JANSONS SCHOOL OF BUSINESS

(Autonomous)

Karumathampatti, Coimbatore - 641659

MBA Degree (4 Semester)

Full - Time Programme

Curriculum - 2026 Onwards

JANSONS SCHOOL OF BUSINESS - CURRICULUM STRUCTURE - 2026						
M.B.A (Master of Business Administration) Full-Time						
I SEMESTER						
Course Code	**Course Title**	**Total Number of contact hours per week**			**Total Hours**	**Credits**
		Lecture (L)	**Tutorial (T)**	**Practical (P)**		
26MB1C01	Management Principles & Organisational Behaviour	4	0	0	40	4
26MB1C02	Managerial Communication	3	0	0	30	3
26MB1C03	Business Economics	3	0	0	30	3
26MB1C04	Business Accounting	3	1	0	40	4
26MB1C05	Business Statistics	2	1	1	40	4
26MB1C06	Indian Knowledge System & Business History	3	0	0	30	3
Credits of the Foundational Courses						**21**
Professional Skill Development Courses						
26MB1C07	Rural Social Immersion Program	0	0	3	30	3
26MB1C08	Management Practice – I	0	0	2	20	2
26MB1C09	Excel Basics for Data Analysis	0	0	1	10	1
26MB1C10	Business News Insights - I	2	0	0	20	2
Credits of the Professional Skill Development Courses						**8**
TOTAL CREDITS - I SEMESTER						**29**
II SEMESTER						
26MB2C01	Business Research Methods	3	0	1	40	4
26MB2C02	Decision Science	2	1	1	40	4
26MB2C03	Financial Management	3	1	0	40	4
26MB2C04	Human Resources Management	3	0	0	30	3
26MB2C05	Marketing Management	3	0	0	30	3
26MB2C06	Operations & Supply Chain Management	2	1	0	30	3
26MB2C07	Data Analytics Primer	0	0	2	20	2
Credits of the Foundational Courses						**23**
Professional Skill Development Courses						
26MB2C08	Management Practice – II	0	0	2	20	2
26MB2C09	Comprehensive Learning Assessment	0	0	1	10	1
26MB2C10	Business News Insights - II	2	0	0	20	2
Credits of the Professional Skill Development Courses						**5**
TOTAL CREDITS – II SEMESTER						**28**
III SEMESTER						
26MB3C01	AI & Information Systems for Managers	3	0	0	30	3
26MB3C02	Entrepreneurship	4	0	0	40	4
26MB3C03	Project Management	2	1	0	30	3
	Elective 1	3	0	0	30	3
	Elective 2	3	0	0	30	3
	Elective 3	3	0	0	30	3
	Elective 4	3	0	0	30	3
Credits of the Core and Domain Specific Courses						**22**
Professional Skill Development Courses						
26MB3C04	Summer Internship/Project	0	0	6	60	6
26MB3C05	Business Simulations	0	0	2	20	2
26MBNPTL	SWAYAM – NPTEL	1	1	0	20	2
Credits of the Professional Skill Development Courses						**10**
TOTAL CREDITS – III SEMESTER						**32**
IV SEMESTER						
26MB4C01	Strategic Management	3	0	0	30	3
26MB4C02	Sustainable Business Management	3	0	0	30	3
	Elective 5	3	0	0	30	3
	Elective 6	3	0	0	30	3
	Elective 7	3	0	0	30	3
	Elective 8	3	0	0	30	3
Credits of the Core and Domain Specific Courses						**18**
TOTAL CREDITS – PROGRAM						**107**

List of Electives - III Semester						
Course Code	**Course Title**	**Total Number of Contact hours per week**			**Total Hours**	**Credits**
		Lecture (L)	**Tutorial (T)**	**Practical (P)**		
Finance						
26MB3F01	Financial Markets & Services	3	0	0	30	3
26MB3F02	Investment Analysis and Portfolio Management	2	1	0	30	3
26MB3F03	Financial Derivatives	2	1	0	30	3
26MB3F04	Financial Modelling for Managers	2	1	0	30	3
26MB3F05	Fintech & Blockchain	2	1	0	30	3
Human Resources						
26MB3H01	Talent Acquisition	3	0	0	30	3
26MB3H02	Performance, Compensation, and Benefits	3	0	0	30	3
26MB3H03	Employee Engagement	3	0	0	30	3
26MB3H04	Transactional Analysis for Interpersonal Effectiveness	3	0	0	30	3
26MB3H05	Diversity, Equity, and Inclusion	3	0	0	30	3
Marketing						
26MB3M01	Behavioural Marketing	3	0	0	30	3
26MB3M02	Integrated Marketing Communication	3	0	0	30	3
26MB3M03	Consumer Market Research	3	0	0	30	3
26MB3M04	Sales Force Management	3	0	0	30	3
26MB3M05	Marketing Analytics	3	0	0	30	3
26MB3M06	Distribution & Sales Promotion Management	3	0	0	30	3
26MB3M07	Customer Relationship Management	3	0	0	30	3
Supply Chain Management & Operations						
26MB3S01	Supply Chain Planning	2	1	0	30	3
26MB3S02	Strategic Procurement	3	0	0	30	3
26MB3S03	Total Quality Management & Lean Six Sigma	2	1	0	30	3
26MB3S04	Service Operations Management	2	1	0	30	3
Business Analytics						
26MB3B01	Business Analytics & AI	1	1	1	30	3
26MB3B02	DBMS and Data Warehouse	1	1	1	30	3
26MB3B03	Data Mining and Business Intelligence	1	1	1	30	3
26MB3B04	Data Visualization for Business	1	1	1	30	3

List of Electives - IV Semester						
Course Code	**Course Title**	**Total Number of contact hours per week**			**Total Hours**	**Credits**
		Lecture (L)	**Tutorial (T)**	**Practical (P)**		
Finance						
26MB4F01	Behavioural Finance and Technical Analysis	2	1	0	30	3
26MB4F02	Commercial Bank Management	3	0	0	30	3
26MB4F03	Wealth Management	3	0	0	30	3
26MB4F04	Insurance & Risk Management	2	1	0	30	3
26MB4F05	Investment Banking	3	0	0	30	3
Human Resources						
26MB4H01	HR Analytics	1	1	1	30	3
26MB4H02	Employment Laws and Industrial Relations	3	0	0	30	3
26MB4H03	Learning & Development	3	0	0	30	3
26MB4H04	Organizational Development	3	0	0	30	3
26MB4H05	Emotional Intelligence	3	0	0	30	3
Marketing						
26MB4M01	Brand Management	3	0	0	30	3
26MB4M02	Rural Marketing	3	0	0	30	3
26MB4M03	Business-to-Business Marketing	3	0	0	30	3
26MB4M04	Retailing Management	3	0	0	30	3
26MB4M05	Services Marketing	3	0	0	30	3
26MB4M06	Digital Marketing	3	0	0	30	3
Supply Chain Management & Operations						
26MB4S01	Supply Chain Analytics	2	1	0	30	3
26MB4S02	Logistics Management	2	1	0	30	3
26MB4S03	Sustainable Supply Chain Management	3	0	0	30	3
26MB4S04	Global Operations and Trade Compliance	3	0	0	30	3
26MB4S05	Technology Management	3	0	0	30	3
Business Analytics						
26MB4B01	Machine Learning Using Python	1	1	1	30	3
26MB4B02	Multivariate Data Analysis	1	1	1	30	3
26MB4B03	R for Data Analysis	1	1	1	30	3
26MB4B04	Natural Language Processing	1	1	1	30	3
26MB4B05	Spreadsheet Modelling	1	1	1	30	3

Course Code – conventions followed are listed below.			
First two digits E.g.: '26'	***MB***	***B, C, F, H, M, S***	***01, 02, 03 …***
Indicates the Year in which the syllabus is framed / revised	*Indicates the Program - MBA & 1, 2, 3, 4 indicates the Semester in which the Course is offered*	*B - Business Analytics* *C - Core Paper* *F - Finance* *H - Human Resource* *M - Marketing* *S - Supply Chain & Operations*	*Indicates the serial number of the Course in each Core / Domain area*
NPTL- NPTEL			

I - Semester

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB1C01	**Management Principles & Organisational Behaviour**	**Core**	**4**	**0**	**0**	**4**
Course Description	Management Principles & Organisational Behaviour provides students with a foundational understanding of management principles and human behaviour in organisational settings. The course introduces the core functions of management, along with the evolution of management thought and organisational structures. It also examines individual and group behaviour in workplaces. Through theoretical concepts and practical applications, the course equips learners with essential managerial and interpersonal skills required for effective functioning in modern organisations. This course is ideal for aspiring managers and leaders seeking to build a solid foundation in management principles.					
CO Number	**Course Outcome (CO) Statement**				**Bloom's Taxonomy Knowledge levels**	
CO1	**Discuss** the fundamental concepts, principles, and evolution of management thought in organisations.				**K2**	
CO2	**Apply** the core managerial functions such as planning, organising, leading, and controlling in business situations.				**K3**	
CO3	**Appraise** individual behaviour, personality, perception, and motivation theories in organisational contexts.				**K4**	
CO4	**Analyse** effective teamwork, conflict, and stress management in group environments.				**K4**	
CO5	**Evaluate** organisational culture, change management and development interventions for improving organisational effectiveness.				**K5**	

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	2	2
CO2	2	3	2	2	2	3	3	2
CO3	3	3	2	2	3	3	2	2
CO4	3	3	3	3	3	3	2	3
CO5	3	3	2	2	2	3	2	3
Average	**3**	**3**	**2**	**2**	**2**	**3**	**2**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Management Principles & Organisational Behaviour	
UNIT 1	**Introduction to Management and Management Thought**	**8 hrs.**
Nature of management - levels of management - Evolution of management thought - Henri Fayol's 14 Principles of Management - Scientific Management by F.W. Taylor - Modern behavioural and systems approaches.		
UNIT II	**Functions of Management**	**8 hrs.**
Planning process and types of plans - Strategic planning and decision-making tools; Organising: organisational structures - Span of control, delegation, and decentralisation; Leading: leadership styles, communication, and managerial roles; Controlling: control process, budgeting, and quality.		
UNIT III	**Foundations of Organisational Behaviour**	**8 hrs.**
Introduction to Organisational Behaviour - Personality theories: Myers-Briggs and Big Five; Emotions and mood; Attitudes- major Job Attitudes; Perception, and Learning models; Motivation – Traditional and contemporary theories		
UNIT IV	**Group Behaviour and Conflict Management**	**8 hrs.**
Group Dynamics - stages of group development - group cohesiveness and team building - Building high-performance teams; Conflict Management – causes & resolution strategies; Stress Management.		
UNIT V	**Organisational Culture, Change and Development**	**8 hrs.**
Organisational Culture and corporate values; Organisational Change - Resistance to change - change management model; Organisation Development - contemporary issues		

REFERENCES	1. Fundamentals of Management by Stephen P. Robbins and David A. DeCenzo,11th Edition, 2019, Global Edition. 2. Management: A Global Innovative and Entrepreneurial Perspective by Harold Koontz and Heinz Weihrich, 15th Edition. 3. Stephen P Robbins, Organisational Behaviour,.18th Edition,2023. Prentice- Hall, India 4. Fred Luthans, Organisational Behaviour,.12th Edition, 2011 Tata McGraw- Hill, India. 5. **Harvard Business Review** articles and case studies. MIT Sloan Management Review for the latest research and management trends
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	Principles of Management - Course (nptel.ac.in) https://nptel.ac.in/courses/109103142 https://onlinecourses.nptel.ac.in/noc22_hs18/preview
Prepared by	Dr. J. J. Savithri
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB1C02	**Managerial Communication**	**Core**	**3**	**0**	**0**	**3**
Course Description	The course aims at providing the students with comprehensive knowledge of communication, and its significance in an organisation, as effective communication is essential for effective human relations.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Relate the nuances of interpersonal communication and identify specific areas for improvement.	**K2**
CO2	Restate the process of effective presentation preparation in real- life situations.	**K2**
CO3	Infer different forms of written communication techniques for effective business correspondence.	**K2**
CO4	Relate different types of reports and proposals and construct them with appropriate format, organization, and language.	**K2**
CO5	Apply the basics of employment messages to design a cover letter and resume appropriate for the role applied.	**K3**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	3	3	3	2	3
CO2	2	-	2	3	3	3	2	3
CO3	2	-	2	3	3	3	2	3
CO4	2	-	3	3	3	3	2	3
CO5	2	-	-	3	3	3	-	3
Average	**2**	**2**	**2**	**3**	**3**	**3**	**2**	**3**

1- Low 2- Medium 3- Strong

Syllabus	Managerial Communication	
UNIT 1	**Introduction to Communication**	**6 hrs.**
Communication - Communication process – Components - 7Cs of communication – Non-verbal communication - Cross-cultural communication - Listening as a communication skill – Group communication – Business Etiquette		
UNIT II	**Written and Spoken messages**	**6 hrs.**
Planning written and spoken messages - Principles of effective presentation - Delivering the business presentation - Communicating through electronic messages - Appropriate use of technology - Electronic mail communication		
UNIT III	**Business Letters**	**6 hrs.**
Business letters - Preparing good news messages - Preparing bad news messages – Crisis communication – Preparing persuasion messages – Managing government and public relations		
UNIT IV	**Reports and Proposals**	**6 hrs.**
Communication through reports and proposals - Types and characteristics of reports - Parts of report - Preparation of reports - communication of quantitative information through graphic aids in reports – Proposal and types - Preparation of proposal		
UNIT V	**Employment Communication**	**6 hrs.**
Communication for employment - Identification of potential career opportunities – Planning a targeted resume – Resume preparation – Cover letter – Employment interviews – Interview preparation – Follow-ups		

REFERENCES	**1.** BCOM with MindTap, by Carol M. Lehman/Debbie D. DuFrene/Robyn Walker,10th, Edition 2020. 2. Business Communication for Managers – An advanced approach- Penrose/ Rasberry/ Myers -5th Edition – Thomson South Western. 3. Management Communication – A case analysis approach – James S.O'Rourke IV / Jaba Mukherjee Gupta – 4th Edition.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, End Semester exams
ONLINE CONTENT	https://iimbx.iimb.ac.in/catalog/effective-business-communication/
Prepared by	Dr. Benison B
Approved by	Dr. J J Savithri

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB1C03	**Business Economics**	**Core**	**3**	**0**	**0**	**3**
Course Description	The course aims to provide students with a comprehensive understanding of microeconomic and macroeconomic principles relevant to business decision-making. It enables learners to analyze market behaviour, consumer and producer decisions, economic policies, and macroeconomic indicators influencing business performance.					

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the fundamental concepts and principles of business Economics.	K2
CO2	Explain the interaction of demand and supply forces and their influence on market equilibrium and pricing decisions.	K2
CO3	Apply consumer behaviour and production theories to business decision-making.	K3
CO4	Analyze the impact of market structures and economic policies on business decisions.	K4
CO5	Examine the influence of macroeconomic indicators on business performance and strategic planning.	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	1	2	1	3	3	1
CO2	1	2	1	2	1	3	3	1
CO3	1	2	1	2	1	3	3	1
CO4	1	2	1	2	1	3	3	1
CO5	1	2	1	2	1	3	3	1
Average	**1**	**2**	**1**	**2**	**1**	**3**	**3**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Business Economics	
UNIT - 1	**Introduction**	**6 hours**
Nature and Scope of Managerial Economics – Microeconomics and Macroeconomics – Themes of Economics– Economic Systems – Circular Flow of Income - Business Decision Making and Economics.		
UNIT - 2	**Demand, Supply and Market Equilibrium**	**6 hours**
Demand and Supply Analysis – Market Equilibrium – Movement along Demand and Supply Curves – Shifts in Demand and Supply – Elasticity of Demand – Cross Elasticity – Business Applications of Demand and Supply Analysis.		
UNIT - 3	**Consumer and Producer Behaviour**	**6 hours**
Utility Analysis – Law of Diminishing Marginal Utility – Indifference Curve Analysis – Budget Line – Consumer Equilibrium – Consumer Surplus – Factors of Production – Production Function – Total, Average and Marginal Product – Economies of Scale – Cost Concepts and Cost Behavior.		
UNIT - 4	**Market Structure and Business Decisions**	**6 hours**
Characteristics of Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – Price and Output Determination under Different Market Structures - Managerial Implications of Market Structure.		
UNIT - 5	**Macroeconomic Environment and Economic Policies**	**6 hours**
National Income Concepts and Measurement – Inflation – Unemployment – Business Cycles – Fiscal Policy – Monetary Policy – Expansionary and Contractionary Policies – Foreign Trade Policy – Impact of Macroeconomic Variables on Business Decisions.		

REFERENCES	1. Christopher R. Thomas & S. Charles Maurice, *Managerial Economics: Foundations of Business Analysis and Strategy*, 12th Edition, McGraw-Hill, 2020. 2. Michael R. Baye & Jeffrey T. Prince, *Managerial Economics and Business Strategy*, 9th Edition, McGraw-Hill, 2021. 3. Nadar E. Narayanan & Vijayan S., *Managerial Economics*, PHI Learning Pvt. Ltd., 2020. 4. Dominick Salvatore, *Managerial Economics in a Global Economy*, Oxford University Press. 5. H. L. Ahuja, *Managerial Economics*, S. Chand Publications.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, and End Semester Exams.
ONLINE CONTENTS	https://iimbx.iimb.ac.in/catalog/introduction-to-managerial-economics/
Prepared by	Dr. Devi Premnath
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB1C04	**Business Accounting**	**Core**	**3**	**1**	**0**	**4**
Course Description	This course is designed to introduce students to financial accounting and a few key concepts in cost accounting.					

