3: Strategic Management in Cooperatives Strategic planning and decision-making in cooperatives., SWOT analysis for cooperatives. Competitive strategies in the cooperative sector.	7
Activity-3: o Assignment: Develop a strategic marketing plan for a cooperative.	
Module 4: Challenges in Marketing Cooperative Products and Services Overcoming barriers to marketing in rural cooperatives. Brand management and cooperative identity. Leveraging technology for marketing cooperatives.	8
Activity 4: o Assignment: Analyze a cooperative's market challenges and suggest solutions.	

Textbooks and References
1. Bhat, S. R. (Year). <i>Cooperative marketing</i> . 2. Jain, R. K. (Year). <i>Strategic management in cooperatives</i> . 3. Steiner, G. A. (Year). <i>Marketing for cooperatives</i> .

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	2	2
CO2	2	2	2	3	3
CO3	2	3	3	3	3
CO4	2	3	2	3	2

24PG-MBA-PE-402-ENT3 ENTREPRENEURSHIP	
PAPER - III INSTITUTIONAL SUPPORT AND VENTURE FUNDING	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks
Course Outcomes (COs):	
CO1: Understand the need and types of institutional finance and capital planning.	
CO2: Evaluate the role and functions of financial institutions at various levels.	
CO3: Analyze entrepreneurial support from government and specialized institutions.	
CO4: Understand VC funding types and compare them with angel investing and seed capital.	
 Module 1– Introduction to Institution Finance	
8 Hours	
Need for Institutional Finance; Types of Industrial Finance-Short –term, Medium – term, Long – term Planning for Fixed and Working Capital;	
 Module-2: Financial Institutions:	
8 Hours	
Objectives, Roles and Functions of Financial Institutions at National and State level. SIDBI BANKS. Commercial Banks. RRBs. Co-op. banks STATE LEVEL: 1. SFCs 2. SIDCs 3. SIIICs4. SSIDCs OTHERS: 1. NABARD 2. NSIC.3 Rural Small Business Development Centre (RSBDC	
 Module 3– Institutional Support to Entrepreneurs	
8 Hours	
Entrepreneurs 1) NSIC, 2) SIDO, 3) SSIB, 4) SSID, 5) SISIs, 6) DICs, 7) Industrial Estate, 8) Technical Consultancy organizations (TCOs), 9) Specialized Institution Central Institute of Tool Design	
 Module-4 Venture Capital:	
6 Hours	
Meaning of Venture capital. Features of Venture Capital Investments, Methods of Venture Capital Financing, types of VC funding. Venture capital Vs. Angel Investor and seed capital	

Reference Books:

- 1) Entrepreneurial Development by Dr. S. S. Khanka, S. Chand publication
- 2) Fundamentals of Entrepreneurship 2nd edition by H. Nandan.
- 3) Entrepreneurship and Small Business Management by Dr.(prof.) S. K. Sarangi.
- 4) Entrepreneurship Development by C. B. Gupta and N.P. Srinivas
- 5) Entrepreneurial Development by Manish Vohra, Animal publication.

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	3	-	-	2
CO3	2	3	-	2	-
CO4	2	3	2	2	-

24PG-MBA-PE-402-ENT4 ENTREPRENEURSHIP	
PAPER - IV Small Business Management and Family Business	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcome:

CO1: Describe e-commerce models and setup options (marketplace vs own site).

CO2: Evaluate digital payment systems and e-commerce logistics operations.

CO3: Explain key web analytics metrics and their role in decision-making.

CO4: Apply Google Analytics tools to analyze website traffic and user behavior.

Module-1: Introduction to Small Business

Characteristics of Small Enterprises Problems and Challenges faced by Small Business Owners

Policy Support for Small Enterprises (MSME Policies)

Module-2: Setting up a Small Business

Steps for Starting a Small Business Legal Formalities Government Schemes and Subsidies

Module- 3 Growth Strategies for Small Businesses

Scaling Up: Franchising, Licensing, Joint Ventures E-Commerce for Small Business

Internationalization Strategies

Module-4 Family Business Management

Concept and Importance of Family Businesses Issues in Family-Owned Businesses Succession Planning in Family Business

Reference Books:

- 1) Entrepreneurial Development by Dr. S. S. Khanka, S. Chand publication
- 2) Fundamentals of Entrepreneurship 2nd edition by H. Nandan.
- 3) Entrepreneurship and Small Business Management by Dr.(prof.) S. K. Sarangi.
- 4) Entrepreneurship Development by C. B. Gupta and N.P. Srinivas
- 5) Entrepreneurial Development by Manish Vohra, Animal publication **Mapping of PO & CO:**

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	2	3	2	3
CO3	3	3	-	2	-
CO4	3	3	-	3	-

24PG-MBA-PE-402-NM3- Financial and Project Management in NGOs

Teaching Scheme		Evaluation Scheme	
Lecture	: 3 Hr. per week	ISE	: 40 Marks
Credit	: 3	ESE	: 60 Marks
Tutorial	: --	ISA	: --
Credits	: --	POE	: --
Total Credits	: 3	Total Marks	: 100 Marks

Course Outcome:

1. Understand principles of financial management in NGOs.
2. Apply project management tools and techniques.
3. Design fundraising strategies.
4. Maintain accountability and transparency in resource use.

Module I – Financial Systems

8 Hours

- **Budget Preparation:**
 - Types of budgets: operational, capital, program-based.
 - Step-by-step process of budget formulation for NGO programs.
 - Budget forecasting, assumptions, and variance analysis.
 - Participatory budgeting and involving field teams.
- **Financial Policies and Internal Controls:**
 - Importance of financial discipline and transparency.
 - Developing policies on procurement, payments, advances, and reimbursements.
 - Fraud prevention measures, separation of duties, and authorization protocols.
- **Accounting and Audit Procedures:**
 - Basic accounting systems used by NGOs (cash-based, accrual).
 - Voucher systems, ledgers, and donor-specific bookkeeping.
 - Internal vs external audits; audit preparation and compliance.
 - Financial statements: income and expenditure, balance sheet.

Module II – Fundraising and Donor Relations

8 Hours

- **Proposal Writing:**
 - Components of an effective proposal (problem statement, goals, activities, budget).
 - Aligning proposals with donor priorities.
 - Language and formatting essentials.
- **CSR Funding and Grant Applications:**
 - Overview of Corporate Social Responsibility under Companies Act.
 - Identifying CSR partners and writing CSR-compliant proposals.
 - National and international grant opportunities; portals and timelines.

- **Donor Engagement and Reporting:**
 - Building donor trust through transparency and communication.
 - Reporting formats (narrative and financial reports).
 - Acknowledgment practices and relationship management.

Module III – Project Planning and Execution **8 Hours**

- **Logical Framework Approach (LFA):**
 - The LogFrame matrix: inputs, outputs, outcomes, and impact.
 - Indicators, means of verification, and assumptions.
 - How LFA helps in strategic clarity and monitoring.
- **Gantt Charts and Project Timelines:**
 - Creating time-based project schedules using Gantt charts.
 - Task dependencies, milestones, and resource allocation.
 - Use of project management tools (e.g., MS Project, Trello).
- **Monitoring Tools (KPIs, Dashboards):**
 - Key Performance Indicators for development projects.
 - Real-time dashboards and data visualization tools.
 - Mid-term reviews, feedback loops, and adaptive management.

Module IV – Risk and Resource Management **6 Hours**

- **Risk Assessment and Mitigation:**
 - Identifying operational, financial, legal, and reputational risks.
 - Risk matrix and prioritization.
 - Developing contingency and mitigation plans.
- **Volunteer and Human Resource Planning:**
 - Recruitment, motivation, and retention of volunteers.
 - Role clarity, training, and volunteer code of conduct.
 - HR planning for project-based staffing.
- **Asset Management in NGOs:**
 - Procurement policies and inventory control.
 - Maintenance, insurance, and disposal of assets.
 - Asset registers and audit trails.

Reference Books:

1. **"Financial Management for Nonprofit Organizations"** by Jo Ann Hankin & Alan Seidner
2. **"Project Management for NGOs"** by PM4NGOs
3. **"Fundraising for Social Change"** by Kim Klein

4. "Accounting and Financial Reporting for NGOs" by ICNL Toolkit
5. "Grant Writing for Dummies" by Beverly A. Browning

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	-
CO2	3	3	-	-	2
CO3	3	2	2	2	2
CO4	2	3	3	3	2

24PG-MBA-PE-402-NM4- Monitoring, Evaluation, and Impact Assessment in NGOs			
Teaching Scheme	Evaluation Scheme		
Lecture : 3 Hr. per week	ISE	: 40 Marks	
Credit : 3	ESE	: 60 Marks	
Tutorial : --	ISA	: --	
Credits : --	POE	: --	
Total Credits : 3	Total Marks	: 100 Marks	

Course Outcome:

1. Understand the concepts and tools of monitoring and evaluation (M&E).
2. Design effective M&E frameworks.
3. Apply qualitative and quantitative evaluation methods.
4. Analyze outcomes and impact of NGO programs.

Module I – Basics of Monitoring and Evaluation	8 Hours
<ul style="list-style-type: none"> • Definitions and Objectives: <ul style="list-style-type: none"> ○ What is Monitoring and Evaluation (M&E)? ○ Importance of M&E in project life cycle. ○ Objectives: accountability, learning, improvement, resource optimization. • Differences Between Monitoring, Evaluation, and Auditing: <ul style="list-style-type: none"> ○ Comparative understanding with examples. ○ Monitoring: ongoing oversight of activities and outputs. ○ Evaluation: periodic assessment of outcomes and impact. ○ Audit: financial/legal compliance check. • M&E Frameworks: <ul style="list-style-type: none"> ○ Theory of Change (ToC): mapping inputs to impact; assumptions and pathways. ○ Results-Based Management (RBM): results chain, performance indicators, and outcomes. ○ Difference between input-output models and outcome-impact models. 	
Module II – Tools and Techniques	8 Hours
<ul style="list-style-type: none"> • Surveys, Interviews, Focus Groups: <ul style="list-style-type: none"> ○ Structured, semi-structured, and unstructured instruments. ○ Sampling methods and respondent selection. ○ Best practices for data quality and ethical standards. • Participatory Rural Appraisal (PRA): <ul style="list-style-type: none"> ○ Introduction to PRA and Rapid Rural Appraisal (RRA). ○ Tools: mapping, ranking, timelines, seasonal calendars, transect walks. ○ Importance of community engagement and local knowledge. • Logical Frameworks and Indicators: <ul style="list-style-type: none"> ○ Developing a LogFrame: objectives, activities, outputs, indicators. 	