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Analyse the financial statements of the company	K4
CO2	Infer the financial position of a company with various ratios	K4
CO3	Deduce the fund flow and cash flow statements	K4
CO4	Estimate a flexible budget plan for a company	K4
CO5	Explain different costing techniques	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	1	1	2	3	3	2
CO2	2	3	1	1	2	3	3	2
CO3	2	3	1	1	2	3	3	2
CO4	2	3	1	1	2	3	3	2
CO5	2	3	1	1	2	3	3	2
Average	**2**	**3**	**1**	**1**	**2**	**3**	**3**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Business Accounting	
UNIT - 1	**Introduction**	**8 hours**
Forms of Business - Financial Accounting Framework - Assets, liabilities, income and expenses - Accounting Concepts and Conventions - Financial Statements - Understanding and Analysis of Profit and Loss Account and Balance Sheet		
UNIT - 2	**Ratios and Leverages**	**8 hours**
Ratio Analysis - Profitability ratios - Turnover ratios - Solvency ratios - Earnings before interest and tax (EBIT) - Operating Leverage - Financial Leverage - Earnings Per Share (EPS) analysis		
UNIT - 3	**Funds Flow and Cash Flow Statement**	**8 hours**
Funds Flow Statement - The concept - Funds from Operations - Sources and application of funds - Analysis of Funds Flow Statement - Cash Flow Statement - Analysis of Cash Flow Statement		
UNIT - 4	**Budgeting**	**8 hours**
Budget - Types of budgets - Classification according to Time, Function and Flexibility - Zero Base Budgeting - Preparation of budget - Understanding and analysis		
UNIT - 5	**Costing techniques**	**8 hours**
Break Even Analysis - Marginal Costing analysis - Decision making under marginal costing system – Key factor analysis - Make or buy decisions - Export decision - Activity Based Costing - Meaning and Importance - Elements - Steps		

REFERENCES	T.S. Reddy and Y.Hari Prasad Reddy - Financial and Management Accounting, Margham Publications, Chennai. S.N. Maheswari - Management Accounting, Sultan and Sons publications, New Delhi.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Group numerical problem solving. **Assessment:** Mid-term exams, Quizzes, Assignments, Class Participation, End Semester Exams
ONLINE CONTENTS	https://iimbx.iimb.ac.in/financial-accounting-and-analysis/
Prepared By	Prof. Srikrishna M S
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB1C05	**Business Statistics**	**Core**	**3**	**1**	**0**	**4**

Course Description	This course equips students with essential statistical tools and techniques for effective managerial decision-making. It covers descriptive statistics, probability theory, probability distributions, statistical inference, and hypothesis testing, along with correlation and regression analysis. Students will also explore non-parametric methods for data analysis in situations where traditional assumptions do not hold. Emphasis is placed on real-world business applications, interpretation of statistical results, and data-driven decision-making under uncertainty.

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Apply descriptive statistical measures and graphical tools to summarize and interpret univariate business data.	K3
CO2	Evaluate business scenarios involving uncertainty using probability rules and probability distributions.	K5
CO3	Testing hypotheses to make data-driven inferences in business contexts.	K4
CO4	Analyze relationships between variables using correlation and regression techniques for predictive modeling and decision-making.	K4
CO5	Choose and apply appropriate non-parametric statistical tests when parametric assumptions are violated.	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2				2		
CO2	3	3				3	2	
CO3	3	3		2		3	2	
CO4	3	3		2	2	3	2	
CO5	3	3	2			3	2	1
Average	**3**	**3**	**2**	**2**	**2**	**3**	**2**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Business Statistics	
UNIT - 1	**Descriptive Statistics**	**8 hours**
Role of statistics in managerial decisions – Univariate data – Measures of central tendencies: Mean, Median, Mode -Measures of dispersion : Range, Interquartile range, Variance, Standard Deviation, Coefficient of Variation -Distribution shape: Skewness and Kurtosis - Graphical representation: Histogram, Box Plot etc.		
UNIT - 2	**Probability and Distribution**	**8 hours**
Probability theory and rules - Conditional probability, Independence - Bayes' Theorem and business inference -Expected value concept - Probability distributions: Discrete (Binomial, Poisson) - Continuous (Normal, Exponential) - Business scenarios with uncertainty.		
UNIT - 3	**Statistical Inference and Hypothesis Testing**	**8 hours**
Sampling design and Central Limit Theorem - Estimation of population parameters -Confidence intervals for means and proportions - Hypothesis testing: -One-sample and two-sample t-tests -) – F-Test - ANOVA (one-way) - p-values, significance, and managerial interpretation,		
UNIT - 4	**Correlation and Regression**	**8 hours**
Covariance, Correlation, Rank Correlation, Interpretation and pitfalls, Simple and Multiple Linear Regression, Model fit: R^2, Adjusted R^2, p-values, -Forecasting and decision-making with regression output		
UNIT - 5	**Non Parametric Tests**	**8 hours**
Parametric vs. Non parametric Tests - Chi-square tests (association, fit), Sign Test for paired data, Rank Sum Test, Kolmogorov-Smirnov Test, Mann-Whitney U Test, Kruskal Wallis Test, Run Test.		

REFERENCES	• Statistics for Managers using Microsoft Excel - David M. Levine, David F. Stephan, Kathryn A. Szabat, Pearson, 8th Edition. • Business Statistics for Contemporary Decision Making - Ken Black & Sanjeet Singh, Wiley 10th Edition • Statistics for Business and Economics – Paul Newbold, William Carlson, Betty Thorne, Pearson, 8th Edition. • Statistics for Business & Economics- R.P.Hooda, Vikas, Fifth Edition. • Business Statistics - Naval Bajpai, Pearson • Business Statistics - K. Sharma, S. Chand, 5th Edition,
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Group numerical problem solving. **Assessment:** Mid-term exams, Quizzes, Assignments, Class Participation, End Semester Exams
ONLINE CONTENTS	https://nptel.ac.in/courses/110107114 https://archive.nptel.ac.in/courses/110/107/110107114/ https://onlinecourses.swayam2.ac.in/cec20_mg13/preview https://onlinecourses.swayam2.ac.in/cec24_mg20/preview
Prepared by:	Dr. S. Thirupparkadal Nambi
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB1C06	**Indian Knowledge System & Business History**	**Core**	**3**	**0**	**0**	**3**
Course Description	This course explores the intellectual and practical contributions of Indian knowledge systems to business practices and the historical evolution of business in India. Students will engage with classical texts, ethical frameworks, and historical case studies to understand how traditional knowledge has influenced modern business practices.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Identify the foundations of Indian Knowledge Systems and derive insights on leadership, ethics, and decision-making from classical Indian texts.	**K2**
CO2	Observe India's contributions to science, technology, governance, and administration, and apply insights from classical knowledge traditions to contemporary management and organizational practices.	**K2**
CO3	Trace the evolution of business and commerce in pre-colonial India through its trade networks, merchant institutions, indigenous financial systems, and entrepreneurial communities.	**K2**
CO4	Examine the impact of colonialism on Indian business and understand the emergence of modern industries, indigenous entrepreneurship, and organised business enterprises.	**K3**
CO5	To appraise the evolution of Indian business in the post-Independence era and appraise the impact of economic reforms, globalisation, and entrepreneurship on corporate growth.	**K4**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	2	2	1	1	1	1
CO2	1	2	3	2	2	1	2	1
CO3	1	1	2	2	1	1	2	1
CO4	1	1	3	2	2	1	2	1
CO5	1	1	2	2	2	1	2	1

1 - Low 2 - Medium 3 - Strong

Syllabus	Indian Knowledge System & Business History	
UNIT I	**Indian Knowledge Systems- An Introduction**	**6 hrs.**
Overview of Indian Knowledge Systems: Nature, scope, and significance of indigenous knowledge traditions. The Vedic corpus and its contributions to human thought. Major schools of Indian philosophy and their relevance to contemporary life. Wisdom traditions across the ages: Panchatantra, Puranas, Itihasas (Ramayana and Mahabharata), and other Shastras. Management insights from classical Indian literature through selected case studies drawn from the Panchatantra and Itihasas, highlighting leadership, decision-making, ethics, governance, and strategic thinking.		
UNIT II	**Knowledge Traditions**	**6 hrs.**
Knowledge, Innovation, and Intellectual Traditions- Indian Contribution to diverse fields such as Linguistics, Mathematics, logic (Tarka sastra), Astronomy, Metallurgy, Agriculture, Irrigation system, Vastu sastra, Ayurveda, Yoga, etc. Traditions of governance, statecraft, and public administration with special reference to the *Arthashastra* and related texts. Case studies from Kautilya's Arthashastra and their application to modern management principles.		
UNIT III	**Pre-Colonial Business History**	**6 hrs**
Business and commerce in Ancient India. -Trade routes, ports, and commercial networks. - Guilds (*Shrenis*), merchant associations, and indigenous banking systems. -Business during the Medieval period. Merchant communities and entrepreneurial traditions- Marwaris, Chettiars, Parsis, Gujaratis, Sindhis etc.		
UNIT IV	**Colonialism, Industrialisation, and the Rise of Indian Enterprise**	**6 hrs**
The impact of the East India Company on Indian commerce., Colonial economic policies and business transformation. Emergence of modern industries such as textiles, jute, mining, etc. Indigenous entrepreneurship and nationalist enterprise. Growth of Indian business houses -Tata Group, Birla Group and other leading industrial families. Business and the Indian freedom movement.		
UNIT IV	**Business in Independent and Globalised India**	**6 hrs.**
Post-Independence industrial policy: planning, public sector enterprises, import substitution, and the License Raj. Economic reforms of 1991: liberalisation, privatisation, and globalisation. Emergence of modern Indian corporations, family businesses, start-up ecosystem, and global enterprises.		

REFERENCES	• Mahadevan, B., Bhat, V. R., & Pavana, N. R. N. (2022). *Indian Knowledge Systems*. PHI Learning. • Roy, Thirthankar. (2018). *Business History of India: Enterprise and the Emergence of Capitalism from 1700*. Oxford University Press. • Dwijendra Tripathi – *The Oxford History of Indian Business*
PEDAGOGY AND ASSESSMENT	• Use of texts such as Panchathantra, *Mahabharata*, *Arthashastra*, and *Bhagavad Gita* as management case studies • Group discussions and presentations • Quiz
ONLINE CONTENTS	• https://onlinecourses.swayam2.ac.in/ntr25_ed18/preview • Ministry of Education IKS Portal: https://iksindia.org • https://www.classcentral.com/course/swayam-indian-knowledge-system-292677 • https://onlinecourses.nptel.ac.in/noc20_hs38/preview • https://youtu.be/2RfpxGNg8D0 • https://www.classcentral.com/course/swayam-indian-business-history-17640
Prepared by:	Dr S. Thirupparkadal Nambi
Approved by:	Dr. A G V Narayanan

.

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB1C07	**Rural Social Immersion Program**	**Core**	**0**	**0**	**3**	**3**
Course Description	The "Rural Social Immersion Program" is a distinctive and impactful course that provides participants with an experiential learning journey that bridges theoretical knowledge with real-world applications. This unique program aims to foster a deep understanding of the development challenges and opportunities faced by rural, tribal, coastal, and urban communities.					

Course Outcomes:

- **Experiential Learning:**
  - Engage in immersive stays in various villages to experience first-hand the rural way of life and observe the daily routines of residents. This hands-on approach provides valuable insights into the development issues that affect these communities.
- **Understanding Development Challenges:**
  - Explore the interconnectedness of development issues with everyday activities in rural and urban settings. Gain a nuanced understanding of how development concepts are applied in different contexts and the impact they have on communities.
- **Focus on Gender and Empowerment:**
  - Delve into the specific challenges faced by women across different contexts. Learn about the obstacles they encounter and the strategies used to empower them, enhancing their economic and social stability.
- **Exposure to Successful Models:**
  - Study successful models and approaches implemented by various stakeholders to address social, economic, and development issues. Analyse case studies and real-world examples of effective solutions that have led to positive community outcomes.
- **Community-Centered Solutions:**
  - Develop practical solutions to the problems observed during the immersion experience. The program encourages participants to design and propose actionable strategies that contribute to sustainable community development.
- **Holistic Perspective:**
  - Gain a comprehensive view of development from multiple angles, including rural and urban challenges, tribal issues, and coastal community needs. Understand the broader implications of development work and its role in fostering sustainable livelihoods.

By the end of this program, participants will have gained a profound insight into the development challenges faced by diverse communities and will be equipped with the knowledge and skills to contribute effectively to sustainable development initiatives.

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB1C08	**Management Practice – I**	**Professional Skill Development**	**2**	**0**	**0**	**2**
Course Description	The aim of the course is to develop leadership, Interpersonal Relations, team-building, and Analytical skills for decision-making. Besides, the course aims to improve group communication (oral) and problem-solving skills to excel in the corporate environment.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Apply the interpersonal communication skills to excel in a formal presentation setup	**K3**
CO2	Apply group communication skills to excel in group discussions.	**K3**
CO3	Apply the rules of report drafting to draft reports about the industry in general and companies in particular, with an appropriate format and organisation.	**K3**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	3	3	3	2	-
CO2	2	3	1	3	3	3	-	-
CO3	2	2	2	3	-	3	2	-

1 - Low 2 - Medium 3 - Strong

Syllabus	Management Practice – I	
UNIT I	**Oral Presentation**	**9 hrs.**
Presentation on topics relevant to business, industry and society.		
UNIT II	**Group discussion**	**9 hrs.**
Group discussion on contemporary business, economy and social topics.		
UNIT III	**Report generation**	**2 hrs.**
Report, types of reports, structure of formal reports and visual aids in reports.		

References	Newspapers, Articles, Magazines,
Pedagogy And Assessment	**Pedagogy:** Lectures, Discussions. **Assessment:** Presentation, Report Preparation, Group discussion
Online Contents	Online resources available in Coursera, Udemy, etc.
Prepared By	Dr M Balathandayuthapani
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB1C09	Excel Basics for Data Analysis	Professional Skill Building Course	0	0	1	1
Course Description	Excel Basics for Data Analysis is a foundational course that teaches essential Excel skills for organizing, analyzing, and visualizing data. It covers formulas, sorting and filtering (including advanced filters), conditional formatting, and key library functions. Learners will also explore data visualization, Pivot Tables, and basic data modeling using worksheets. The course focuses on turning raw data into clear, actionable insights.					

Knowledge level as per Bloom's Taxonomy- K3

Course Objective:

1. Understand the basic features of Excel, such as formatting, data entry methods, and basic formulae.
2. Manipulate datasets using features such as filtering, sorting, and conditional formatting to manage and analyse data.
3. Explore the power of Excel's inbuilt library functions.
4. Creating charts and graphs for data visualisation.
5. Creation of worksheets to build models and automate business computing.

Course Outcome

- On completion of the course, the students will be able to handle data with ease, perform data analysis, build models, and make informed decisions.

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	3	3	3	1

1- Low 2- Medium 3- Strong

Syllabus	Excel Basics for Data Analysis
Modules	**Hours**
• Formula processing	01
• Data Manipulations using sort, filter, and advanced filter	01
• Conditional Formatting	01
• Library functions	01
• Data Visualisation	02
• Pivot Tables	02
• Data Modelling using Worksheets	02
Total	**10**

Prepared by	Prof. S. Nagarajan
Approved by	Dr. K B Sridevi

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB1C10	**Business News Insights - I**	**Professional Skill Development**	**2**	**0**	**0**	**2**
Course Description	This course builds the habit of reading, watching, and critically engaging with everyday business news from sources such as CNBC-TV18, ET Now and leading news dailies. Students learn to track markets, corporate developments, policy announcements and macroeconomic events as they unfold, and to connect them to core management concepts. The course aims to sharpen business awareness, analytical reading, and the ability to discuss and present current business developments with clarity and confidence, skills that are tested in placement interviews, group discussions, and everyday managerial conversation.					

Course Outcomes (CO)

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Level
CO1	Review and summarise significant business, economic, and market news reported on CNBC-TV18 and other leading business channels and publications over a given period.	K2
CO2	Interpret current business news through structured presentations and panel-style discussions, applying core management concepts to interpret market and corporate developments.	K3

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	2	1	-
CO2	3	3	2	3	2	2	1	-

1 - Low 2 - Medium 3 - Strong

Syllabus:	Business News Insights-I	
UNIT I	Reading the Business Page – Markets, Economy and Corporate News	**10 hrs.**

UNIT II	News Discussion, Debate and Presentation	**10 hrs.**

References	CNBC-TV18, CNBC Awaaz, ET Now, Bloomberg Quint and other business news channels; The Economic Times, Business Standard, Mint, Financial Express and other business newspapers; Business Today, Forbes India and similar business magazines.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Daily/weekly news tracking, guided viewing of news bulletins, classroom discussion, panel debates, and individual and group presentations. **Assessment**: News journal/portfolio, presentation on current business news, group discussion, brief written news report.
Online Contents	CNBC-TV18 and YouTube channels and websites, ET Now and ; NPTEL/SWAYAM courses on business communication and economics;
Prepared By	Dr. Devi Premnath
Approved By	Dr. A G V Narayanan

II - Semester

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB2C01	**Business Research Methods**	**Core**	**3**	**1**	**0**	**4**
Course Description	This course provides a comprehensive exploration of research methodology in management, encompassing research types, design principles, measurement techniques, sampling methodologies, and rigorous data analysis. Emphasis is placed on equipping students with essential skills for scholarly inquiry and informed decision-making.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO 1	Demonstrate understanding of fundamental research concepts.	K2
CO 2	Differentiate the characteristics and applications of qualitative and quantitative research approaches.	K2
CO 3	Apply appropriate scaling and measurement techniques in research contexts.	K3
CO 4	Analyse sampling methods and their role in research design.	K4
CO 5	Develop proficiency in data analysis techniques for academic research.	K6

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	3	3	3	3
CO2	3	3	2	2	3	3	3	3
CO3	3	3	2	2	3	3	3	3
CO4	3	3	2	2	3	3	3	3
CO5	3	3	2	2	3	3	3	3

1- Low 2- Medium 3- Strong

Syllabus	Business Research Methods	
UNIT I	**Research**	**8 hrs.**
Definition, Meaning, Importance, Types and Qualities of Research; Steps in Research Process, Concept of Scientific Enquiry – Formulation of Research Problem –Research Proposal – Elements of a Research Proposal, drafting a Research Proposal, evaluating a research proposal		
UNIT II	**Research design**	**8 hrs.**
Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches; Exploratory Research Design - Descriptive Research Designs; Concept of Cross-sectional and Longitudinal Research, Experimental Design		
UNIT III	**Scaling & measurement techniques**	**8 hrs.**
Concept of Measurement-Need of Measurement; Problems in measurement in management research – Validity and Reliability; Levels of measurement – Nominal, Ordinal, Interval, Ratio - Attitude Scaling Techniques: Concept of Scale – Rating Scales and types		
UNIT IV	**Sampling**	**8 hrs.**
Basic Concepts- Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample; Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response; Types of Sampling methods - Determining the size of the sample – Practical considerations in sampling and sample size, sample size determination		
UNIT V	**Data Analysis**	**8 hrs.**
Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data- Appropriate Usage of Bar charts, Pie charts, and histograms. Hypothesis- Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis; Concept of Hypothesis Testing – Logic & Importance. Analysis of Variance- One-way and two-way Classifications; Mechanism of Report Writing- Report		

REFERENCES	1. Bajpai Naval. (2017). Business Research Methods. ISBN-13: 978-9332585515: Pearson Education; Second edition. 2. C R Kothari. (2023). RESEARCH METHODOLOGY. ISBN-13: 978-9389802559: New Age International Publishers 5E. 3. Emma Bell, Bill Harley, and Alan Bryman. (2022). Business Research Methods. ISBN: 9780198869443: Oxford University Press, Sixth Edition. 4. Deepak Chawla and Neena Sondhi (2016). Research Methodology: Concepts and Cases (With CD) Vikas Publisher, 2nd Edition
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term Evaluation, End-of-Semester Exams.
ONLINE CONTENTS	One of the Swayam/ NPTEL/ online courses is available during the semester.