<ul style="list-style-type: none"> ○ Defining SMART indicators: Specific, Measurable, Achievable, Relevant, Time-bound. ○ Baseline and endline indicators for performance tracking. 	
Module III – Data Collection and Analysis	8 Hours
<ul style="list-style-type: none"> • Designing Questionnaires: <ul style="list-style-type: none"> ○ Principles of good questionnaire design (clarity, neutrality, flow). ○ Open-ended vs closed-ended questions. ○ Pre-testing and piloting tools. • Quantitative vs Qualitative Data: <ul style="list-style-type: none"> ○ When to use what: advantages and limitations. ○ Quantitative: numerical indicators, surveys, KPIs. ○ Qualitative: narratives, observations, case studies, thematic analysis. • Data Visualization and Reporting: <ul style="list-style-type: none"> ○ Creating charts, graphs, dashboards using Excel, Power BI, Google Data Studio. ○ Interpretation and presentation of findings. ○ Writing concise M&E reports for stakeholders and donors. 	
Module IV – Impact Assessment and Learning	6 Hours
<ul style="list-style-type: none"> • Case Studies and Best Practices: <ul style="list-style-type: none"> ○ Review of real-life M&E case studies from health, education, and livelihoods. ○ Success factors and lessons learned from grassroots and large-scale programs. • Impact Analysis Tools: <ul style="list-style-type: none"> ○ Social Return on Investment (SROI): estimating social value creation. ○ Cost-Benefit Analysis (CBA): financial vs social impact assessment. ○ Quasi-experimental and longitudinal methods (overview only). • Feedback Loops and Adaptive Learning: <ul style="list-style-type: none"> ○ Importance of continuous learning and project adaptation. ○ Using M&E data to redesign programs and improve future interventions. ○ Stakeholder feedback mechanisms. 	

Reference Books:

1. **"RealWorld Evaluation: Working Under Budget, Time, Data, and Political Constraints"** by Michael Bamberger, Jim Rugh, and Linda Mabry
2. **"Monitoring and Evaluation Training: A Systematic Approach"** by Scott G. Chaplowe
3. **"Managing for Impact in Rural Development: A Guide for Project M&E"** by IFAD
4. **"Utilization-Focused Evaluation"** by Michael Quinn Patton
5. **"Outcome Mapping: Building Learning and Reflection into Development Programs"** by Sarah Earl, Fred Carden, and Terry Smutylo

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	3	-	-	2
CO3	2	3	-	2	-
CO4	2	3	2	2	-

24PG-MBA-PE-402-DM3 DIGITAL MARKETING						
PAPER-III Social Media and Content Marketing						
Teaching Scheme	Evaluation Scheme					
Lecture : 3 Hr. per week	ISE	: 40 Marks				
Credit : 3	ESE	: 60 Marks				
Tutorial : --	ISA	: --				
Credits : --	POE	: --				
Total Credits : 3	Total Marks	: 100 Marks				
Course Outcomes:						
CO1: Understand SMM basics and set measurable goals for campaigns.						
CO2: Implement strategies tailored for each major social media platform.						
CO3: Create and manage content using storytelling and multimedia formats.						
CO4: Use analytics tools to track, measure, and enhance campaign performance.						
Module-1 Basics of Social Media Marketing	8 Hours					
What is Social Media Marketing? Importance of Social Media Platforms Setting Goals for Social Media Campaigns						
Module -2 Social Media Platform Strategies	8 Hours					
Facebook Marketing (Business Pages, Ads) Instagram Marketing (Stories, Reels, Ads) LinkedIn Marketing (Profiles, Pages, Ads) Twitter Marketing (Trends, Hashtags)						
Module -3 Content Marketing Strategies	8 Hours					
Content Planning and Development Blogging, Vlogging, Podcasts Types of Content: Text, Image, Video, Infographic Storytelling Techniques for Branding						
Module -4 Analytics in Social Media	6 Hours					
Introduction to Social Media Analytics Facebook Insights, Instagram Analytics, LinkedIn Analytics Measuring Reach, Engagement, Conversions Using Tools: Hootsuite, Buffer						
Reference Books:						
Philip Kotler Marketing 4.0: Moving from Traditional to Digital						
Ryan Deiss, Russ Henneberry Digital Marketing for Dummies						
Dave Chaffey Digital Marketing: Strategy, Implementation and Practice						

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	2	3	-	2	-
CO3	2	3	-	3	-
CO4	3	3	-	2	1

24PG-MBA-PE-402-DM4 DIGITAL MARKETING PAPER-IV E-Commerce and Web Analytics	
Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcome:

CO1: Describe e-commerce models and setup options (marketplace vs own site).