Prepared by:	Dr. Sridevi K B
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB2C02	**Decision Science**	**Core**	**3**	**1**	**0**	**4**
Course Description	This course provides students with a comprehensive understanding of quantitative tools and analytical techniques used for effective decision-making in business and management contexts. By integrating mathematical modeling, optimization, and simulation approaches, the course equips future managers with the ability to analyze complex decision scenarios and select optimal solutions under certainty and uncertainty.					

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Understand how to formulate and solve linear programming problems and to optimise business decisions.	K3
CO2	Solve transportation, assignment, and routing problems to improve efficiency in business operations.	K3
CO3	Apply planning tools like PERT and CPM and help students understand how to manage waiting lines using queuing theory	K3
CO4	Assess stock level and reduce inventory costs using different inventory models	K5
CO5	Use simulation and other decision-making tools to handle uncertainty in business scenarios.	K6

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3		1	1	3	2	1
CO2	3	3		1	2	3	2	1
CO3	3	3	1	2	3	3	2	2
CO4	3	3	1	1	1	3	2	2
CO5	3	3	1	2	2	3	3	1
Average	**3**	**3**	**1**	**2**	**2**	**3**	**2**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Decision Science	
UNIT - 1	**Linear Programming Problems**	**8 hours**
Mathematical Models for Decision making – Types of models: deterministic and probabilistic - Operations Research and optimization models – Linear Programming: formulation – graphical solution – Simplex Method - Special Cases of LPP(theory): Degeneracy, unboundedness, infeasibility, multiple solutions- Duality in LPP: Primal and dual problems – Business Applications of LPP.		
UNIT - 2	**Transportation and Assignment Problems**	**8 hours**
Transportation model – Formulation- Initial Basic Feasible Solution (NWCM, LCM, Vogel's Approximation) -Optimality test (MODI method)- Unbalanced and Degenerate Problems. **Assignment Problem-**Formulation and Solution using Hungarian Method -Variants –Unbalanced and Maximisation - Transhipment Model -Travelling Salesman Problem.		
UNIT - 3	**Network Model and Queuing Theory**	**8 hours**
Project Management using Network Technique-PERT and CPM Network construction, Time estimates and critical path, Slack, float, project duration, Crashing and time-cost trade-offs. Queuing Theory - Basic structure of a queuing system, Poisson arrivals and exponential service, Single server (M/M/1) model – steady-state analysis.		
UNIT - 4	**Inventory Models**	**8 hours**
Concepts and types of inventories, Inventory Models – Deterministic Models – Economic Order Quantity model- with and without shortages – Production order quantity model - EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model.		
UNIT - 5	**Simulation and Decision Theory**	**8 hours**
Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – Decision criteria – Decision trees.		

REFERENCES	• Operations Research – Theory and Applications, J.K. Sharma., Macmillan Indian Ltd, 3rd edition, 2013. • Quantitative Techniques: Theory & Problems, P. C. Tulsian &Vishal Pandey, Pearson.n Introduction to Management Science: Quantitative Approaches to Decision Making, David R. Anderson/Dennis J. Sweeney/Thomas A. Williams/Jeffrey D. Camm/James J Cochran, CENGAGE, 14th Edition. • Managerial Decision Modelling with spreadsheets, Nagraj, Barry, Ralph JR., Pearson, 3rd Edition.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Group numerical problem solving. **Assessment:** Mid-term exams, Quizzes, Assignments, Class Participation, End Semester Exams
ONLINE CONTENTS	https://onlinecourses.nptel.ac.in/noc23_mg70/preview https://swayam.gov.in/nd2_cec20_ma10/preview https://www.coursera.org/learn/optimization-for-decision-making
Prepared by:	Dr S. Thirupparkadal Nambi
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB2C03	**Financial Management**	**Core**	**3**	**1**	**0**	**4**
Course Description	This course describes the Indian financial system, financing, the purchase of capital assets, the management of working capital, and dividend policies.					
CO #	**Course Outcome (CO) Statement**				**Bloom's Taxonomy Knowledge Levels**	
CO1	Evaluate proposals with the concept of the time value of money				K5	
CO2	Analyse the capital structure to determine the cost of capital				K4	
CO3	Compare different investment options with capital budgeting				K4	
CO4	Apply the concepts of working capital management				K3	
CO5	Explain the factors affecting dividend policy				K2	

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	1	3	3	2
CO2	3	3	1	1	1	3	3	2
CO3	3	3	1	1	1	3	3	2
CO4	3	3	1	1	1	3	3	2
CO5	3	3	1	1	1	3	3	2
Average	**3**	**3**	**1**	**1**	**1**	**3**	**3**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Financial Management	
UNIT - 1	**Time Value of Money**	**8 hours**
Indian Financial System: Money market and Capital market - Statutory bodies Time value of money: Concepts - Present value - Future value - Annuity		
UNIT - 2	**Capital Structure**	**8 hours**
Capital & Capital Structure of Companies - Shares - Types - Debentures - Types - Bonus Shares - Rights Issue of Shares - Cost of Capital and Weighted Average Cost of Capital		
UNIT - 3	**Capital Budgeting**	**8 hours**
Capital Budgeting - Analysis of Capital Budgeting - Methods of Appraisal - Capital Rationing - Risk Analysis in Capital Budgeting		
UNIT - 4	**Working Capital**	**8 hours**
Working Capital - Working capital policies - Factors affecting working capital requirements - Forecasting working capital requirements - Cash management - Receivables management and Inventory management		
UNIT - 5	**Dividend Policies**	**8 hours**
Dividend Policies - Types of dividend policies - Factors affecting dividend policies - Stability of Dividends - Implications of dividends in the capital market		

REFERENCES	D. Chandra Bose, "Fundamentals of Financial Management" PHI. Prasanna Chandra, "Financial Management - Theory and Practice" Tata McGraw-Hill, New Delhi.
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Discussions, Group numerical problem solving **Assessment**: Mid-term exams, Quizzes, Assignments, Class Participation, End Semester Exams
ONLINE CONTENTS	https://iimbx.iimb.ac.in/corporate-finance
Prepared By	Prof. Srikrishna M S
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB2C04	**Human Resources Management**	**Core**	**3**	**0**	**0**	**3**
Course Description	This course offers a basic theoretical understanding of the major HR functions, such as acquiring, developing, and retaining talent in an organisation. It also gives an overview of employee welfare and industrial relations.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Discuss the principles and functions of Strategic Human Resource Management and its alignment with organisational goals.	**K2**
CO2	Analyse the process and importance of Human Resource Planning in ensuring effective talent acquisition and deployment.	**K4**
CO3	Devise appropriate methods for employee training, development, and performance appraisal to improve workforce capabilities.	**K4**
CO4	Analyse compensation and benefits strategies to assess their impact on employee satisfaction and organisational performance.	**K4**
CO5	Explain industrial relations practices for resolving workplace disputes and promoting harmonious labour relations.	**K3**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	-	3	2	3	3	3
CO 2	2	3	3	3	3	3	3	3
CO 3	2	3	3	3	3	3	3	3
CO 4	2	3	3	3	3	3	3	3
CO 5	2	3	3	3	3	3	3	3
Average	**2**	**2**	**3**	**3**	**3**	**3**	**3**	**3**

1- Low 2- Medium 3- Strong

Syllabus	Human Resources Management	
UNIT 1	**Strategic Human Resource Management (SHRM)**	**6 hrs.**
Strategic role of HRM- recent trends in HRM - Indian and global HR scenario - strategic management process -Strategic human resource management - manager's role in SHRM.		
UNIT II	**Human Resource Planning**	**6 hrs.**
Job Analysis - data collection for job analysis - job description - job specification - human resource planning and forecasting; Recruitment and Selection- Sources of recruitment - employee testing and selection - interviewing candidates – Zoho Recruit		
UNIT III	**Training and Development, Performance Appraisal**	**6 hrs.**
Training need analysis- developing training programs - recent trends in training - evaluating training effectiveness; Performance appraisal - Performance Indicators – Performance appraisal methods - problems in performance appraisal - appraisal interview - Career management - Exit Interview – Zoho People		
UNIT IV	**Compensation and Benefits**	**6 hrs.**
Factors determining pay rates - establishing pay rates – Job Evaluation – financial incentives –benefits- Zoho People		
UNIT V	**Industrial Relations**	**6hrs.**
Industrial relations – industrial disputes – trade unions – collective bargaining- grievances-employee safety and health - labor Acts		

REFERENCES	1. Gary Dessler & Biju Varkey; Human Resource Management 17th ed, Prentice - Hall of India P. Ltd, Pearson. 2. Rao VSP, Human Resource Management,3rd Edition, 2023.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study. **Assessment:** Analysis on HR Policies, Presentation, Role Play, Stress Interviews, Quiz, Mid-term Evaluation, End Semester Exams
ONLINE CONTENT	https://onlinecourses.nptel.ac.in/noc22_mg39/preview
Prepared by	Dr.J.J.Savithri
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB2C05	**Marketing Management**	**Core**	**3**	**0**	**0**	**3**
Course Description	The course aims to familiarize students with foundational marketing concepts, their significance, and evolving market dynamics. Emphasizing segmentation, targeting, positioning, and the comprehensive marketing mix, it also explores digital innovations in marketing.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the fundamentals of marketing and the marketing environment	K2
CO2	Interpret the concepts of segmentation, targeting, and positioning.	K2
CO3	Plan product lifecycles, branding, and pricing decisions in diverse market environments	K3
CO4	Illustrate proficiency in managing distribution channels, and implementing integrated marketing communication strategies effectively in diverse contexts	K3
CO5	Evaluate the digital metamorphosis of marketing	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		2	3		2	3	
CO2	3	2		2	2	3	3	2
CO3	3	2	2	2	2	2	3	2
CO4	3	2		3	2	3	3	2
CO5	3	3		3	2	3	3	2
Average	**3**	**2**	**2**	**3**	**2**	**3**	**3**	**2**

1-Low 2- Medium 3- Strong

Syllabus:	Marketing Management	
UNIT I	**Foundations of Marketing**	**6 hrs.**
Definition -scope -the evolution of marketing - core concepts in marketing - marketing function in business firms - Marketing's role in organizations and society; Analyzing the micro and the macro environment – Understanding Consumers and market-Psychological- social and cultural aspects.		
UNIT II	**Segmentation, Targeting, and Positioning**	**6 hrs.**
Market Segmentation – bases - Targeting strategies - Options and implications; Developing a positioning strategy - Category membership, Points-of-parity, Points-of-difference - Differentiation approaches - Communicating positioning and influencing the perceptions of target segments.		
UNIT III	**Product and Price**	**6 hrs.**
Product Strategy- Product characteristics and classifications in consumer and business markets - Product management decisions - Product life cycle: Pricing Strategy - internal and external factors influencing pricing decisions - approaches for developing pricing decisions		
UNIT IV	**Place and Promotion**	**6 hrs.**
Channel Management: Selection, Co-operation, and Conflict Management – Vertical, Horizontal, and Multi-channel Systems; Mapping the customer path through the 5 As Integrated Marketing Communication (IMC)- Advertising and Sales Promotion - Publicity and Personal Selling.		
UNIT V	**Marketing in the Digital Economy**	**6 hrs.**
Redefining marketing in the digital economy – Introduction to AI-enabled and data-driven marketing- Content marketing – Social Media Marketing		

REFERENCES	1. Marketing Management, Philip Kotler and Kevin Lane Keller, 16th Edition, 2022, Pearson Education. 2. Marketing 6.0: The Future Is Immersive by Hermawan Kartajaya, Iwan Setiawan, Philip Kotler, 2023 3. Marketing Management: Indian Case by Gupta Prachi Aggarwal Ashita, Majra Hufrish, Jacob Isaac, Jain Varsha 2017. 4. Marketing Management: Indian Context, Global Perspective by V. S. Ramaswamy, S. Namakumari, 6th Edition, 2018 **Other Resources:** 1. https://www.marketingweek.com 2. https://salesandmarketing.com/
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case studies, Activities **Assessment:** Presentation, Quizzes, Assignments, Mid-term evaluation,End Semester Exams.
ONLINE CONTENTS	Introduction to Marketing Essentials - Course (swayam2.ac.in)
Prepared By	Dr Devi Premnath
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB2C06	**Operations and Supply Chain Management**	**Core**	**2**	**1**	**0**	**3**
Course Description	Students will understand how organizations design, manage, and improve operations, and how supply chains connect businesses globally. The focus is on practical tools, strategies, and sustainable practices that help companies deliver products and services efficiently.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain operations functions and strategies.	K2
CO2	Describe value chain and facility design.	K2
CO3	Explain TQM, lean tools, and forecasting basics.	K2
CO4	Explain supply chain concepts and IT's role.	K2
CO5	Apply resilience frameworks and risk management tools	K3

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3		2	3	3	2	
CO2	3	2		2	3	3	2	
CO3	3	2		2	3	3	3	
CO4	3	3		2	3	3	3	
CO5	3	3		2	3	3	3	
Average	3	3		2	3	3	3	

1-Low 2- Medium 3- Strong

Syllabus	Operations and Supply Chain Management	
UNIT I	**Understanding Operations**	**6 hrs.**
Introduction to OM - Functions and challenges - Operations Strategy - Operational Excellence - Word Class Manufacturing Practices		
UNIT II	**Designing Operations**	**6 hrs.**
Value chain - Facility location and Layout - Capacity - Production processes - Service Design and Service Quality		
Unit III	**Managing Operations**	**6 hrs.**
Quality Management - TQM; Lean Management - JIT, Kanban; Demand Forecasting - Inventory Management - ABC analysis		
UNIT IV	**Supply Chain Fundamentals**	**6 hrs.**
Introduction to Supply Chain Management - Distribution Networks - Global Supply Chains - Sourcing and Procurement - Bullwhip Effect - Vendor Managed Inventory - Role of IT - Digital Transformation		
UNIT V	**Sustainable and Resilient Supply Chains**	**6 hrs.**
Sustainability - Green and Reverse Logistics - Circular Economy - AAA Framework for resilience - Technology and Innovation in SC - ISO 14001 - Risk Management		

REFERENCES	1. Operations Management: Theory and Practice (3rd ed.). by Mahadevan, B. (2015) Pearson Education India. 2. Operations and Supply Chain Management by Richard B. Chase 17th Edition, 2023 3. Supply Chain Management: Text and Cases, 2e by Janat Shah, ISBN 9789332548206 Pearson Education, 2016. 4. Supply Chain Management: Strategy, Planning, and Operation, by Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi, 7th Revised Edition Pearson, 2024 5. Supply Chain Management: Processes, Partnerships, Performance, by Lambert M. Douglas, 4th Edition. 6. Designing and Managing the Supply Chain by David Simchi-Levi, 4th Ed., 2022, McGraw Hill
PEDAGOGY AND ASSESSMENT	For each unit, the following will be discussed in class. • Examples of firms using the concepts. • Finding operational parameters numerically by calculations. • Mid-term tests, LMS Quizzes, and cost-related numerical exercises will have more weightage in assessment.
ONLINE CONTENTS	https://onlinecourses.nptel.ac.in/noc21_me18/preview https://onlinecourses.swayam2.ac.in/imb19_mg17/preview https://swayam.gov.in/nc_details/IIMB https://www.shiksha.com/online-courses/operations-management-courses-certification-training-st453-tg219 https://onlinecourses.swayam2.ac.in/ugc19_hs51/preview https://www.classcentral.com/course/swayam-supply-chain- management-14314 https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/278
Prepared by	Dr. R. Rajesh
Approved by	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB2C07	**Data Analytics Primer**	**Core**	**0**	**0**	**2**	**2**
Course Description	This course introduces MBA students to the fundamentals of data analytics using Python. It focuses on interpreting data, generating insights, and supporting business decisions across functions. Students will learn key analytical techniques and data visualisation methods. Emphasis is placed on real-world applications and managerial relevance.					
CO Number	**Course Outcome (CO) Statements**				**Bloom's Taxonomy Knowledge Levels**	
CO1	Understand and interpret business data using foundational data analytics techniques.				**K2**	
CO2	Infer machine learning insights to support strategic decision-making across key business functions.				**K2**	

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	**3**	**3**	**-**	**2**	**-**	**2**	**2**	**-**
CO2	**3**	**3**	**-**	**2**	**-**	**2**	**2**	**-**

1 - Low 2 - Medium 3 - Strong

Syllabus	Data Analytics Primer	
UNIT I	**Data Analytics Fundamentals and Tools**	**10 hrs.**
Role of analytics in business - Types of analytics – descriptive, predictive and prescriptive - Introduction to Python - Data importing, cleaning, and manipulation - Exploratory Data Analysis (EDA) – summary statistics, missing value handling - Visualising business data using Matplotlib and Seaborn - Data ethics, privacy, and quality in decision-making		
UNIT II	**Machine Learning for Business**	**10 hrs.**
Machine learning (ML) and its types - Supervised learning – classification and regression - Preparing ML-ready datasets – feature selection, handling categorical variables - Splitting data into training and testing sets - Building and interpreting a basic classification model (Logistic Regression) - Evaluating model performance - Time series data analysis – Moving average and Exponential smoothing		

References	• Python for Data Analysis: Data Wrangling with pandas, NumPy, and Jupyter, by Wes McKinney, 3e, O'Reilly, 2022 • Data Science from Scratch, 2e by Joel Grus - Released April 2019, O'Reilly Media, Inc. ISBN: 9781492041085. • Introduction to Machine Learning with Python, Andreas Muller, O'Reilly, 2018
PEDAGOGY AND ASSESSMENT	Practical exercises, Report preparation and Case analysis
Online Contents	• https://onlinecourses.nptel.ac.in/noc21_cs45/preview • https://onlinecourses.swayam2.ac.in/ntr24_ed70/preview

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB2C08	**Management Practice - II**	**Professional Skill Development**	**0**	**0**	**2**	**2**

Course Description	The course aims to prepare the students for the corporate world. The course is aimed at honing the aptitude test skills, enhancing the resume drafting skills, and enhancing the soft skills like communication and time management, to excel in the formal interview process of organisations.