CO2: Evaluate digital payment systems and e-commerce logistics operations.

CO3: Explain key web analytics metrics and their role in decision-making.

CO4: Apply Google Analytics tools to analyze website traffic and user behavior.

Module-1: Introduction to E-Commerce

E-Commerce Business Models (B2B, B2C, C2C) Starting an E-Commerce Business

E-Marketplaces vs Own Website

Module-2: Digital Payments and Logistics

Payment Gateway Integration Cash on Delivery, Wallets, UPI, Cards E-Commerce Logistics: Shipping, Returns, Customer Service

Module-3 Basics of Web Analytics What is Web Analytics? Importance of Tracking and Analysis KPIs: Traffic, Bounce Rate, Time on Site

Module-4 Google Analytics

Setting up Google Analytics Understanding Dashboard, Audience Reports Behavior Reports: User Flow, Site Speed Reference Books:

Reference Books:

Philip Kotler Marketing 4.0: Moving from Traditional to Digital

Ryan Deiss, Russ Henneberry Digital Marketing for Dummies

Dave Chaffey Digital Marketing: Strategy, Implementation and Practice

Adam Clarke SEO 2023: Learn Search Engine Optimization

Perry MarshallUltimate Guide to Google Ads

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	-
CO2	3	3	-	-	2
CO3	3	2	2	2	2
CO4	2	3	3	3	2

24PG-MBA-PE-402-ABM3- AGRO –PROCESSING INDUSTRIES

Teaching Scheme		Evaluation Scheme	
Lecture	: 3 Hr. per week	ISE	: 40 Marks
Credit	: 3	ESE	: 60 Marks
Tutorial	: --	ISA	: --
Credits	: --	POE	: --
Total Credits	: 3	Total Marks	: 100 Marks

Course Outcomes:

1. Understand the concept, nature, scope, and importance of agro-processing industries and identify key constraints and development measures.
2. Analyze the significance, progress, and challenges of sugar and rice industries in India.
3. Evaluate the development, issues, and future prospects of cotton, textile, and jute industries in India.
4. Assess the growth, potential, and challenges faced by the vegetable, fruit, and dairy industries in India.

Module-1 Introduction to Agro-Processing Industries	6 Hours
Concept and importance of agro-processing industries. Nature and scope of agro-processing industries	
Constraints of agro-processing industries Measures for development of agro-processing industries	
Module -2 Sugar and Rice Industries in India.	8 Hours
Sugar industry – significance and progress Problems and prospectus	
Rice industry – significance and progress Problems and prospectus	
Module -3 Cotton and Jute Industries in India.	8 Hours
Cotton and textiles industry - significance and progress, Problems and prospectus	
Jute industry – significance and progress Problems and prospectus	
Module -4 Vegetable & Fruit and Dairy Industries in India.	6 Hours
Vegetable & fruit industry- significance and progress, Problems and prospectus.	
Dairy industry - significance and progress Problems and prospectus.	

Reference Books:

1. “Economics of Agro- Based Industries”, M. K. Ramchandran, Mittal Publication, New Delhi (2009)
2. “Handbook on Agro Based Industries”, NPCs Board, NIIR Project Consultancy services (2012)
3. “Food Processing and agro based industries”, Engineers India Research Institute, New Delhi
4. “Agro - Based industries in India an Economic Analysis”, Gauradevi Katnalli, ABS Publisher (April 2011)

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	2	3	-	2	1
CO3	2	3	-	2	1
CO4	2	3	-	2	1

24PG-MBA-PE-402-ABM4- INTERNATIONAL TRADE IN AGRICULTURE

Teaching Scheme	Evaluation Scheme
Lecture : 3 Hr. per week	ISE : 40 Marks
Credit : 3	ESE : 60 Marks
Tutorial : --	ISA : --
Credits : --	POE : --
Total Credits : 3	Total Marks : 100 Marks

Course Outcomes:

1. Students get acquainted with the theoretical aspects of international trade.
2. Equip the students with the various theories of international trade.
3. Get familiar with the growth, composition and direction of India's international trade in agriculture.
4. Train the students in business logistics and documentation.

Module-1 Introduction to International Trade **8 Hours**

Meaning – Domestic and International trade- Importance and Gains of International trade
 Need for a Separate Theory Trade – Classical Theory of International Trade ; Adam Smith and Ricardo. Modern Theory of International Trade ; Heckscher and Ohlin Trade Policies : Protective and Free Trade

Module -2 WTO and International Trade **8 Hours**

GATT, WTO: Functions and Organization India and WTO, WTO Agreements; AOA (Agreement on Agriculture) – WTO and Indian Agriculture

Module -3 India's International Trade in Agriculture **8 Hours**

Growth, Composition and Direction - World agricultural trade, India's share in world trade, Agricultural Trade Policy – Latest Ex-Im Policy, Agri Export Zones – Export Promotion Zones -APEDA, MPEDA, FIEO, STC, MSAMB, Commodity boards, Regulating standards- Hazard Analysis and Critical Control Point (HACCP) Certification, Codex Alimentarius commission, Sanitary and Phyto sanitary (SPS) Measures.

Module -4 Global Business Logistics **6 Hours**

Modes of Transport; Sea transport, Containerization, Air transport Export- Import procedure and documentation, Marine insurance, Aligned Documentation System Use of ICT in International Agri-marketing.

Reference Books:

1. University Press, Massachusetts.
2. Francis Cherunilum (2006) , International Trade and Export Management, Himalaya Publishing House, Delhi.
3. Kindleberger, C. P. (1973), International Economics, R. D. Irwin, Homewood.
4. Manmohan Singh (1964), India's Export Trends and the Prospects for Self sustained Growth, Oxford University press, New Delhi.
5. Mithani, D.M. (2017), International Economics, Himalaya Publishing House, Delhi.
6. Panchmukhi, V. R. (1978), Trade Policies of India – A Quantitative Analysis, Concept Publishing Company, New Delhi.
7. Patel, S. J. (1995), Indian Economy Towards the 21st Century, University Press, Ltd., India.
8. Rana and Verma (2010), International Economics , Vishal Publishing Company, Delhi.
9. Soderstrom, Bo (1991), International Economics, The Macmillan Press Ltd., London.

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	2	-	2	-
CO3	2	3	-	2	-
CO4	2	3	-	3	2

24PG-MBA-PCC-403: Project

Teaching Scheme		Evaluation Scheme	
Lecture:	--	ISE:	--
Credit :	--	ESE :	--
Tutorial / Practical :	3 Hrs. per Week	ISA :	40 Marks
Credits :	6	POE :	60 Marks
Total Credits :	6	Total Marks :	100

Course Outcomes (COs)

After Study of this Course successfully; Student will able to –

- **CO1:** Ability to identify a real-world business problem and define clear research objectives.
- **CO2:** Application of appropriate research methodologies, including data collection and analysis.
- **CO3:** Development of critical thinking skills to evaluate business challenges and propose solutions.
- **CO4:** Competency in analysing and interpreting data using statistical and analytical tools.
- **CO5:** Proficiency in writing a well-structured project report that adheres to academic standards.
- **CO6:** Effective communication of research findings through a structured viva presentation.

Details about the Project Work

1. General Rules and Regulations for Project Work:

- **Eligibility Criteria:**

- Students who have successfully completed the Semester-III will be eligible for the project work.

- **Project Selection:**

- **Topic Selection:** The project should be based on a real business problem or area of management and must be relevant to the specialization chosen by the student. Students should consult with their Project Supervisor to finalize the project topic.
- **Approval from Faculty:** Once the topic is selected, it must be approved by the concerned faculty or Project Supervisor, who will be the mentor of the student throughout the project process.
- **Industry Collaboration:** If the project is related to a corporate or industry setting, students may have to collaborate with industry professionals and the industry supervisor's feedback may be required, in prescribed format, decided by the Department from time-to-time.

- **Project Duration:**

- The project work will span over a period of approximately 50 Days, between the end of Semester-III and the start of Semester-IV. It must be completed within the allotted timeframe.

- **Project Submission:**

- **Deadline for Submission:** The final project report must be submitted to the concerned faculty members by the prescribed deadline, as per the academic calendar, be declared from time-to-time.
- **Format:** The project report should be submitted both in physical (printed) form and as a soft copy (PDF) to the concerned department.

2. Viva Panel

Composition of the Viva Panel:

- The viva panel will consist of:
 1. **Internal Examiner:** A faculty member from the department (one who is the Course Coordinator of Project) where the student is enrolled.
 2. **External Examiner:** A faculty member from outside the department or an expert in the relevant field.

3. **Project Guide:** The student's project guide must be present as a member, but they will not actively participate in the evaluation process.

3. Viva Process

- **Presentation:** The student will be asked to present their project work, including the objectives, methodology, findings and conclusions.
- **Questioning:** Following the presentation, the panel will ask questions to assess the student's understanding, research methodology and the practical implications of the project.
- **Duration:** The viva examination will typically last for 15-20 minutes.
- **Evaluation:** The viva will be graded by both the internal and external examiners. The average of the both members will be considered as the final marks for each student.

4. Basic Structure of the Project Report

(Just for the Brief Idea, detailed Structure / Editable Template will be provided by the Project Course Coordinator to the Students.)

The project report should follow a standard structure with the following sections:

1. Title Page:

- Title of the Project
- Name of the Student
- Roll Number
- Name of the Institution
- Name of the Supervisor
- Date of Submission

2. Certificate Page:

- A declaration from the student stating that the project is their original work.
- Certificate from the department.

3. Abstract:

- A brief summary of the project, including objectives, methodology, findings and conclusions (150-200 words).

4. Acknowledgments:

- A section where the student acknowledges those who helped and supported during the project.

5. Table of Contents:

- A list of chapters and sub-sections with page numbers.