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Apply the concepts of numerical and verbal aptitude to clear the aptitude tests conducted by companies.	K3
CO2	Apply the nuances of employment communication to draft targeted resumes.	K3
CO3	Apply the nuances of soft skills to perform competently in the interview process	K3

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	-	3	-	-
CO2	2	3	2	3	-	3	-	-
CO3	3	2	2	3	2	3	-	-

1 - Low 2 - Medium 3 - Strong

Syllabus:	Management Practice - II	
UNIT I	**Aptitude Test Preparation**	**8 hrs.**
Numerical and verbal aptitude test concepts.		
UNIT II	**Preparation of a resume**	**4 hrs.**
Preparation of targeted resumes.		
UNIT III	**Practice interview**	**8 hrs.**
Interview Preparation.		

References	Newspapers, Articles, Magazines
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures and Discussions. **Assessment:** Resume drafting, numerical and verbal aptitude tests, practice interview sessions.
Online Contents	Online resources available in Coursera, Udemy and aptitude preparation sites.
Prepared By	Dr. M Balathandayuthapani
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	L	T	P	Credits
26MB2C10	**Business News Insights – II**	**Professional Skill Development**	2	**0**	**0**	**2**
Course Description	Building on Business News Insights-I, this course takes students further into the active analysis and application of everyday business news from sources such as CNBC-TV18, ET Now, and leading financial dailies. Students move beyond tracking news to interpreting its impact on companies, sectors and markets, and to constructing reasoned, well-supported viewpoints in discussions and presentations. The course sharpens applied business judgement and communication skills that are tested in placement interviews, group discussions, and everyday managerial conversation.					

Course Outcomes (CO)

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Level
CO1	Apply business concepts to interpret significant market, corporate, and policy news reported on CNBC-TV18 and other leading business channels and publications.	K3
CO2	Apply analytical and communication skills to construct and present reasoned viewpoints on current business news through structured presentations and panel-style discussions.	K3

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	2	1	-
CO2	3	3	2	3	2	3	2	-

1 - Low 2 - Medium 3 - Strong

Syllabus	Business News Insights – II	
UNIT I	**Applied Analysis of Markets, Economy and Corporate News**	**10 hrs.**

UNIT II	**Advanced News Discussion, Critique and Presentation**	**10 hrs.**

References	CNBC-TV18, ET Now, and other business news channels; The Economic Times, Business Standard, Mint, Financial Express and other business newspapers; Business Today, Forbes India and similar business magazines.
PEDAGOGY AND ASSESSMENT	Pedagogy: Daily/weekly news tracking, case-based discussion of news events, structured panel debates, individual and group presentations with critical analysis. Assessment: Analytical news journal/portfolio, presentation with reasoned analysis of current business news, group discussion, brief written news report with implications.
Online Contents	CNBC-TV18, YouTube channels and websites, ET Now and Bloomberg Quint digital platforms; NPTEL/SWAYAM courses on business communication and economics; Coursera and Udemy courses on business and financial news literacy.
Prepared By	Dr. Devi Premnath
Approved By	Dr. A G V Narayanan

III - Semester

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3C01	**AI & Information Systems for Managers**	**Core**	**3**	**0**	**0**	**3**
Course Description	This course emphasizes the foundational concepts of information systems management, detailing their applications and the competitive advantages they provide to address managerial challenges. Students will gain a thorough understanding of information systems, including their strategic importance, fundamentals, business intelligence, enterprise systems, cybersecurity, AI, and ethics, thereby enhancing their decision-making skills and overall organizational performance.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Describe the basic concepts of AI & IS	K2
CO2	Explain the applications of AI-enabled business across domains	K2
CO3	Interpret the strategic applications of IT with AI integration	K3
CO4	Explain the systems and applications of DSS and AI	K4
CO5	Analyze the prospects and problems related to AI & IT	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1				3	2			2
CO2		2		3	3	2		3
CO3	3	2	3	3	3	3	2	3
CO4	3	2		2		3	3	3
CO5	3	2	3	3		3	2	3
Average	**3**	**2**	**3**	**3**	**3**	**3**	**2**	**3**

1- Low, 2- Medium, 3-Strong

Syllabus:	AI & Information Systems for Managers	
UNIT I	**Foundations of AI & Information Systems**	**6 hrs.**
Definition and scope of AI in business- Types of AI: Narrow, General, and Super AI-Dimensions of information – Roles of Information systems- Components and Types of information system - System concepts- Organisation as a system- AI vs. Traditional MIS tools		
UNIT II	**AI-Enabled Business Functions**	**6hrs.**
E-business systems- AI in Marketing: Personalisation, recommendation engines- AI in HR: Resume screening, chatbots, Performance analytics-AI in Finance: Fraud detection, credit scoring-Supply Chain and Operations: AI for demand forecasting and logistics		
UNIT III	**Strategic Uses of Information Technology with AI Integration**	**6hrs.**
Business Intelligence & AI, Supply Chain Management & AI,Customer Relationship Management & AI, Integrated Collaboration Environment & AI, Business Process Reengineering with AI.		
UNIT IV	**Decision Support and Intelligent Systems**	**6 hrs.**
DSS components- Types of analytical modeling- Data mining for decision support-Executive information system- Expert systems; Artificial intelligence- Neural networks, Fuzzy logic, Genetic algorithm, Virtual reality, Augmented reality- Applications of AI in Business.		
UNIT V	**Ethics, Risk, and Future of AI & IS**	**6hrs.**
Emerging Trends in Information Technology- Security, Ethical and Societal challenges of IT & AI-Computer crimes- Hacking, cyber theft, unauthorised use at work; Privacy issues; Security defence mechanisms and data privacy in AI systems.		

REFERENCES	1. Management Information Systems, James A. O'Brien, George M. Marakas, and Ramesh Behl, 11th Edition, 2013, McGraw-Hill Education (India) Private Limited. 2. Decision Support and Business Intelligence Systems, Efraim Turban, Ramesh Sharda, Dursun Delen, and David King, 10th Edition, 2014, Pearson Education. 3. Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide, R. Chatterjee, 1st Edition, 2020, BPB Publications. 4. Artificial Intelligence: A Modern Approach, Stuart J. Russell and Peter Norvig, 4th Edition, 2021, Pearson Education. 5. Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon and Jane P. Laudon, 17th Edition, 2021, Pearson Education. 6. Superintelligence: Paths, Dangers, Strategies, Nick Bostrom, 1st Edition, 2014, Oxford University Press. **Web resources** https://hbr.org/topic/artificial-intelligence https://www.indiatoday.in/technology/news https://ainowinstitute.org
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study **Assessment:** Presentation, Quiz, Assignments, Mid-term evaluation, EndSemester Exams etc.
ONLINE-CONTENTS	Innovation and Information Technology Management - Course (swayam2.ac.in)
Prepared by	Dr. Devi Premnath
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3C02	**Entrepreneurship**	**Core**	**4**	**0**	**0**	**4**
Course Description	This course is designed to equip students with the knowledge and skills necessary to develop an entrepreneurial mindset. Through immersive learning, they will explore the key traits, behaviours, and strategies that define successful entrepreneurs. Students will be empowered to conceptualize and design compelling business plans that address real-world opportunities.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Able to choose the real problem and validate them	K3
CO2	Can discover ideas to solve the identified problem	K3
CO3	Able to devise their own prototype	K4
CO4	Equipped to create a viable business model	K6
CO5	Fit to design their own venture presentation pitch	K6

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	2	3	3	1
CO2	3	3	3	3	2	3	3	3
CO3	3	1	3	3	3	3	3	3
CO4	3	2	2	3	3	2	3	2
CO5	1	1	2	3	3	2	3	2
Average	**3**	**2**	**2**	**3**	**3**	**3**	**3**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Entrepreneurship	
UNIT I	**Problem Identification & Need Validation**	**8 hrs.**
Entrepreneurial Leadership – Assemble Real World Problems – Examine Chosen Problems – Analyze Problems – Identify Customer Segments – Assess Jobs to Be Done – Develop Customer Persona – Understand Customer Validation – Validate Customer-Problem Fit		
Unit II	**Idea Generation**	**8 hrs.**
Examine Ideation Techniques – Generate Solution Ideas – Identify Global Competitors – Review Industry Trends and Estimate Market Size		
Unit III	**Developing Prototype**	**8 hrs.**
Overview Of Prototypes and Minimum Viable Product – Build an Initial Prototype – Prototypes for Early Validation – Mapping Relative Position in the Market – Estimate Opportunity Size		
Unit IV	**Business Modelling**	**8 hrs.**
Examine Revenue Models – Review and Organize Lean Canvas – Build Lean Canvas for your Startup – Understand Marketing and Sales – Recommend a Go-To-Market Approach – Map Sales Process – Startup Costs – Financial Planning – Analyze Path to Profitability –Finding Co-Founders and Mentors – Building an Initial Team		
Unit V	**Funding & Pitch Readiness**	**8 hrs.**
Funding - Sources of Funds - Bootstrapping – Steps to Start Up Fund Raising - Risks and Challenges - Investors Invest in Start Ups – Start-Up Funding Support – DPIIT Recognition & Govt. Schemes - Thinking Beyond the Prototype – Scale Opportunity and Orientation – Persuasive Story Telling for Feasible Venture Idea – Venture Idea Feasibility Presentation.		

REFERENCES	1. Wadhwani Foundation Ignite India Startup Program (https://web.nen.wfglobal.org/en/course-lms/6781538ae6105babf61c7a00) 2. Entrepreneurship Development and Small Business Enterprises, 3rd Edition, Pearsons by Charantimath and Poornima M. 3. New Venture Creation: Entrepreneurship for the 21st Century by Jeffrey A Timmons Second Edition, Pearsons. 4. The Innovators' DNA by Jeffrey Dyer, Hal Gregersen, Clayton Christensen, Harvard Business School review. 5. The Definitive Business Plan by Richard Stutely. **Other Resources:** • Biographies and Autobiographies of Entrepreneurs • Start-up Stories in Magazines • Business and Economic Dailies **Web Resources** • **www.startupindia.gov.in** • **www.ycombinator.com** • **www.ocw.mit.edu/collectionss/entrepreneurship**
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities and Case Study **Assessment:** Final Venture Presentation, Quiz, Assignments, Mid-term evaluation, End Semester Exams etc.
ONLINE CONTENT	https://web.nen.wfglobal.org/en/home
Prepared by	Dr. Benison B
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3C03	**Project Management**	**Core**	**2**	**1**	**0**	**3**
Course Description	Basics and the right way to manage a project have been described. Project issues like resource utilisation, time management, scheduling, guiding teams, costs, and profit have been dealt in detail. Designed in a way to induce Leadership qualities among students.					
CO Number	**Course Outcome (CO) Statement**					**Bloom's Taxonomy Knowledge levels**
CO1	Explain the requirements of a project					**K2**
CO2	Understand projects and planning					**K2**
CO3	Apply the factors that led to Grade A execution					**K3**
CO4	Analyse best PM practices					**K4**
CO5	Create real-time projects					**K6**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3		3	3	
CO2	3	3	2	3		3	3	
CO3	3	3	2	3		3	3	
CO4	3	3	2	3		3	3	
CO5	3	3	2	3		3	3	
Average	**3**	**3**	**2**	**3**		**3**	**3**	

1- Low 2- Medium 3- Strong

Syllabus	Project Management	
UNIT 1	**Project Management at a Glance, Stakeholder & Integration Management**	**6 hrs.**
Introduction to Project Management - Role of Project Managers - Project Management framework - 5 Process groups & 10 Knowledge areas - Project Integration Management including Managing Changes in Projects - Project Stakeholder Management – Stakeholder analysis & Stakeholder Engagement.		
UNIT II	**Project Scope, Schedule & Cost**	**6 hrs.**
Project Scope Management - Collect Project Needs, Create WBS - Project Schedule Management - Define & Sequence Activities, Create Network diagram, Critical Path, Estimate Activity Duration - Project Cost Management - Estimate Costs, Determine Budget, Control Project using Earned Value Management System.		
UNIT III	**Project Resource, Quality & Communication**	**6 hrs.**
Project Resource Management - Estimate Resource Needs, Manage Resources - Manpower, Machine & Material - Define & Manage Teams, Leadership styles, Conflict Management - Project Quality Management - Quality Tools, Quality Assurance - Project Communication Management - Plan & Manage communication needs.		
UNIT IV	**Project Risk & Procurement Management & Demo Project**	**6 hrs.**
Project Risk Management - Identify Risks, Qualitative & Quantitative Risk Analysis, Risk Response strategies, Manage Risks - Project Procurement Management - Identify Project Procurement Needs, Plan Procurement, Manage Procurement & Close Procurement.		
UNIT V	**Introduction to Agile**	**6 hrs.**
Agile Mindset - Introduction to Agile Manifesto & Principles - Overview of Scrum - Scrum Roles – Scrum Ceremonies.		

REFERENCES	1. Project Management Body of Knowledge. PMBOK Guide 2. Scrum Framework 3. Project Management for Engineering, Business and Technology, John M Nicholas & Herman Steyn, 6th Edition, Routledge Publisher, 2021 4. Project Management: The Managerial Process, Erik W. Larson (Author), Clifford F. Gray (Author), Rohit Joshi (Author), 8th Edition, McGraw-Hill Publisher, 2021. 5. Project Management, K.Nagarajan, 8th Edition, New Age International Publishers, 2017
PEDAGOGY AND ASSESSMENT	1. Pedagogy: Lectures, Discussions and Case study 2. Assessment: Report, Presentation, Mid-term evaluation, End-of-Semester Exams
ONLINE CONTENT	One of the Swayam/ NPTEL/ online courses is available during the semester.

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3C05	Business Simulations	Core	1	0	1	2
Course Description	This course develops strategic planning, analytical, and decision-making skills through the SmartBiz simulation. Students apply key strategic concepts such as market segmentation, positioning, competitive strategy, and cross-functional alignment. Working in teams, they manage simulated companies in competitive markets and evaluate the impact of their decisions through performance feedback.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Apply strategic management concepts to study business situations, determine opportunities, and develop customer-oriented strategies	K3
CO2	Employ functional business knowledge and teamwork skills to implement strategic decisions, solve business problems, and articulate recommendations effectively.	K3

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	3		2	1	3	2	1
CO 2	2	3		2	1	3	2	1

1-Low 2- Medium 3- Strong

Syllabus	Business Simulations	
UNIT 1	**Strategic Analysis and Market-Oriented Decision Making**	**10 hrs.**

- Brief about the simulation
- Demo Round: Participants get used to the simulation
- Interface
- Plan submission – BCG, Market Analysis, SWOT
- Round 1: Strategy Formulation, Product Mix, Production, Pricing, Promotions
- Debrief: Results Discussion
- Round 2: Research & Development, Competitive
- Advantages, Distribution Management
- Strategy Submission, Group Feedback / Memos (over email)
- Debrief: Results and Strategy Formulation
- Discussions and Management Games/Exercises

UNIT II	Financial Performance and Sustainable Business Growth	10 hrs.

- Round 3: Consumer Behavior, Human Resource Management, New Product Development,
- Round 4: Finance, Revenue Management,
- Sustainable Growth
- Debrief: Results Discussion and Final Feedback
- Round 1
- Round 2
- Round 3
- Round 4
- Team Presentations and Management Games

Pedagogy and Assessment		
Components	**%**	**Individual/Group**
SmartBiz Team Simulation	50%	Group
Strategy Submission	20%	Group
Team Presentation	30%	Group

Online Contents	https://www.biziga.in/
Prepared by	Dr. Devi Premnath
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB3F01	**Financial Markets & Services**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The basic idea of this course is to expose the students to various services offered in the financial industry.					

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Summarise the Indian Financial System and the services of a merchant banker	K2
CO2	Explain the Indian stock exchanges and the depository system	K2
CO3	Describe the concept of mutual funds, insurance and credit rating services	K2
CO4	Discuss the idea of NBFCs and venture capital financing	K2
CO5	Relate to the theory of corporate restructuring and housing finance	K2

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	1	3	2	3	3	2
CO2	1	2	1	3	2	3	3	2
CO3	1	2	1	3	2	3	3	2
CO4	1	2	1	3	2	3	3	2
CO5	1	2	1	3	2	3	3	2
Average	**1**	**2**	**1**	**3**	**2**	**3**	**3**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Financial Markets & Services	
UNIT - 1	**Merchant Banking**	**6 hours**
Financial Services – Introduction – Savings – Investment – The Financial System Merchant Banking – The concept – Services – Due Diligence		
UNIT - 2	**Stock Exchanges**	**6 hours**
Stock exchanges in India – Listing and delisting of securities – BSE – NSE Depository services – Constituents – Functions – Custodial services		
UNIT - 3	**Mutual Funds and Credit Rating**	**6 hours**
Mutual funds – Classification – Advantages – Entry and exit load – Benchmarks Credit rating services – Process – Communicating – Advantages – Agencies		
UNIT - 4	**NBFC & VC Financing**	**6 hours**
Non-banking Finance Companies –Introduction – Classification – KYC Insurance Services – The Post Liberalisation Scenario – Players – Types Venture Capital Financing – Characteristics – Stages – Structure and Sources		
UNIT - 5	**Corporate Restructuring**	**6 hours**
Corporate Restructuring – Types of Mergers & Acquisitions – Divestitures Housing Finance – Suppliers – Government Policy Initiatives – Impediments		

REFERENCES	• Thummauluri Siddaiah, "Financial Services", Pearson Publishers, New Delhi. • M Y KHAN, "Financial Services", Tata McGraw-Hill Publishing Company Limited, New Delhi.
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Discussions **Assessment**: Mid-term exams, Quizzes, Assignments, Presentations, Class Participation, End Semester Exams
ONLINE CONTENTS	https://iimbx.iimb.ac.in/catalog/equity-stock-markets-concepts-instruments-risks-and-derivatives/
Prepared By	Prof. Srikrishna M S
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3F02	**Investment Analysis & Portfolio Management**	**Elective**	2	1	0	3
Course Description	This course offers a comprehensive exploration of investment analysis and portfolio management, emphasising foundational concepts, economic drivers, and industry-specific dynamics.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO 1	Understand the Investment Environment and Security Markets	K2
CO 2	Explain Fundamental and Technical Security Analysis	K2
CO 3	Apply asset allocation strategies to construct diversified investment portfolios.	K3
CO 4	Analyse Fixed Income and Derivative products	K4
CO 5	Evaluate Portfolio Performance and Risk Management	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	1	1	3	2	1
CO2	3	3	2	1	1	3	2	1
CO3	3	3	2	1	1	3	2	1
CO4	3	3	2	1	1	3	2	1
CO5	3	3	2	1	1	3	2	1
Average	**3**	**3**	**2**	**1**	**1**	**3**	**2**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Investment Analysis & Portfolio Management	
UNIT I	**Investment Environment and Security Markets**	**6 hrs.**
Overview of financial markets and instruments (equities, bonds, derivatives) - Role of capital markets in economic growth - Regulatory framework (SEBI, RBI, IRDA, AMFI) - Market structure: Primary vs. secondary markets – Capital vs. money markets - Behavioural vs. Efficient Market Hypothesis (EMH)		
UNIT II	**Fundamental and Technical Security Analysis**	**6 hrs.**
Top-down and bottom-up fundamental analysis - Financial statement analysis (ratios, trends, quality of earnings) - Equity valuation models: DCF, Gordon Growth, P/E ratios - Introduction to technical analysis: trends, momentum, volume indicators - Use of Bloomberg / LSEG Workspace and data analytics for stock screening.		
UNIT III	**Portfolio Theory and Asset Allocation**	**6 hrs.**
Risk and return: measurement, covariance, correlation - Modern Portfolio Theory (MPT): Efficient Frontier, CAPM, APT - Diversification and the role of non-correlation - Asset allocation strategies: strategic, tactical, dynamic - Portfolio optimisation (Markowitz framework, Black-Litterman)		
UNIT IV	**Fixed Income and Derivatives**	**6 hrs.**
Bond math: duration, convexity, yield curve analysis - Credit risk and rating agencies - Introduction to interest rate swaps, credit default swaps (CDS) - Use of options and futures in hedging and speculation - Immunisation strategies for fixed income portfolios		
UNIT V	**Portfolio Performance Evaluation and Risk Management**	**6 hrs.**
Portfolio attribution and benchmarking (Brinson model, peer group comparison) - Risk-adjusted return metrics: Sharpe, Treynor, Jensen's Alpha, Information Ratio - Managing downside risk: VaR, CVaR, stress testing - Behavioural pitfalls in portfolio management - ESG and factor-based investing frameworks		

REFERENCES	1. Bodie, Kane and Marcus; Investments 2. Aswath Damodaran; Investment Valuation 3. Fabozzi; Fixed Income Analysis 4. Hull; Options, Futures and Other Derivatives
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENTS	https://iimbx.iimb.ac.in/introduction-to-investments/
Prepared By	Prof. S. Nagarajan
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB3F03	**Financial Derivatives**	**Elective**	**2**	**1**	**0**	**3**
Course Description	In this course, students will be exposed to hedging and risk management strategies based on key derivatives contracts.					