6. List of Figures and Tables:

- List any tables, charts, graphs or figures used in the report.

5. Brief Information about Each Chapter in the Project Report

Chapter 1: Introduction

- Purpose of the Study: Define the problem and purpose of the project.
- Scope of the Study: Outline the scope, objectives and significance of the project.
- Research Questions: List the questions that the project aims to answer.
- Methodology Overview: Brief description of the research methodology used.

Chapter 2: Literature Review

- Review of Existing Studies: Summarize relevant literature and research related to the project topic.
- Theoretical Framework: Discuss theories, models and concepts that form the basis of the study.

Chapter 3: Research Methodology

- Research Design: Define the type of research (qualitative, quantitative, mixed).
- Data Collection Methods: Outline the methods used for data collection (surveys, interviews, secondary data, etc.).
- Sample Size and Selection: Provide details about the sample size and the sampling technique.
- Data Analysis: Explain the methods used for analysing the data (statistical tools, thematic analysis, etc.).

Chapter 4: Data Analysis and Interpretation

- Analysis of Data: Present the results and findings of the research, including tables, graphs and charts.
- Interpretation: Discuss the meaning of the data and how it answers the research questions.

Chapter 5: Findings, Recommendations and Conclusions

- Findings: Summarize the key findings from the research.
- Recommendations: Based on the findings, propose recommendations for practical application.
- Conclusions: Conclude the study by summarizing the main points.

References:

- A comprehensive list of all the sources cited in the report, formatted according to a standard citation style (APA, MLA or Chicago).

6. Marking Scheme for Internal 40 Marks

Component	Marks	Description
Project Proposal (Topic Selection & Feasibility)	5	Evaluation of the proposed topic, its relevance, feasibility and alignment with the student's specialization.
Project Report Structure & Presentation	10	Evaluation of the overall structure, clarity and presentation of the project report.
Research Methodology	10	Assessment of the research design, methods used and their appropriateness for the study.
Data Analysis & Interpretation	5	Evaluation of the data analysis process, accuracy and clarity in interpreting the results.
Writing & Formatting Quality	5	Assessment of the quality of writing, grammar, coherence and adherence to the prescribed formatting guidelines.

Timely Submission	5	Marks awarded for submitting the project within the stipulated time.
7. Assessment Criterion for External Viva (60 Marks)		
Component	Marks	Description
Project Presentation (Content & Structure)	20	Evaluation of how well the student presents the key elements of the project: objectives, methodology, findings and recommendations. Focus on clarity and organization.
Understanding of the Topic & Analysis	20	Assessment of the student's depth of understanding of the project topic, the research process and the data analysis. Ability to explain and defend the project work.
Answers to Questions	10	Evaluation of the student's ability to answer questions related to the project, demonstrating knowledge, critical thinking and the ability to justify decisions made.
Presentation Skills	10	Evaluation of the student's communication skills, including clarity, confidence and the ability to present the project in a professional manner.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	3	2
CO2	2	3	2	2	3
CO3	2	3	3	3	3
CO4	3	2	2	3	2
CO5	2	3	3	3	3
CO6	3	3	2	3	3

24PG-MBA-VAC-404 Corporate Social Responsibility	
Teaching Scheme	Evaluation Scheme
Lecture : 2 Hr. per week	ISE : --
Credit : 2	ESE : --
Tutorial : --	ISA : 50 Marks
Credits : --	POE : --
Total Credits : 2	Total Marks : 50 Marks
Course Outcome:	
<ol style="list-style-type: none"> 1. Understand the origins and development of CSR 2. Analyze various CSR theories and models 3. Evaluate the relevance of CSR in today's business environment 4. Develop skills to formulate and implement CSR policies 	
Module 1: Fundamentals of CSR	4 hours
Historical evolution and definitions of CSR	
Theories and models of CSR	
Arguments for and against CSR	
Module 2: CSR in India – Legal Framework and Policies	4 hours
<ul style="list-style-type: none"> • CSR policy formulation and implementation • CSR reporting and disclosure requirements • Role of government and regulatory bodies 	
Module 3: Investment Options and Risk Management	6 hours
<ul style="list-style-type: none"> • Traditional vs. market-linked investment options • Mutual funds, SIPs, PPF, NPS, Fixed Deposits, Gold • Risk and return trade-off • Role of insurance in financial planning 	
Module 4: CSR Implementation	6 hours

- Identifying and engaging stakeholders
- Planning and executing CSR initiatives

Reference Books:

1. **CSR in India: Steering Business toward Social Change** by Kshama Kaushik
2. **ESG and CSR: Strategies for Career Success and Corporate Responsibility** by Nirbhay Lumde

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	2	-
CO2	3	2	-	3	-
CO3	3	3	-	2	-
CO4	-	-	3	2	2

24PG-MBA- SEC- 405 -FINANCIAL EDUCATION AND INVESTMENT AWARENESS

Teaching Scheme	Evaluation Scheme
Lecture : 2 Hr. per week	ISE : --
Credit : 2	ESE : --
Tutorial : --	ISA : 50 Marks
Credits : --	POE : --
Total Credits : 2	Total Marks : 50 Marks

Course Outcomes (COs):

1. To introduce the fundamentals of personal finance and investment planning.
2. To create awareness of financial instruments, markets, and the importance of saving and investing.
3. To equip learners with knowledge to make informed financial decisions.
4. To promote financial discipline and long-term wealth creation.

Module 1: Basics of Financial Education	4 hours
<ul style="list-style-type: none"> • Concept of money management and personal finance • Budgeting and saving – tools and techniques • Importance of financial literacy • Role of RBI, SEBI, and other regulators 	
Module 2: Banking and Digital Finance	4 hours
<ul style="list-style-type: none"> • Types of bank accounts and services • Online banking, UPI, mobile wallets • Credit and debit cards, credit scores • Cyber security and safe online transactions 	
Module 3: Investment Options and Risk Management	6 hours
<ul style="list-style-type: none"> • Traditional vs. market-linked investment options • Mutual funds, SIPs, PPF, NPS, Fixed Deposits, Gold • Risk and return trade-off • Role of insurance in financial planning 	
Module 4: Financial Markets and Investor Awareness	6 hours
<ul style="list-style-type: none"> • Basics of stock market and how it works • Understanding financial scams and how to avoid them • Investor rights and grievance redressal mechanisms • Overview of capital and money markets 	

- Pension schemes and retirement planning tools
- Financial planning for life stages

Reference Books:

3. **Let's Talk Money**" by Monika Halan
4. **"The Intelligent Investor"** by Benjamin Graham
5. **"Personal Finance"** by Jack Kapoor et al. (McGraw-Hill Education)
6. **NISM Series V-A: Mutual Fund Distributors Certification Examination Study Material** (SEBI/NISM)
7. **Financial Education Booklets** – SEBI, RBI, NCFE (www.ncfe.org.in)
8. **RBI's Financial Literacy Guide** – Available at <https://rbi.org.in>

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	2	-
CO2	3	2	-	3	-
CO3	3	3	-	2	-
CO4	-	-	3	2	2

24PG-MBA-VAC-406: Administrative Practices in Co-operatives - Case
Study of 'Warana Udyog Samuha'

Teaching Scheme		Evaluation Scheme	
Lecture:	4 Hrs. per Week	ISE:	--
Credit :	2	ESE :	--
Tutorial :	--	ISA :	50 Marks
Credits :	--	POE :	--
Total Credits :	2	Total Marks :	50

Course Outcomes (COs)
After Study of this Course successfully; Student will able to –
<ul style="list-style-type: none"> • CO1: Understand the foundational principles of cooperative management and administrative practices. • CO2: Analyze the operational and governance structures of successful cooperatives, focusing on Warana Udyog Samuha. • CO3: Develop strategic solutions to address challenges faced by cooperatives in managing resources and operations. • CO4: Design and implement effective management strategies for cooperatives to achieve long-term sustainability and community empowerment.

Syllabus	Hours
<p>Module 1: Introduction to Cooperative Administrative Practices</p> <p>1. Introduction to Cooperatives:</p> <ul style="list-style-type: none"> ▪ Definition and types of cooperatives ▪ Historical evolution of cooperatives in India 	

<ul style="list-style-type: none"> ▪ The importance of cooperatives in India's economy <p>2. Governance Structure of Cooperatives:</p> <ul style="list-style-type: none"> ▪ Cooperative governance models ▪ Role of General Body, Board of Directors, and Managing Committee ▪ Cooperative bylaws and regulations <p>3. Leadership in Cooperatives:</p> <ul style="list-style-type: none"> ▪ Leadership models in cooperatives ▪ Value-based leadership and ethical decision-making ▪ Roles and responsibilities of cooperative leaders <p>4. Decision-making Process in Cooperatives:</p> <ul style="list-style-type: none"> ▪ Consensus vs. majority decision-making ▪ Participatory decision-making processes 	8
<p>Module 2: Administrative Functions in Cooperative Organizations</p> <p>1. Strategic Planning in Cooperatives:</p> <ul style="list-style-type: none"> ▪ Long-term planning vs. short-term planning ▪ SWOT Analysis for cooperatives ▪ Goal setting in cooperatives <p>2. Organizational Structure:</p> <ul style="list-style-type: none"> ▪ Types of cooperative organizational structures ▪ Role of various departments in cooperatives (Finance, HR, Marketing, etc.) <p>3. Staffing and Recruitment:</p> <ul style="list-style-type: none"> ▪ Human Resource policies in cooperatives ▪ Recruitment, training, and development strategies ▪ Employee motivation and retention strategies 	7