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the fundamentals of a forward contract	K2
CO2	Contrast between forwards and futures	K2
CO3	Extend their understanding of futures and hedging techniques	K2
CO4	Discover the various positions in options trading	K2
CO5	Summarise the concept of the derivatives market	K2

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	2	3	2	1
CO2	3	3	1	2	2	3	2	1
CO3	3	3	1	2	2	3	2	1
CO4	3	3	1	2	2	3	2	1
CO5	3	3	1	2	2	3	2	1
Average	**3**	**3**	**1**	**2**	**2**	**3**	**2**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Financial Derivatives	
UNIT - 1	**Forward**	**6 hours**
Introduction to Forward Contract – Forward vs Current Spot – Forward vs Expected Future Spot		
UNIT - 2	**Futures**	**6 hours**
Introduction to Futures – Futures vs Forwards – Stock Index Futures – Interest Rate Futures – Forward Rate Agreements		
UNIT - 3	**Hedging**	**6 hours**
Futures-Based Hedging – Why Hedge? – Hedging techniques – Swaps		
UNIT - 4	**Options**	**6 hours**
Derivatives – Options Contracts – Spreads – Options Exchanges vs OTC Options		
UNIT - 5	**Regulatory System**	**6 hours**
Options Pricing Basics – Regulatory System of Derivatives Market		

REFERENCES	• Options, Futures, and Other Derivatives (2022), 11th Edition, Sankarshan Basu, John C. Hull, Pearson • Derivatives and Risk Management by Sundaram Janakiramanan, Pearson Education; 2nd edition, 2021
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Group numerical problem solving **Assessment:** Mid-term exams, Quizzes, Assignments, Class Participation, End Semester Exams
ONLINE CONTENTS	https://iimbx.iimb.ac.in/catalog/equity-stock-markets-concepts-instruments-risks-and-derivatives/
Prepared By	Prof. S. Nagarajan
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3F04	**Financial Modelling for Managers**	**Elective**	**2**	**1**	**0**	**3**
Course Description	This course is designed to help students learn the application of MS Excel in financial modelling.					

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO 1	Discover the useof Basic Microsoft Excel commands, functions and charts	K2
CO 2	Develop financial templates that help to perform financial statement analysis	K3
CO 3	Construct a financial model that helps to project a business's future operating results	K3
CO 4	Devise the tools and techniques of MS Excel for Sensitivity and Scenario Analysis	K4
CO 5	Evaluate the advanced concepts, tools and techniques of MS Excel for the valuation of a portfolio	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	2	3	3	1
CO2	3	3	1	1	2	3	3	1
CO3	3	3	1	1	2	3	3	1
CO4	3	3	1	1	2	3	3	1
CO5	3	3	1	1	2	3	3	1
Average	**3**	**3**	**1**	**1**	**2**	**3**	**3**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Financial Modelling for Managers	
UNIT I	**Excel Basics**	**6 hrs.**
Basic commands: Functions - math, logical, look up, date, text and financial; Chart, diagram, picture, background, auto format, conditional formatting, style, filter, sort; Formulas and macros		
UNIT II	**Financial Statement Analysis**	**6 hrs.**
Preparing common size statements directly from the trial balance – Forecasting financial statements using Excel – Analysing financial statements		
UNIT III	**Project Appraisal**	**6 hrs.**
Spreadsheet models – Project appraisal – Determining project viability – Risk analysis in project appraisal – Simulation in project appraisal		
UNIT IV	**Sensitivity Analysis & Scenario Manager**	**6 hrs.**
Sensitivity analysis Excel – Scenario Manager – Features of sensitivity analysis – Simulating using Excel – Different statistical distributions used in simulation – Generating random numbers that follow a particular distribution – Building models in finance using simulation		
UNIT V	**Excel in Valuation**	**6 hrs.**
Excel in valuation – Determination of value drivers – DCF valuation – Risk analysis in valuation – Excel in portfolio theory – Determining efficient portfolio – Creating dynamic portfolios – Portfolio insurance		

REFERENCES	1. Sheeba Kapil. (2021). Financial Valuation and Modelling. Wiley. 2. Zebra Learn. (2023). Financial Modelling Handbook - The Step-by-Step Guide to Building your First Financial Model & Value Companies from Scratch. Zebralearn Pvt Ltd; First Edition. 3. Prof. Rishi Mehra & Dr. Ruchi Arora (2024). Taxmann's Corporate Finance with Financial Modelling. Taxmann Publications Private Limited
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Lab exercises and Case study. **Assessment:** Lab exercises, Record work, Presentation, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENTS	https://onlinecourses.nptel.ac.in/noc22_mg35/preview
Prepared By	Prof. S Nagarajan
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3F05	**Fintech & Blockchain**	**Elective**	**2**	**1**	**0**	**3**
Course Description	This course explores the integration of quantitative and qualitative data in credit and trading decisions, analysing how financial analytics supports regulatory oversight and enhances analyst insights. It also provides an understanding of emerging abstract models for Blockchain Technology and familiarises students with the functional aspects of the cryptocurrency ecosystem.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO 1	Describe the core concepts of Fintech, including its ecosystem, digital payments, and regulatory considerations.	K2
CO 2	Analyse the impact of Fintech innovations on capital markets, focusing on algorithmic trading and robo-advisory platforms.	K4
CO 3	Analyse how Artificial Intelligence techniques, such as machine learning and NLP, impact financial scenarios and risk management.	K4
CO 4	Evaluate the effectiveness of blockchain technology in various financial applications, including cryptocurrencies and digital assets.	K5
CO 5	Integrate Fintech and blockchain concepts to design solutions for enhancing digital payments, DeFi, and financial inclusion	K6

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	3	3	1
CO2	3	2	1	1	1	3	3	1
CO3	3	2	1	1	1	3	3	1
CO4	3	2	1	1	1	3	3	1
CO5	3	2	1	1	1	3	3	1
Average	**3**	**2**	**1**	**1**	**1**	**3**	**3**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Fintech & Blockchain	
UNIT I	**Overview of Fintech**	**6 hrs.**
Introduction to Fintech - The Fintech Ecosystem - Digital Payments and Transfers - Regulatory and Ethical Considerations in Fintech		
UNIT II	**Fintech For Capital Markets**	**6 hrs.**
Discount Broking - Disruption to Broking model - Core Services and business model- Architecture of Algorithmic Trading - Lifecycle of Algorithmic Trading- Robo-Advisory -Automating Investment rules - Robo-advisory Platforms and Architecture		
UNIT III	**Artificial Intelligence in Finance**	**6 hrs.**
Introduction to Artificial Intelligence in Finance - Machine Learning in Financial Services - Natural Language Processing (NLP) in Finance - AI in Risk Management - Future Trends and Innovations in AI for Finance.		
UNIT IV	**Understanding Blockchain Technology**	**6 hrs.**
Basic concepts of blockchain- blocks, chains, and cryptographic principles- Types of blockchain- Key Components of Blockchain- Cryptocurrencies and Digital Assets- Applications of Blockchain Technology- Security, Privacy, and Challenges- The Future of Blockchain Technology		
UNIT V	**Synergies between Fintech and Blockchain**	**6 hrs.**
Enhancing Digital Payments with Blockchain- Decentralised Finance (DeFi) and Fintech- Cross-Border Payments and Remittances- Blockchain and Financial Inclusion -Ethereum Basics.		

REFERENCES	1. Dr. Komal Mistry. (2023). Fintech in India. Book Rivers. 2. E. Duran, R. (2023). Financial Services Technology: Processes, Architecture and Solutions. Cengage Learning India Pvt. Ltd. 3. PHADKE, S. (2024). FINTECH FUTURE: The Digital DNA of Finance. Atlantic Publishers and Distributors (P) Ltd. 4. Singh, J. (2022). Financial Technology (FinTech) and Digital Banking in India. New Century Publications; First Edition (1 November 2022). 5. Singh, S. (2023). FINANCIAL TECHNOLOGY (FinTech): The Future Ahead. Notion Press. 6. Alex Tapscott. (2020). Financial Services Revolution: How Blockchain is Transforming Money, Markets, and Banking. Barlow Publishing; Ninth edition. 7. Antony Lewis. (2019). The Basics of Bitcoins and Blockchains. Two Rivers Distribution. 8. Makoto Yano, Chris Dai, Kenichi Masuda, & Yoshio Kishimoto. (2020). Blockchain and Cryptocurrency. Springer.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENTS	https://bootcamp.cvn.columbia.edu/blog/what-is-fintech/ https://onlinecourses.nptel.ac.in/noc22_cs44/preview
Prepared By	Prof S Nagarajan
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3H01	**Talent Acquisition**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course focuses on the various activities related to acquiring talents in organisations. It aims to deliver the information on the various assessment methods for internal or external selection and interviews of potential candidates. It helps the students to understand the importance of scientific employee retention strategies.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the basic concepts of staffing, recruitment, and various recruitment sources.	**K3**
CO2	Compare and apply appropriate external talent acquisition sources for different organisational needs.	**K3**
CO3	Compare and apply appropriate internal talent acquisition sources for different organisational needs.	**K3**
CO4	Analyze selection methods and interpret recruitment metrics to assess the effectiveness of hiring practices.	**K4**
CO5	Evaluate onboarding and retention strategies to enhance employee engagement and reduce turnover.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	2	3	2	3	1	1
CO 2	2	1	2	3	2	3	1	1
CO 3	2	3	2	3	2	3		1
CO 4	2	2	2	3	2	3	1	1
CO 5	2	2	2	3	2	3	1	1
Average	**2**	**2**	2	**3**	**2**	3	**1**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Talent Acquisition	
UNIT 1	**Introduction- Staffing**	**6 hrs.**
Staffing - Nature, Scope and Strategy - Human resource planning and staffing-job analysis and design; Introduction to recruitment- sources of recruitment; Deciding on the effective source to go in for recruitment- legal and ethical considerations; AI in recruitment.		
UNIT II	**External Sources**	**6 hrs.**
Social media recruitment- employer branding- candidate relationship management- Diversity and inclusion in sourcing; external selection- preliminary issues-initial assessment methods-substantive assessment methods.		
UNIT III	**Internal Sources**	**6 hrs.**
Internal selection-preliminary issues-initial assessment methods-substantive assessment methods-discretionary assessment methods; employment-decision making-choice of assessment method-determining assessment scores-hiring standards and cut scores-methods of final choice-decision makers.		
UNIT IV	**Selection and Metrics**	**6 hrs.**
Preparing and the process of the interview- placements - hiring standards and decision- final match-employment contracts- job offers- job offer process; recruitment metrics- recruitment KPI's-data analysis and predictive analytics in recruitment.		
UNIT V	**Onboarding & Retention**	**6 hrs.**
Objectives and steps in onboarding and induction -new employee socialization. Retention management-turnover and its causes-analysis of turnover-retention initiatives: Voluntary, Discharge & Downsizing.		

REFERENCES	1. Staffing Organizations, 10th Edition ISBN13: 9781260703054, by Timothy Judge, John Kammeyer-Mueller and Herbert Heneman, 2022. 2. Robbins SP. Human Resources Management, 11th Edition,2015, Wiley Publishers. 3. Dipak Kumar Bhattacharyya, 3rd Human Resource Planning. 3rd Edition, 2012 Excel books.
PEDAGOGY AND ASSESSMENT	Pedagogy: Lectures, Discussions, and Case Study. Assessment: Presentation, Survey, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	https://nptel.ac.in/courses/11010 https://nptel.ac.in/courses/110105164
Prepared by	Dr. B. Arul Senthil
Approved by	Dr. J. J. Savithri

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3H02	**Performance, Compensation and Benefits**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course provides a comprehensive understanding of performance management systems and compensation strategies in organizations. It explores the principles, processes, and tools used to assess employee performance, link it to organizational goals, and develop fair and motivating reward systems.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the importance of Competencies.	**K3**
CO2	Apply the dimensions of goal setting for self.	**K4**
CO3	Devise suitable elements of business to derive a performance management process.	**K4**
CO4	Appraise the compensable factors in Pay determination.	**K5**
CO5	Summarise the employee benefits and factors impacting.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	-	2	2	-	-	-
CO 2	2	2	2	2	2	2	-	-
CO 3	2	2	-	2	2	-	-	-
CO 4	2	2	1	-	-	2	-	-
CO 5	2	2	2	2	2	2	-	-
Average	**2**	**2**	**2**	**2**	**2**	**2**	**-**	**-**

1- Low 2- Medium 3- Strong

Syllabus	Performance, Compensation and Benefits	
UNIT 1	**Introduction to Competency Mapping**	**6 hrs.**
Role and competency -Behavioural indicators of competencies, types of competencies - competency maps, competency profiles- competency gap analysis- competency versus skill, knowledge, performance - competency-based HR systems.		
UNIT II	**Goal Setting**	**6 hrs.**
Meaning, Setting Objective- Importance of goal setting- nature- effectiveness and criteria for setting goals-Standards of setting goals- Goal setting Process- SMART goals- Review, Measure and Evaluate- Incentive programmes- individual growth and development plans-MBO.		
UNIT III	**Performance Management**	**6 hrs.**
Definition of Performance Management- Aims, role and characteristics of PM Systems- Performance management process- Performance management and strategic planning; Performance Appraisal System- Defining performance, determinants of performance and performance dimensions- Approaches to measuring performance- methods of Performance Appraisal- Diagnosing the causes of poor performance- Competency-based Performance Assessment- Potential Appraisal.		
UNIT IV	**Compensation**	**6 hrs.**
Principles- Compensation and Employee Market- The Pay Model; Perspectives -Internal Consistency and External Competitiveness -Job Evaluation- Strategic Compensation Management, determining the pay level - Individual Pay- Performance-based compensation- Team-based compensation- Executive Compensation.		
UNIT V	**Employee Benefits**	**6 hrs.**
Employee benefits determination- Benefits options- Compensation for special groups- Role of unions in Salary Administration-International Pay system- Government's role in compensation.		

REFERENCES	1. Rao T V 2015, Performance Management: Toward Organisational Excellence, Sage Publications, 2nd Edition 2. Nandini Rao, T. V. Chawla, 2024, Performance Management, Taylor & Francis Publication. 3. Milkovich, George; Newman, Jerry and Venkataratnam, C S 2017, Compensation, McGraw-Hill Education. 9th Edition
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case study. **Assessment:** Presentation, case analysis, Discussion, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	https://onlinecourses.nptel.ac.in/noc22_mg53/preview
Prepared by	Dr. B. Arul Senthil
Approved by	Dr. J. J. Savithri

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3H03	Employee Engagement	Elective	3	0	0	3
Course Description	Despite the appalling level of unemployment in the younger population, work alone is not enough for many of them. Although the supply is more than the demand, employers still find they have to work to do their best to attract young talent and to offer more than work itself to retain and unleash their full potential for productive use of the organisation. For many people, work is not just about money, but being motivated by such things as working environment, the people within it, product and service, policies, social commitments, value systems and even the brand. This course is aimed at equipping students with a portfolio of theories, tools, and techniques to create powerful employee engagement initiatives at the workplace effectively.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Determine the difference between employee engagement, commitment, satisfaction, and loyalty, and explain why engagement offers unique value to organizations.	K3
CO2	Develop an employee engagement survey using appropriate questions and benchmarking tools to measure baseline engagement levels.	K3
CO3	Analyze survey data and focus group feedback to identify the key drivers of engagement specific to an organizational context.	K4
CO4	Assess a comprehensive employee engagement strategy using the WIFI model, incorporating stages, roles, and resource planning.	K5
CO5	Evaluate the impact of current engagement trends, such as agile workplaces and strength-based practices, on employee productivity and well-being	K5

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	2	3	3	2	2	3
CO 2	2	2	2	3	3	2	2	3
CO 3	2	2	2	3	3	3	2	3
CO 4	2	2	2		3	2	2	3
CO 5	2	2	2	3	3	2	2	3
Average	**2**	2	**2**	**3**	**3**	**2**	**2**	**3**

1- Low 2- Medium 3- Strong

Syllabus	Employee Engagement	
UNIT 1	**Foundations of Employee Engagement**	**6 hrs.**
Employee engagement - definition of employee engagement -The power of the customer & the employee-Is engagement a Western phenomenon? - Differentiating commitment, satisfaction, loyalty, and engagement- Benefits of employee engagement - Engagement's link to HR and human capital management - Is engagement worth the investment? - Benefits of engagement for your business.		
UNIT II	**Models and Frameworks of Engagement**	**6 hrs.**
Gaining buy-in -Starting point - Measuring engagement: surveys & levels -Example survey questions - Positioning and benchmarking - Choosing the right measurement tools.		
UNIT III	**Key Drivers of Engagement**	**6 hrs.**
Identifying key drivers: Using survey results - Focus groups - Feeding back and summarizing results - Importance and impact - Role of Leadership in Driving Engagement Culture - Engaging a Multi-Generational Workforce - Enhancing Team Dynamics: Building trust, managing conflict, and overcoming engagement barriers.		
UNIT IV	**Developing an Employee Engagement Strategy**	**6 hrs.**
Overview of Key Engagement Models (e.g., Gallup, AON, Towers Watson) - Designing Engagement Strategies Aligned with Business Goals - The WIFI model and interpretation - Transformational change - Creating an engagement program: work breakdown, stages, roles, resourcing - Enhancing elements of WIFI		
UNIT V	**Employee Engagement Practices and Trends**	**6 hrs.**
Great Place to Work Survey - Employee burnout - Focus on strengths - Agile workplaces - Changing influence of performance management and Employee engagement as drivers of productivity.		