<p>4. Financial and Operational Control:</p> <ul style="list-style-type: none"> ▪ Budgeting and financial control ▪ Internal auditing and monitoring processes ▪ Evaluation mechanisms and corrective actions 	
<p>Module 3: Case Study of ‘Warana Udyog Samuha’</p> <p>1. Background of Warana Udyog Samuha:</p> <ul style="list-style-type: none"> ▪ History and establishment of Warana Udyog Samuha ▪ Structure and functioning of the organization ▪ The role of Warana in promoting rural development and socio-economic empowerment <p>2. Governance Structure of Warana Udyog Samuha:</p> <ul style="list-style-type: none"> ▪ Organizational and leadership structure ▪ Key decision-making bodies and processes <p>3. Administrative Practices:</p> <ul style="list-style-type: none"> ▪ Planning, coordination, and execution of projects ▪ Management of human resources and finances ▪ Internal communication and coordination within the cooperative <p>4. Financial Management and Sustainability:</p> <ul style="list-style-type: none"> ▪ Revenue generation and financial control mechanisms ▪ Analysis of Warana’s sustainability practices and long-term financial health <p>5. Impact of Warana Udyog Samuha on Local Communities:</p> <ul style="list-style-type: none"> ▪ Social and economic impacts on rural communities 	8

<ul style="list-style-type: none"> ▪ Role in improving the livelihood of farmers, artisans, and small producers ▪ Case examples of successful projects by Warana 	
<p>Module 4: Challenges and Opportunities in Cooperative Administration</p> <ol style="list-style-type: none"> 1. Challenges in Cooperative Administration: <ul style="list-style-type: none"> ▪ Legal and regulatory challenges in cooperative management ▪ Challenges in maintaining financial transparency and accountability ▪ Resistance to change and organizational inertia 2. Human Resource Challenges in Cooperatives: <ul style="list-style-type: none"> ▪ Ensuring employee motivation and retention ▪ Managing leadership transitions ▪ Overcoming cultural barriers in cooperatives 3. Opportunities for Innovation and Growth: <ul style="list-style-type: none"> ▪ Digitalization and its role in cooperative management ▪ Leveraging technology for improving operational efficiency ▪ Expanding cooperative networks and partnerships 4. Best Practices in Cooperative Administration: <ul style="list-style-type: none"> ▪ Learning from successful cooperatives worldwide ▪ Adopting innovative strategies for effective governance ▪ Strategies for enhancing member participation and engagement 	7

Activities-

- **Mini-Project-** In groups, students will present a detailed administrative plan for a hypothetical cooperative. The plan should include organizational structure, leadership models, staffing, and financial control mechanisms.
- **Assignment 1:** Write a research paper on the impact of cooperatives on rural development and community welfare.

Assignment 2: Prepare a report on the legal and ethical challenges faced by cooperatives in India, with reference to Warana Udyog Samuha.

Textbooks and References

1. Reddy, C. G. *Cooperative management*.
2. Puthran, D. G. *Cooperative management: A global perspective*.
3. Ghosh, A. *Cooperative governance: A practical guide*.
4. Nair, B. S. *Cooperatives in India: Theory, history, and practice*.
5. Dandekar, H. C. *Human resource management in cooperatives*.

Programme Outcomes (POs) vs Course Outcomes (COs) Mapping

Course Outcomes (COs)	PO a	PO b	PO c	PO d	PO e
CO1	3	2	2	3	2
CO2	2	3	3	2	3
CO3	3	3	3	3	3
CO4	2	3	2	3	2

24PG-MBA- SEC- 407- Stress Management			
Teaching Scheme		Evaluation Scheme	
Lecture	: 2 Hr. per week	ISE	:
Credit	: 2	ESE	:
Tutorial	: --	ISA	: 50 Marks
Credits	: --	POE	: --
Total Credits	: 2	Total Marks	: 50 Marks
Course Outcomes:			
1. Understand the Nature and Impact of Stress 2. Identify Personal Stressors and Responses. 3. Apply Stress Management Techniques 4. Develop a Personalized Stress Management Plan			
Module-1: Understanding Stress			7Hours
Definition and Nature of Stress: Explore what stress is and how it affects individuals. Types of Stress: Differentiate between acute, chronic, eustress, and distress. Sources of Stress: Identify common stressors in personal and professional life			
Module-2 : Physiological and Psychological Responses to Stress			8 Hours
General Adaptation Syndrome (GAS): Understand the body's response stages to stress. Impact on Health: Examine how stress affects physical and mental well-being			
Module -3 Stress Management Techniques			8 Hours
Relaxation Techniques: Practice methods such as deep breathing, meditation, and progressive muscle relaxation. Time Management: Learn to prioritize tasks and manage time effectively to reduce stress. Lifestyle Modifications: Incorporate exercise, balanced nutrition, and adequate sleep into daily routines			
Module-4: Developing a Personalized Stress Management Plan			8 Hours
Self-Assessment: Identify personal stressors and current coping strategies. Goal Setting: Establish realistic and achievable stress management goals.			
Reference Books:			
1. A Mindfulness-Based Stress Reduction Workbook Comprehensive Workbook: This workbook offers an eight-week program grounded in mindfulness practices to help reduce stress and enhance well-being			
2. Stress Management For Dummies Beginner-Friendly Guide: Ideal for those new to stress management, this book provides straightforward strategies and tips to handle stress in daily life.			

Mapping of PO & CO:

PO CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	-
CO2	3	3	-	2	2
CO3	3	3	-	2	-
CO4	3	3	1	2	2