REFERENCES	1. Employee Engagement: A Practical Introduction (HR fundamentals) 2nd edition, 2022, by Emma Bridger, CIPD Kogen page. 2. Cook, S. (2008). The Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction, Kogan Page Publishers
PEDAGOGY AND ASSESSMENT	Pedagogy: Lectures, Discussions and Case study. Assessment: Case Analysis Presentation, Discussion, Quiz, Midterm evaluation, End Semester Exams
ONLINE CONTENT	https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg133
Prepared by	Dr. J. J.S avithri
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3H04	**Transactional Analysis for Interpersonal Effectiveness**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The course is aimed at educating students on the key frameworks of transactional analysis, assertiveness and counselling, encouraging them to reflect on themselves and others to develop awareness and responsibility, using the framework in solving their problems and enhancing their relationships.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the fundamental concepts of self and self-dynamics and explain how self-awareness influences personal behaviour and interpersonal relationships.	**K3**
CO2	Apply the principles of Transactional Analysis to real-life interpersonal scenarios and communication patterns based on ego states and life positions.	**K3**
CO3	Analyse intrapsychic and recurrent life patterns through the lens of Transactional Analysis theory and evaluate their impact on individual behaviour and interpersonal relationships.	**K4**
CO4	Analyse various communication styles (passive, aggressive, assertive) and evaluate the effectiveness of assertive behaviour in different personal and professional contexts.	**K4**
CO5	Assess the core skills involved in basic counselling (e.g., empathy, active listening, questioning), and evaluate their appropriateness and effectiveness in supporting individuals.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	3	2	2	3	1	2	2
CO 2	2	3	3	2	3	2	2	2
CO 3	2	3	2	2	3	3	2	2
CO 4	2	3	1	2	3	3	2	2
CO 5	2	3	2	2	3	1	2	2
Average	**2**	**3**	**2**	**2**	**3**	**2**	**2**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Transactional Analysis for Interpersonal Effectiveness	
UNIT 1	**Self-Dynamics**	**6 hrs.**
Self-Definition and Perception - Self Schemes, Gaining Self Knowledge, Self-Knowledge, Self-awareness, Self-effectiveness, Self- presentation motives and Strategies, Self- monitoring, Impression Management. Johari Window.		
UNIT II	**Transactional Analysis**	**6 hrs.**
Philosophy and Principles of TA- contract- open communication- goal of TA-autonomy; Ego states- structure and function- Transactions- types and rules of communication- strokes- types, stroke economy, stroking profile.		
UNIT III	**Life Positions & Psychological games**	**6 hrs.**
Basic life position- OK corral- life scripts- definition- script matrix- injunctions and drivers- organizational scripts -Time structuring - Definition- game formula- drama triangle- advantages; Rackets and racket system- stamps, Relation between games, rackets and scripts.		
UNIT IV	**Assertiveness**	**6 hrs.**
Assertiveness Training- nature, importance and relevance of assertiveness to organizational life, assertion, submission, aggression, bill of rights-assertiveness techniques.		
UNIT V	**Counselling**	**6 hrs.**
Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance- Predicting People's Problems Journey into life space- Anxiety and stress - Counseling to develop organizations- Checklist for Counselors, Training for Counseling.		

REFERENCES	1. Robert A Baron, Nyla R Branscombe, Social Psychology, 13e, Pearson Education Inc. 2012 2. T A Today by Ian Stewart, Vann Joines Life space Publishing; 2nd edition (2012). 3. Albert and Emmonds, M. (2009). Complete guide to Assertive Living. New Delhi: Jaico Publishing house 4. Robert L Gibson, Marianne H. Mitchell, "Introduction to Counselling and Guidance",7e, Pearson Education India, 2015.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case Study. **Assessment:** Role Play, Survey, Presentation, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	https://onlinecourses.nptel.ac.in/noc20_mg08/preview
Prepared by	Dr.J.J.Savithri
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3H05	**Diversity, Equity and Inclusion**	**Elective**	**3**	**0**	**0**	**3**
Course Description	Effective management of diversity can ensure the retention of star talent and thereby lead to a sustainable competitive advantage. Against this backdrop, this course has been designed to analyse the concept and scope of diversity, equity, and inclusion as a strategic HR theme; its rationale; merits and limitations in order to develop and implement a practical diversity strategy.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain diversity as part of Strategic Human Resource Management.	**K3**
CO2	Explain diversity management and other orientations of equal opportunity	**K3**
CO3	Analyse the roadblocks to promoting diversity.	**K4**
CO4	Evaluate and communicate appropriate management interventions in order to bring about effective change.	**K5**
CO5	Recommend strategies to bring about effective change	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	3	3	3	2	2	3
CO 2	2	2	3	3	3	2	2	3
CO 3	2	2	3	3	3	2	2	3
CO 4	2	2	3	3	3	2	2	3
CO 5	2	2	3	3	3	2	2	3
Average	**2**	**2**	**3**	**3**	**3**	**2**	**2**	**3**

1- Low 2- Medium 3- Strong

Syllabus	Diversity, Equity and Inclusion	
UNIT 1	**The Context**	**6 hrs.**
"What" and "How" of Diversity-Understanding diversity as an aspect of Strategic HRM- Equity: Addressing Imbalanced Systems- Moving DEI Forward- Managing Blind Spots - Inclusion and Fairness in the Workplace-identifying and defining bias- Characteristics of Implicit Bias- Benefits of Diversity		
UNIT II	**Diversity Management**	**6 hrs.**
Diversity Management and other orientations of equal opportunity- Rationale, Merits; Workplace Investigation- Common Workplace Investigation Mistakes, Documenting workplace investigation; Exclusion and inclusion- predictors and consequences; Racism- Reverse discrimination- Diversity and inclusion training		
UNIT III	**Culture and Diversity**	**6 hrs.**
Gender Diversity- Gender pay inequality- The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013-Cross-cultural Diversity as an aspect of Global Human Resource Management- Culture and Communication in a global workplace- Towards a globally inclusive workplace		
UNIT IV	**Diversity issues in India**	**6 hrs.**
Legal and management issues; LGBT employees at workplace- Issues and Challenges- Section 377- Global scenario; Indian Constitutional provisions against discrimination- Equal pay for equal work- Equal Remuneration Act, 1976; Disability and Employment- The Rights of Persons with Disabilities Act, 2016- Workplace implications- new set of compliances for private employees-Disability employment in India.		
UNIT V	**Diversity Agenda**	**6 hrs.**
Creating a Diversity Agenda and Diversity Evaluation – scorecard; Risks involved, Roadblocks to diversity; Resolving Conflict- Integrating differences- Change drivers for leveraging diversity-Setting diversity council		

REFERENCES	**READING RESOURCES** 1. Beard well, I., Holden, L. and Claydon, T. (2004). Human Resource Management (4th edition), London: Prentice Hall 2. Understanding and Managing Diversity by Carol P. Harvey, M. June Allard, Michele D Kegley, Pearson; 7th edition (2024) 3. Dynamics of Managing Diversity and Inclusion, A Critical Approach by Gill Kirton, Anne-Marie Greene Routledge; 5th edition 2021 4. Konrad, A.M., Prasad, P. & Pringle, J.K. (2006). Handbook of Workplace Diversity. Sage Publications. 5. Maltbia, T.E. & Power, A.T. (2009). A Leader's Guide to Leveraging Diversity. Elsevier.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case study. **Assessment:** Presentation, Discussion, Survey, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	https://www.coursera.org/learn/diversity-equity-inclusion
Prepared by	Dr.J.J.Savithri
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3M01	**Behavioral Marketing**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The course objective of "Behavioral Marketing" is to provide students with a comprehensive understanding of how consumer behavior influences marketing strategies and decisions. This course aims to equip students with the skills and knowledge to analyze, predict, and influence consumer actions through various marketing techniques and psychological insights					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the foundations of behavioral marketing and interpret the applications of behavioral theories	K3
CO2	Determine how consumers' perception, attitude, and motives influence their behavior.	K3
CO3	Apply and evaluate the social and cultural influences on purchase patterns	K3
CO4	Analyze using behavioral segmentation techniques, integrated marketing communications, and the applications of psychological pricing strategies	K4
CO5	Evaluate the ethical implications of neuromarketing practices, and analyze the influence of sustainability on consumer behavior.	K4

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2		2			2	
CO 2	2	2	2	2			2	3
CO 3	3	2	2	2	2	2	2	2
CO 4	3	2	2	3	2	2	2	3
CO 5	3	3	3	3	2	2	3	3
Average	**3**	**2**	**2**	**3**	**2**	**2**	**3**	**2**

1- Low, 2- Medium, 3- Strong

Syllabus:	Behavioral Marketing	
UNIT I	**Foundations of Behavioral Marketing**	**6hrs.**
Introduction to Behavioral Marketing–Definition and Scope; Consumer Behaviour Fundamentals- Psychological, social, and cultural factors -The consumer decision-making process; Behavioural Theories and Models- Classical and operant conditioning- Cognitive dissonance.		
UNIT II	**Psychological Influences on Consumer Behavior**	**6 hrs.**
Perception and Attention processing and consumer perception role of attention in marketing; Motivation and Needs-Maslow's hierarchy of needs-Intrinsic vs. extrinsic motivation; Attitudes and Persuasion-Formation and change of consumer attitudes-Persuasion techniques and models (e.g., Elaboration Likelihood Model)**.**		
UNIT III	**Social and Cultural Influences**	**6 hrs.**
Social Influences on Consumer Behavior- Group dynamics- Influence of family, friends, and opinion leaders; Cultural and Subcultural Influences- Cross-cultural consumer behavior- Subcultures and consumption patterns.		
UNIT IV	**Behavioral Marketing Strategies**	**6 hrs.**
Segmentation and Targeting- Behavioral segmentation methods- Identifying and targeting consumer segments; Marketing Communications and Persuasion- Crafting persuasive messages; Pricing and Behavioral Economics- Psychological pricing strategies.		
UNIT V	**Advanced Topics and Ethical Considerations**	**6 hrs.**
Neuromarketing- Basics of neuromarketing- Applications and limitations; Sustainable and Ethical Marketing- Sustainability and Consumer Behavior-Ethical Considerations in Behavioral Marketing.		

REFERENCES	1. Consumer Behaviour, by Leon G Schiffman, Joe Wisenblit, S Ramesh Kumar, Pearson India Education Services Pvt.Ltd., New Delhi.12th Edition, 2019 2. Consumer Behavior: Buying, Having, and Being by Michael R. Solomon is the 14th edition, Pearson. ISBN-13 3. Consumer Behavior by Roger D. Blackwell, Paul W. Miniard, James F. Engel, 10th Edition, 2017 4. Digital Marketing: Strategy, Implementation, and Practice by Dave Chaffey and Fiona Ellis-Chadwick, 8th edition, Pearson in March 2022. 5. Market Segmentation: Conceptual and Methodological Foundations by Michel Wedel and Wagner A. Kamakura, 2nd Edition, Springer US 6. Marketing 6.0: The Future Is Immersive by by Philip Kotler, Hermawan Kartajaya, Iwan Setiawan
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case studies. **Assessment:** Mid-term Tests, Quizzes, Assignments, Presentation, etc.
ONLINE CONTENTS	1. Companion Website of the Recommended Book: www.mheducation.co.in 2. IIBx MOOC Course on Consumer Behaviour: https://iimbx.iimb.ac.in/catalog/consumer-behaviour/ 3. NPTEL Course on Consumer Behaviour: https://nptel.ac.in/courses/110105029
Prepared By	Dr Devi Premnath
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3M02	**Integrated Marketing Communication**	**Elective**	**3**	**0**	**0**	**3**

Course Description	The course aims at providing students with an understanding of the significant role of Integrated Marketing Communication (IMC) in the effective implementation of a business firm's marketing strategy and familiarizing them with the various IMC tools and techniques. The course will also help students understand the process of planning and execution of an IMC strategy.

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Identify the factors influencing the growth of integrated marketing communication and the challenges facing the same on social, ethical and economic grounds.	**K3**
CO2	Examine the roles and objectives of various IMC tools and the agencies responsible for the same.	**K4**
CO3	Devise an advertising plan based on the set marketing objectives.	**K4**
CO4	Examine the roles of public relations and direct marketing in the IMC plan of an organisation.	**K4**
CO5	Evaluate the effects and results of an IMC program	**K5**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	3	-	2	-	-
CO2	3	2	2	3	-	3	-	-
CO3	3	3	2	3	1	2	2	1
CO4	3	2	2	3	2	3	2	1
CO5	3	2	-	3	2	3	2	1

1- Low 2- Medium 3- Strong

Syllabus	Integrated Marketing Communication	
UNIT 1	**Introduction to IMC**	**6 hrs.**
Evolution of IMC – The tools of IMC – IMC planning process - Organizational function and Structure – Multiple stakeholders of marketing communication industry – Factors influencing growth - Current challenges – Economic, Social and Ethical effects of marketing communication– External regulation vs. Self-regulation - Future directions		
UNIT II	**Role and objectives of IMC tools**	**6 hrs.**
Role and objective of advertising, public relations, sales promotion and direct marketing – Applications and limitations – Determinants of selection of communication mix – Achieving coordination among advertising agencies, media planning agencies and specialized service providers – Agency and client relationship issues – Agency evaluation and compensation methods		
UNIT III	**Advertising and Sales promotion**	**6 hrs.**
Marketing communication process - Message, source, channel decisions – Target market characteristics -Need for creativity - Media planning and buying decisions – Scope and relevance of broadcast, print, digital and support media - Implementation and evaluation; Sales Promotion- Scopeand role of sales promotion – Growth of sales promotion- Types of sales promotion –Consumer oriented sales promotion – Trade oriented sales promotion – Co-ordination of sales promotion and advertisement		
UNIT IV	**Publicity and Public relations**	**6 hrs.**
Developing a Public Relations Program- Objectives and widely used approaches – Advantages and limitations - Implementation and evaluation; Direct Marketing- Need, scope and approaches – Selection of tools – Implementation and evaluation		
UNIT V	**Measuring the effectiveness of promotional Program**	**6 hrs.**
Why to measure effectiveness of communication programs – Conducting research to measure communication effectiveness – The Testing Process-Establishing a program for measuring advertising effects - Measuring effectiveness of other IMC tools		

Course Text	Advertising and Promotion – An Integrated Communication Perspective, George E. Belch and Michael A. Belch, Keyoor Purani, TATAMcGraw-Hill Publication (2022). 12th edition.
REFERENCES	1. Integrated Advertising, Promotion, and Marketing Communications, Global Edition 9th Edition by Kenneth Clow, Donald Baack 2. Contemporary Advertising by William Arens, Michael Weigold, Christian Arens McGraw-Hill Education; 13th edition 2010 Cbs Publishers 3. Direct Marketing, William McDonald, McGraw-Hill EducationIndia 4. Advertising, Promotion, and Other Aspects of Integrated Marketing Communications with MindTap Author(s): J. Craig Andrews | Terence A. Shimp 10th Edition 2022.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	1. https://www.coursera.org/learn/integrated-marketing-communications 2. https://nptel.ac.in/courses/110107158
Prepared By	Dr M. Balathandayuthapani
Approved By	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3M03	Consumer Market Research	Elective	3	0	0	3
Course Description	This course aims to provide students with a deep understanding of consumer market research concepts, tools, and techniques. It emphasizes the role of research in consumer-centric marketing decisions, covers key areas such as product innovation, branding, satisfaction measurement, and includes exposure to next-gen and AI-enabled research approaches. Through lectures, case studies, and real-life project work, students will gain insights into how to derive actionable consumer insights.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the practicalities of consumer market research and its relevance.	K3
CO2	Interpret and compare different consumer research techniques and their applications across brand and product lifecycle stages.	K3
CO3	Devise research studies using appropriate methods for specific marketing problems.	K4
CO4	Assess and evaluate insights from consumer research data for strategic decisions.	K5
CO5	Appraise the use of emerging and AI-driven techniques in consumer market research.	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	3	2	2
CO2	3	3	3	2	2	3	3	3
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
Average	**3**	**3**	**3**	**2**	**3**	**3**	**3**	**3**

1- Low 2- Medium 3- Strong

Syllabus	Consumer Market Research	
UNIT 1	**Introduction to Consumer Market Research**	**6 hrs.**
• Marketing Research & Consumer Market Research: Need, Types & Applications • Role of Consumer Behaviour in framing research problems • Research Methods: Research Design, Sampling Design, Data Analysis, Report Writing • Research Flow: Problem, Objective, Instruments, Fieldwork, Analysis, Reporting • Types of Research: Primary/Secondary, Quantitative/Qualitative, Ad hoc/ Tracking • Ethics & Code of Conduct in Market Research		
UNIT II	**Innovation & Product Development Research**	**6 hrs.**
• Market Understanding: Desk Research, U&A, Segmentation • Concept Testing: Ethnography, Ideation, Concept Evaluation • Product Testing: Prototype/ Actual, Car Clinics • Packaging Testing: Visual/ Tactile • Pricing Research		
UNIT III	**Brand & Communication Research**	**6 hrs.**

• Brand Health, Brand Equity
  ○ Brand Tracking
• Ad Pre Testing, Communication Evaluation
  ○ Campaign Tracking		

UNIT IV	**Loyalty & Stakeholder Experience**	**6 hrs.**
• Customer Satisfaction • Net Promoter Score (NPS) • Mystery Shopping • Others: Employee/Channel Satisfaction and Corporate Reputation.		
UNIT V	**Next-Gen & AI in Consumer Market Research**	**6 hrs.**
• Neuro & Implicit Methods: Eye Tracking, Facial Emotion, EEG/ Neuro, Implicit Association Test • Digital Approaches: Mobile-based, Social Media Listening, Online Communities • AI-Driven Tools: Across Research Process: Quantitative and Qualitative		

REFERENCES	1. Malhotra, N.K. et al. (2020). *Marketing Research: An Applied Approach*, Pearson. 2. Hague, P. et al. (2021). *Market Research in Practice*, Kogan Page. 3. Naresh Malhotra & Satyabhushan Dash. *Marketing Research: An Applied Orientation*, Pearson India.

PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case studies. **Assessment:** Mid-term Tests, Quizzes, Assignments, Presentation, End Semester Exams etc.
ONLINE CONTENTS	1. Marketing Research and Analysis Course: https://onlinecourses.nptel.ac.in/e-learning/preview/noc21_mg67 2. Market Research: Dekker's Complete Marketing Research Course | Udemy: https://www.udemy.com/course/market-research-complete-marketing-research-course-2022/?couponCode=PMNVD2025 3. Marketing Research Course: https://onlinecourses.swayam2.ac.in/e-learning/preview/nou24_mg13
Prepared by	Dr. Benison B
Approved by	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3M04	**Sales Force Management**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The course's objective is to enhance the students' knowledge on planning and organising a company's overall personal selling efforts. It familiarises students with a company's sales program, comprising recruitment, selection, training and compensation of the sales force, and it also addresses the procedures to evaluate the performance of the sales force.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Examine the role of sales in a marketing oriented firm.	K3
CO2	Explain the significance of organizing the sales force.	K3
CO3	Examine the sales role perception and sales force motivation.	K3
CO4	Evaluate the sales force recruitment, selection and training methods.	K4
CO5	Analyse the performance of sales force.	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	3	-	3	3	-
CO2	3	3	2	3	2	3	3	-
CO3	3	3	2	3	3	3	1	-
CO4	3	3	2	3	3	3	3	-
CO5	2	3	3	3	3	3	1	2
Average	3	3	2	3	3	3	2	2

1- Low 2- Medium 3- Strong

Syllabus	Sales Force Management	
UNIT I	**An Overview of Sales Management**	**6 hrs.**
Sales in the Marketing-oriented Firm – Sales Management in the 21st Century – Role of Selling in a Firm's Marketing Strategy – Overview of Buying and Selling Process – Selling Activities – Environmental Factors Influencing the Sales Program of a Firm.		
UNIT II	**Organising the Sales Force**	**6 hrs.**
Purposes of Sales Organisation – Sales organisation structures – Organising to serve key or national accounts – Importance of Sales Forecast –AI-enabled Lead Scoring and Sales Forecasting -Sales Forecasting Techniques – Developing Territory Estimates – Sales Quotas – Need and design of Sales Territories		
UNIT III	**Sales role perception, motivation and sales aptitude**	**6 hrs.**
Sales persons' Behaviour, Role Perception and Satisfaction – Motivating the Sales Force – Sales Person Characteristics – Criteria for selection of sales people.		
UNIT IV	**Recruitment, selection, training, and Compensation of the sales force**	**6 hrs.**
Sales force recruitment and selection: Recruitment and selection issues – Job analysis - Recruitment and selection procedures – objectives of sales training – sales training topics – sales training methods – major compensation and incentive issues – types of compensation plans – sales contests – non-financial rewards		
UNIT V	**Evaluation and control of sales program**	**6 hrs.**
Marketing audit – Elements of Sales Analysis – Marketing Cost and Profitability Analysis – Evaluating and Controlling the performance of Sales People –Sales Force Automation and Conversational AI Assistants- Sales Force Automation – Ethical and Social Responsibilities of Sales Personnel		

REFERENCES	1. Sales Force Management, 8th Edition, McGraw Hill, Churchill, Ford, Walker, Johnston, Tanner. (2005) 2. Sales and Distribution Management, 3rd Edition, McGraw Hill, Krishna K Havaldar, Vasant M Cavale. (2018) 3. Sales Management: Decision, Strategy and cases, (5th ed.). Pearson Education. Still, R.R., Cundiff, E. W., &Govoni, N. A. P. (2011).

PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case studies **Assessment:** Mid-term Test, Quizzes, Assignment, Case study,Presentation, etc
ONLINE CONTENT	1. Sales Force Management | Coursera 2. SalesForce Management And Selling | Udemy
Prepared By	Dr. M Balathandayuthapani
Approved By	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3M05	**Marketing Analytics**	**Elective**	**3**	**0**	**0**	**3**

Course Description	Marketing analytics is crucial for businesses that want to optimise their marketing strategies, improve customer engagement, and drive business growth. It provides businesses with valuable insights into customer behaviour and preferences, enabling them to make data-driven decisions on how to improve their marketing strategies. Marketing managers need to understand data and analyse it using robust tools and techniques to gain valuable insights for improved marketing performance and customer relationship management.

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Apply the foundations of marketing analytics & types of analytics.	**K3**
CO2	Interpret appropriate tools and techniques for better market segmentation, targeting and positioning decisions.	**K3**
CO3	Develop the right marketing mix using market response modelling and analyse the impact of pricing decisions on business outcomes.	**K4**
CO4	Determine customer preferences and analyse customer profitability, churn, and propensity to stay, using various statistical techniques	**K4**
CO5	Analyse customer feedback using sentiment analysis to understand customer issues and improve customer service	**K4**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	2	-	3	3	-
CO2	3	3	-	2	-	3	3	-
CO3	3	3	-	2	-	3	3	-
CO4	3	3	-	2	-	3	3	-
CO5	3	3	-	2	-	3	3	-
Average	**3**	**3**	**-**	**2**	**-**	**3**	**3**	**-**

1- Low 2- Medium 3- Strong

Syllabus	Marketing Analytics	
UNIT 1	**Introduction to Marketing Analytics**	**6 hrs.**
Introduction to Marketing Analytics – Data for marketing analytics – Exploratory, descriptive, predictive, and prescriptive analytics		
UNIT II	**Segmentation, Targeting and Positioning**	**6 hrs.**
Using cluster analysis to segment and target the market – Perceptual Mapping for product positioning		
UNIT III	**Marketing Mix**	**6 hrs.**
Market response modelling to develop the right marketing mix – Pricing analytics		
UNIT IV	**Customer analytics - I**	**6 hrs.**
Introduction to Customer analytics – Using conjoint analysis to understand customer preference – Predicting and managing customer lifetime value		
UNIT V	**Customer analytics - II**	**6 hrs.**
Predicting and managing Customer Churn – RFM analysis (Recency, Frequency, and Monetary)-Market Basket Analysis – Sentiment Analysis		

REFERENCES	1. Marketing Analytics, by Seema Gupta, Avadhoot Jathar, (2021), Wiley Publication. 2. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 3e, Paperback by Mike Grigsby, (2022), Koganpage 3. Marketing Analytics, 1e, Moutusy Maity & Pavankumar Gurazada, (2021), Oxford University Press. 4. Marketing Analytics: Based on First Principles, 1e, Robert W. Palmatier & Frank Germann, (2022), Bloomsbury India Publication.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case Study **Assessment:** Assignments, Case Study, Mid-term examination and Final examination
ONLINE CONTENT	1. https://www.coursera.org/learn/uva-darden-market-analytics 2. https://nptel.ac.in/courses/110105142 3. https://www.mooc-list.com/course/applying-data-analytics-marketing-coursera

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3M06	**Distribution and Sales Promotion Management**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The course's objective is to enhance the students' knowledge of distribution management, planning and organizing the distribution channels of an organisation. It will familiarize the students with the concepts on sales promotion, various sales promotion techniques, implementation and evaluation of the sales promotion of an organization.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	To familiarize students with the basics of distribution management	K2
CO2	Explain the significance of retailing and wholesaling in distribution.	K3
CO3	Relate the importance of sales promotion for a firm.	K3
CO4	Articulate the different types of sales promotion techniques.	K3
CO5	Evaluate the effectiveness of sales promotion methods of a firm	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	2	3	1	-
CO2	3	3	1	3	2	3	1	-
CO3	3	3	1	3	3	3	2	1
CO4	3	3	2	3	3	3	2	-
CO5	3	3	2	3	3	3	-	-
Average	3	3	1	3	3	3	2	1

1- Low 2- Medium 3- Strong

Syllabus	Distribution and Sales Promotion Management	
UNIT I	**Introduction to Distribution Management**	**6 hrs.**
Role of Distribution in Marketing Mix – Need for distribution Channels – Distribution Channel Strategy - Marketing Channels – Levels and Intensity of Distribution – Marketing Channel – Channel Flows - Prominent marketing channel systems.		
UNIT II	**Retailing and Wholesaling**	**6 hrs.**
Definition of Retailing – Retailing Scene in India – Retail Focus on Categories – Role of Retailer – Retail Management Strategies – Definition of Wholesaling – Roles of a wholesaler – Classification of wholesalers - Strategic issues in wholesaling – Limitations of wholesalers – Performance evaluation of Channel members - AI-based Channel Performance analytics		
UNIT III	**Introduction to sales promotion**	**6 hrs.**
Meaning and importance of sales promotion – Nature and scope of Sales Promotion – Target audience – Objectives of sales promotion – Deal-prone customers – Brand Equity and Sales Promotion – Budgeting for Sales Promotion		
UNIT IV	**Sales promotion techniques and execution**	**6 hrs.**
Designing Sales Promotion Strategies – Consumer-Oriented Sales Promotion – Trade-Oriented Sales Promotion – Sales Promotion in B2C – Sales Promotion in B2B		
UNIT V	**Implementation and Evaluation**	**6 hrs.**
Company's promotional planning process – Retail planning process – Testing the promotional strategies - Evaluation of Sales Promotion Strategies- Promotion Effectiveness Prediction using AI Models		

REFERENCES	1. Sales and Distribution Management, 3rd Edition, McGraw-Hill, Krishna K Havaldar, Vasant M Cavale. (2018) 2. Sales Promotion: How to Create and Implement Campaigns that Really Work. Kogan Page. Cummins, J., and Mullin, R. (2010). 3. Advertising and Promotion: An IMC Perspective (5th ed.). New Delhi: McGraw-Hill. Shah, K. and D'Souza, A. (2010).

PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case studies, Activities **Assessment:** Presentation, Quizzes, Assignments, Mid-term evaluation, End Semester Exams.
ONLINE CONTENT	Sales and Distribution Management - Course
Prepared By	Dr. M. Balathandayuthapani
Approved By	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3M07	**Customer Relationship Management**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The success of the marketing department in any firm lies in customer retention, as it considerably reduces customer acquisition costs, adding to the firm's profitability. Hence, marketing executives must master the Customer Relationship Management practices. This course focuses on CRM, tools, and Technologies that are helpful for CRM implementation.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the strategic importance and benefits of CRM to an organisation	**K3**
CO2	Identify the tools and technologies used for Reimplementation	**K3**
CO3	Analyse the lead generation and lead management strategies of an organization	**K4**
CO4	Apply the nuances of CRM implementation in B2C and B2B markets	**K3**
CO5	Evaluate tools and technologies used for CRM implementation	**K5**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3		3		3	3	
CO2	3	3		3		3	3	
CO3	3	3		3		3	3	
CO4	3	3		3		3	3	
CO5	3	3		3		3	3	
Average	**3**	**3**		**3**		**3**	**3**	

1- Low 2- Medium 3- Strong

Syllabus	Customer Relationship Management	
UNIT 1	**Introduction to CRM**	**6 hrs.**
Introduction to Customer Relationship Management- Emergence and growth of CRM - The Strategic Importance of CRM - Conceptual and theoretical foundations of CRM - Corporate Strategy and CRM - Benefits of CRM- Customer Relationships- Transaction vs. Relationship orientation, Relationship Marketing - Six market model – Customer Centricity – Characteristics of customer- centric companies – Benefits of Customer-centricity - Developing a customer-centric culture		
UNIT II	**CRM and Marketing**	**6 hrs.**
CRM & Marketing - Customer profiling, Segmentation, retention – Consumer feedback- customer complaint handling- The ladder of loyalty- Customer Experience (CX) – Managing Customer Experience - Economics of CRM- Market share vs. share of the customer- Customer profitability- Creating value for customers- Lifetime value of customers; RFM analysis using ZOHO CRM		
UNIT III	**Lead Management**	**6 hrs.**
Lead Generation Strategies – Lead Qualification – Lead Nurturing – Lead Scoring – Lead conversion, onboarding, retention, and advocacy – Marketing automation for lead management – Managing sales pipeline – Account-based marketing strategies – Lead management using ZOHO CRM		
UNIT IV	**Applications of CRM**	**6 hrs.**
CRM Application in Consumer Markets- CRM in B2C Markets- Developing and Managing loyalty programs, CRM practices in various industries, CRM in the service industry- building long-term relationships through service offerings - Customer service strategy - service quality, service recovery and service guarantees- CRM in B2B Markets-CRM practices in various industries, Key Account Management		
UNIT V	**CRM tools**	**6 hrs.**
CRM Tools and Technologies – Application of ZOHO CRM for Sales Force Automation, Customer Service and Support, Marketing Campaign Management, Data warehousing & data mining - e-CRM Solutions - Components of e CRM Solution- social media and CRM		

REFERENCES	1. Managing Customer Relationships Using Customer Care Techniques- Strategy Development of an International Enterprise, 1e, by Anna Brzozowska, Stanisław Brzeziński, Arnold Pabian, Barbara Pabian, (2024), Routledge, Taylor & Francis Group. 2. Customer Relationship Management (CRM) for Medium and Small Enterprises- How to Find the Right Solution for Effectively Connecting with Your Customers, 1e, by Antonio Specchia, (2022), Routledge, Taylor & Francis Group. 3. Customer Relationship Management- A Global Perspective, by Gerhard Raab, Riad A. Ajami, G. Jason Goddard, (2024), Routledge, Taylor & Francis Group. 4. Customer Relationship Management: A Global Approach, Paperback, 1e, by Samit Chakravorti, (2023), SAGE Publications
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case study. **Assessment:** Assignments, Case Study, Mid-term examination and Final examination.
ONLINE CONTENT	1.https://iimbx.iimb.ac.in/catalog/customer-relationship-management/ 2.https://onlinecourses.nptel.ac.in/noc22_mg93/preview

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3S01	**Supply Chain Planning**	**Elective**	**2**	**1**	**0**	**3**
Course Description	The course helps learners understand how demand, supply, capacity, inventory and coordination decisions are planned across the supply chain. It provides practical insights into product planning, demand forecasting, aggregate planning, coordination mechanisms and safety inventory decisions using simple managerial tools, case discussions and Excel-based analysis.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Describe product planning as the core of supply chain management	K3
CO2	Relate demand forecasting and forecast accuracy to supply chain planning decisions	K3
CO3	Analyze aggregate planning strategies and their impact on cost, capacity and service levels	K4
CO4	Analyze the role of managerial levers in supply chain planning	K4
CO5	Evaluate the role of inventory and service levels in supply chain planning	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	3	-	3	3	-
CO2	2	3	-	3	-	3	3	-
CO3	2	3	-	3	-	3	3	-
CO4	2	3	-	3	-	3	3	-
CO5	2	3	-	3	-	3	3	-

1- Low; 2- Medium; 3-Strong

Syllabus	26MB3S01	Supply Chain Planning	
UNIT I	**Product planning**		**6 hrs.**
New product development process – Product innovation – Testing of viable product ideas using appropriate assessment techniques – Evaluation of opportunities and threats for the launch of new product – Launch of the new product – Product life cycle and its implications for demand and supply planning.			
UNIT II	**Demand Planning**		**6 hrs.**
The role of forecasting – Characteristics of forecasts – Components of a forecast and forecasting methods – Basic approach to demand forecasting – Time-series forecasting method – Measures of forecast error – Selecting the best smoothing constant – The role of IT in the forecast– Basic Excel-based forecasting and interpretation of forecast error.			
UNIT III	**Aggregate Planning in a Supply Chain**		**6 hrs.**
The role of aggregate planning in a supply chain – The aggregate planning problem – aggregate planning strategies – Aggregate planning techniques – The role of IT in aggregate planning – Simple Excel-based aggregate planning scenario.			
UNIT IV	**Supply chain planning and coordination**		**6 hrs.**
Lack of supply chain coordination and the Bullwhip effect – The effect on the performance of lack of coordination – Obstacles to coordination in a supply chain – Managerial levers to achieve coordination – Continuous Replenishment and Vendor-Managed Inventories – Collaborative Planning, Forecasting, and Replenishment– Overview of Sales and Operations Planning as a coordination mechanism.			
UNIT V	**Role of inventory in supply chain planning**		**6 hrs.**
Safety inventory and service level - Factors affecting the level of safety inventory – Determining the appropriate level of safety inventory – Impact of supply uncertainty on safety inventory – Impact of replenishment policies on safety inventory – The role of IT in inventory management			

REFERENCES	1. Matching Supply with Demand: An Introduction to Operations Management, 5th Edition by Gerard Cachon and Christian Terwiesch, 2024 2. Supply Chain Management: Strategy, Planning, and Operation, by Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi, 7th Revised Edition Pearson, 2024. 3. Logistics & Supply Chain Management by K Shridhara Bhat, Himalaya Publishing House , 2022
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities, Case Studies, and simple planning exercises. **Assessment:** Presentations, Quiz, Assignments, Mid-term evaluation, End Semester Exams and Excel-based planning exercises.
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES, etc.)	https://onlinecourses.swayam2.ac.in/ugc19_hs51/preview https://www.upgrad.com/management-program/supply-chain- management/
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3S02	**Strategic Procurement**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course provides students with an understanding of procurement as a strategic function in supply chain management. Students will learn how to manage purchasing processes, evaluate suppliers, negotiate effectively, manage contracts, reduce costs, assess supplier risks and measure supplier performance. The course blends concepts, case studies and simple decision tools to prepare students for procurement, sourcing, vendor management and supply chain roles.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the evolution of purchasing and its strategic role in supply chain management	K2
CO2	Articulate purchasing processes, policies, procedures and e-procurement practices from a supply chain perspective	K3
CO3	Construct purchasing as a strategic activity by selecting the right suppliers, negotiating, and managing contracts	K3
CO4	Illustrate various tools and analyze techniques used for cost reduction and strategic cost management	K4
CO5	Analyze supplier quality, supplier risk and supplier performance metrics	K4

Mapping Course Outcomes with Program Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	-	3	-	2	2	-
CO2	2	2	-	2	2	2	3	-
CO3	3	3	-	3	2	2	2	-
CO4	3	3	-	2	2	2	3	-
CO5	3	3	-	1	2	2	2	-

1– Low 2– Medium 3- Strong

Syllabus	26MB3S02	Strategic Procurement
UNIT I	**Introduction to Strategic Procurement**	**6 hrs.**
Purchasing and Supply Management. – Evolution - Importance of Purchasing - Supply Chains and value chains - Supply Chain Umbrella - Enablers of Purchase and SCM– Strategic role of procurement in cost, quality, delivery, innovation and risk management.		
UNIT II	**Supply Strategy and Organization**	**6 hrs.**
Purchasing Process - objectives, responsibilities, E-procurement, Measure of supplier performance; Policy and Procedure – Purchasing Integration for competitive advantage - Purchasing and supply chain organization – Centralized and decentralized purchasing – Procurement ethics and compliance.		
UNIT III	**Strategic Sourcing**	**6 hrs.**
Supplier Evaluation and selection - Selection Process, key Criteria; Negotiation - Framework, Planning, Concessions, tactics; Contract Management - Types, Non-traditional contracts, Settling disputes – Basic supplier selection using weighted scoring or AHP.		
UNIT IV	**Strategic Cost Management**	**6 hrs.**
Strategic Cost Management - structured approaches to cost reduction, Price analysis, Cost Analysis Techniques, Collaborative approaches to cost management - Purchasing and Supply Chain Analytics: Tools and Techniques - Project Management, Learning Curve, Quantity Discount Analysis, Process mapping, Good Practices		
UNIT V	**Quality and Performance Metrics**	**6 hrs.**
Supplier Quality Management - Factors affecting purchasing role, Total quality Perspectives, Pursuing Six Sigma in Supplier Quality - Supplier Management and Development - Performance measurement and evaluation- Measurement categories, Performance measurement and evaluation system, Comparison and benchmarking – Supplier scorecards and supplier risk matrix.		

REFERENCES	1. Monczka R, Handfield, Giunipero, Patterson – Purchasing & Supply Chain Management Thomson 6th edition, Cengage 2. Purchasing and Supply Chain Management, 2020 by Jr. Benton, W. C. 4th Edition 3. Purchasing and Supply Chain Management 2012 by Dr Brian Farrington, Dr Kenneth Lysons 8Ed 4. Purchasing And Supply Management by Anna E. Flynn P. Fraser Johnson 15th Ed 2019 5. Purchasing and Supply Chain Management, 2018 by Arjan van Weele 7th Ed
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and case studies, negotiation role plays, supplier evaluation exercises, and simple Excel-based supplier scorecards. **Assessment:** Report, Field-based assignment, Presentation, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES, ETC.)	https://www.mooc-list.com/course/supply-chain-sourcing-coursera https://onlinecourses.nptel.ac.in/noc24_mg57/preview
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3S03	**Total Quality Management & Lean Six Sigma**	**Elective**	**2**	**1**	**0**	**3**
Course Description	Students will understand how organizations improve quality, reduce waste, minimize variation and enhance customer satisfaction through Total Quality Management, Lean practices and Six Sigma methods. The course focuses on practical quality tools, process improvement, problem-solving, DMAIC project thinking, root cause analysis and performance improvement in manufacturing and service organizations.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the contributions of quality gurus and principles of quality management	K3
CO2	Explain the significance of continuous improvement	K3
CO3	Examine Lean and Six Sigma initiatives, Define phase	K3
CO4	Evaluate Lean tools applied during the Measure and Analyze phases for identifying root causes and performance gaps	K4
CO5	Assess Lean tools used in the Improve and Control phases to drive and sustain process improvements	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	2	3	2	3
CO2	3	3	3	2	2	3	2	3
CO3	3	3	3	2	3	3	2	3
CO4	2	3	3	2	3	3	2	3
CO5	2	3	3	2	3	3	2	3
Average	3	3	3	2	3	3	2	3

1-Low 2- Medium 3-Strong

Syllabus	26MB3S03	Total Quality Management & Lean Six Sigma
UNIT I	**Introduction to Quality Management**	**6 hrs.**
Quality Definition - Dimensions of Quality - Quality Gurus - TQM - Deming Philosophy - Quality Council - Quality Statements - Customer Perception of Quality - Team work - Recognition and Reward		
UNIT II	**Continuous improvement and QMS**	**6 hrs.**
Juran Trilogy - Improvement strategies - PDSA - Kaizen - Supplier partnership - Cost of Quality - Quality awards - Benchmarking - Quality Management Systems - ISO Certifications - ISO 9000 and 14000 series - Basic and New QC tools – Pareto chart, cause-and-effect diagram, check sheet, flow chart, histogram, scatter diagram and control chart interpretation.		
UNIT III	**Lean Six Sigma, DMAIC - Define phase**	**6 hrs.**
Six Sigma - Lean concepts - **Principles of Lean and Six Sigma** - Six Sigma Team - DMAIC and DMADV - Lean Six Sigma Projects - Project Identification and selection - Voice of the Customer – Critical to Quality requirements - Project Charter - Cost-Benefit Analysis - Project tracking		
UNIT IV	**Measure and Analyze Phase**	**6 hrs.**
Process Analysis - Value Stream Mapping - Data Collection - Measurement Systems - Basic Statistics for managers – Process performance measures – Process Capability - Exploratory Data Analysis – Interpretation of variation and process data – FMEA – Risk analysis and mitigation – Root cause analysis using 5 Why and fishbone diagram.		
UNIT V	**Improve and Control Phase**	**6 hrs.**
Brainstorming - Design of Experiments - Root Cause Analysis - Lean Tools - 5S, Kaizen, Kanban, TPM; SPC - Project closure and review – Sustaining improvements.		

REFERENCES	1. Total Quality Management by Mukherjee PN, PHI Learning 2024, 2Ed 2. TQM, PHI Learning, Delhi, 1st edition, 2019. 3. Total Quality Management, 5th Edition by Dale H. Besterfield, Rashmi Urdhwareshe, Hemant Urdhwareshe, Glen H. Besterfield, Mary Besterfield-Sacre and Carol Besterfield-Michna ISBN 9789353066314 4. Michael L. George - Lean Six Sigma: Combining Six SIGMA Quality with Lean Production Speed 5. T. M. Kubiak & Donald W. Benbow - The Certified Six Sigma Green Belt Handbook 6. James P. Womack & Daniel T. Jones - Lean Thinking
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities, Case Studies **Assessment:** Presentations, Quiz, Assignments, Mid-term evaluation,End Semester Exams etc.
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES, etc.)	https://onlinecourses.nptel.ac.in/noc20_mg34/preview https://onlinecourses.swayam2.ac.in/nou20_cs12/preview https://www.classcentral.com/course/swayam-total-quality-management- i-17825 https://www.careers360.com/university/indian-institute-of-technology- Kanpur https://swayam.gov.in/nc_details/IIMB https://onlinecourses.nptel.ac.in/noc20_mg19/preview https://www.classcentral.com/course/swayam-six-sigma-7967 https://www.coursera.org/courses?query=lean%20six%20sigma https://imibh.edu.in/lean_six_sigma_green_belt_training_programme
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3S04	**Service Operations Management**	**Elective**	**2**	**1**	**0**	**3**
Course Description	Students will understand how service organizations design, deliver, measure and improve customer experiences through people, processes, technology and facilities. The course focuses on service design, service quality, capacity and demand management, service productivity, customer satisfaction, service recovery and the use of simple analytical tools to improve reliability and customer experience.					
CO Number	**Course Outcome (CO) Statement**				**Bloom's Taxonomy Knowledge Levels**	
CO1	Apply customer expectations to service design and delivery requirements				K3	
CO2	Develop service process improvements to enhance customer satisfaction and service reliability				K3	
CO3	Illustrate the role of service providers, front office, back office and technology in service delivery				K3	
CO4	Analyze value additions, productivity, cost, time and quality issues in service operations				K4	
CO5	Evaluate customer satisfaction, service recovery and customer retention practices				K4	

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	3	-	2	3	3	2	-
CO2	2	3	-	2	3	3	-	-
CO3	2	3	-	-	3	3	3	-
CO4	2	2	-	-	3	3	3	-
CO5	2	-	-	-	3	3	3	-
Average	2	3	-	2	3	3	3	-

1- Low 2- Medium 3-Strong

Syllabus	26MB3S04	Service Operations Management	
UNIT I	**Moment of Truth - Pricing – Reliability**		**6 hrs.**
Services - Indian economy - 7 ways of grouping services; 7Ps, Service triangle; Service encounter - service provider at customer's premises - moment of truth; Bull fighting metaphor; Service delivery - theatre metaphor; Flower of service; Dynamic pricing and pricing based on demand - suitability - Reliability and productivity of services			
UNIT II	**Design - Costs – Innovation**		**6 hrs.**
Technology - Location - layout - service blue printing; Embedding order winners into the service and delivering added value; Cost benefit analysis; Cost of service quality- continuous innovation and improvement of process; Sustainability in service - Emissions - ISO 14001			
UNIT III	**Service Delivery - Time - Analytics & E Services**		**6 hrs.**
Capacity and demand management; Time and cost; Change - organizational readiness for change; Example of best practices - linking performance to customer needs; Forecasting demand; Service breakeven; Turnaround time (TAT); – Waiting line and queue management concepts – Simple Excel-based capacity and waiting-time analysis – Managing service projects & e-services			
UNIT IV	**Leadership - People - IT in Service Operations**		**6 hrs.**
Leading the services with vision; Educating each other and customer; Developing competencies - mirror effect - front and back office - number of service providers required - becoming customer advisor - teams - motivation - analogy to eyes and ears - types of service employees; IT in services – ERP, CRM and digital service platforms.			
UNIT V	**Customer - Recovery – SERVQUAL**		**6 hrs.**
Types of customers - Why customers defect? Leaking bucket theory; Measuring customer satisfaction - CRM software in services - recovery strategies and techniques; Giving best customer experience - customer life time value; Feedback- SERVQUAL			

REFERENCES	1. Service Management: Operations, Strategy, Information Technology, 10th Edition. ISBN13: 9781264098354 By Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons, 2023 2. Successful Service Operations Management: Richard D. Metters ISBN: 9788131517734 2nd Edition, 2012 3. Cengiz Hak Sever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education -Second Edition. 4. Services marketing: people technology strategy, 8th Ed 2017 by Wirtz Jochen (author), Lovelock Christopher (author), Chatterjee Jayanta 5. C. Bhattacharjee: Services Marketing Management: Excel Publications,1st edition, 2006. 6. Service Operations Management: Improving Service Delivery, 4th Ed by Pearson 2017 by Johnston Robert Clark Graham, Shulver Michael. 7. Management of Service Operations, 2004 by Nevan Wright, Peter Race 2E. 8. Services Marketing: Integrating Customer Focus Across the Firm 7th Edition 2018 by Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit
PEDAGOGY AND ASSESSMENT	Pedagogy: Lectures, case discussions, service encounter role plays, service blueprinting exercises, customer journey mapping, simple Excel-based calculations and service recovery case analysis. Assessment: LMS quizzes, case presentations, assignments, mid-term examination, end-semester examination and one applied service operations assignment.
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES,etc.)	https://www.classcentral.com/course/swayam-managing-services-3969 https://amityonline.com/professional-certificate-in-service-operations-management
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3B01	**Business Analytics and AI**	**Elective**	**1**	**1**	**1**	**3**
Course Description	In today's competitive business environment, leveraging data to drive strategic decisions and optimize performance is more crucial than ever. The "Business Analytics (BA)" course provides a comprehensive introduction to the techniques and tools used to analyze business data, uncover insights, and support data-driven decision-making. This course equips students with the skills to transform data into actionable strategies that enhance business operations and drive growth.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain basic concepts of Business analytics	**K3**
CO2	Apply descriptive analytic techniques	**K3**
CO3	Analyze the different predictive analytical techniques	**K4**
CO4	Estimate the outcomes using prescriptive analytical techniques	**K4**
CO5	Evaluate the applications of Artificial Intelligence and Generative AI techniques in business analytics and decision-making.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO3	3	3	2	3		2		
CO4	3	3	2	3		2		
CO5	3	3	3	2		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	Business Analytics and AI	
UNIT 1	**Introduction**	**6 hrs.**
Business Analytics – Terminologies –Types of Analytics - Process – Importance - Relationship with Organizational Decision Making - Analytics in Decision Making - BA for Competitive Advantage.		
UNIT II	**Descriptive Analytics**	**6 hrs.**
Introduction to Descriptive Analytics – Visualizing, and Exploring Data - Descriptive Statistics – Sampling and Estimation - Probability Distribution for Descriptive Analytics – Application of Descriptive Analytics		
UNIT III	**Predictive Analytics**	**6 hrs.**
Introduction to Predictive analytics - Logic and Data-Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics - Application of Predictive analytics – Linear Regression - Multiple linear Regression – Logistic Regression – Classification Analysis		
UNIT IV	**Prescriptive Analytics**	**6 hrs.**
Introduction to Prescriptive Analytics - Prescriptive Modeling - Non-Linear Optimization – Demonstrating Business Performance Improvement – Case studies to understand BA in Industry		
UNIT V	**AI and Business Analytics**	**6hrs**
Introduction to Artificial Intelligence - Machine Learning Concepts & Techniques - Business Applications of AI - Generative AI, Large language Models(LLM), Prompt Engineering and AI tools - Ethical AI and future trends.		

REFERENCES	1. Albright, S. C., & Winston, W. L. (2022). Business analytics: Data analysis & decision making. (7thed.). India: Cengage Learning. 2. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams "Business Analytics" – Cengage – 4th Edition – 2024 3. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How", Pearson Ed, 2014 4. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012. 5. Doug Rose, "Artificial Intelligence for Business" (Pearson Business Analytics Series), 2nd Edition
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Problem Analysis, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	One of the online courses from Swayam / NPTEL is available during the semester.
Prepared by:	Dr S. Thirupparkadal Nambi
Approved by:	Dr. K B Sridevi

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3B02	**DBMS and Data Warehouse**	**Elective**	**1**	**1**	**1**	**3**
Course Description	In an era where data drives decision-making, mastering both Database Management Systems (DBMS), structured query language (SQL) and Data Warehousing is essential for managing, analyzing, and leveraging large volumes of information. This course offers a deep dive into the principles, technologies, and best practices for designing and managing relational databases, querying and implementing data warehousing solutions.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Describe the basic concepts of database management systems	**K2**
CO2	Explain the relational database models with their constraints and schemas	**K2**
CO3	Prepare and apply appropriate data modelling techniques	**K3**
CO4	Connect to the database for information dissemination using SQL	**K4**
CO5	Relate to the data warehouse architecture	**K3**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO 3	3	3	2	3		2		
CO4	3	2	1	2		3		
CO5	3	3	2	3		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	DBMS and Data Warehouse	
UNIT 1	**DATABASE MANAGEMENT SYSTEMS**	**6 hrs.**
Introduction to Data and Databases - DBMS - Definition with examples- History Of DBMS - Characteristics of a Database approach- Actors in a database environment- Advantages of using a DBMS approach – Purpose of DBMS - Introduction to various types of DBMS		
UNIT II	RELATIONAL DATABASE	**6 hrs.**
Introduction - Relational data model – Examples - Relational model concepts: Domain, attributes, Tuples and relations- Characteristics of Relations - Relational model constraints and relational database schemas - Integrity, Referential Integrity and Foreign keys - Update operations and dealing with constraint violation		
UNIT III	**DATA MODELLING**	**6 hrs.**
Data modelling using the entity relationship model - Entity types, Entity sets, attributes - keys Single-valued properties - identifying properties - Composite properties - Multi-valued properties Relationship types - Identifying relationships - Recursive relationships - Super types and subtypes.		
UNIT IV	**STRUCTURED QUERY LANGUAGE (SQL)**	**6 hrs.**
Introduction to SQL - SQL vs NoSQL - SQL components: - Data Definition Language (DDL) - Data Manipulation Language (DML)- Data Query Language (DQL) - Functions and Grouping - Joins and Set Operations - Data Control Language (DCL)		
UNIT V	**DATA WAREHOUSING**	**6 hrs.**
Introduction, Definitions and Terminology - Data warehouses – Characteristics and goals - Different approaches to build data warehouses - Data warehousing fundamentals - Dimension tables and fact tables – Schemas – Star Schema, Snow flake Schema, Fact constellation- Data warehouse architecture.		

REFERENCES	1. George M. Marakas, Modern Data Warehousing, Mining, and Visualization: Core Concepts, Prentice Hall, 1st edition 2. Alex Berson, Stephen J. Smith, Data Warehousing, Data Mining, and OLAP (Data Warehousing/Data Management), McGraw-Hill 3. Michael J. Corey, Michael Abbey, Ben Taub, Ian Abramson Oracle 8i Data Warehousing McGraw-Hill Osborne Media, 2nd edition 4. Alan Beaulieu, Learning SQL, Third Edition, O'Reilly Media, Inc.
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Problem Analysis, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	1. One of the online courses from Swayam / NPTEL is available during the semester. 2. W3Schools and Geeks for Geeks SQL tutorials
Prepared by:	Dr S. Thirupparkadal Nambi
Approved by:	Dr. K B Sridevi

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3B03	**Data Mining and Business Intelligence**	**Elective**	**1**	**1**	**1**	**3**
Course Description	In the modern data-driven world, the ability to extract actionable insights from vast amounts of data and make informed business decisions is crucial. The "Data Mining and Business Intelligence (BI)" course provides a comprehensive exploration of data mining techniques and business intelligence strategies, empowering students to uncover hidden patterns and leverage data to drive business success.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Apply the basic concepts of data mining	**K3**
CO2	Explain the data mining process	**K3**
CO3	Choose and apply appropriate data mining tools, methods and techniques	**K3**
CO4	Analyse the different activities involved in business intelligence	**K4**
CO5	Appraise through business intelligence to support data-driven decisions	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO 3	3	3	2	3		2		
CO4	3	3	2	3		2		
CO5	3	3	2	3		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	Data Mining and Business Intelligence (BI)	
UNIT 1	**INTRODUCTION**	**6 hrs.**
Data mining – Need and Importance - Types of data mining - Text mining - Web mining - Spatial mining - Process mining - Private and Public intelligence - Filtering Techniques in Data Mining - Strategic assessment of implementing – Myths about Data Mining - Challenges		
UNIT II	**DATA MINING PROCESS**	**6 hrs.**
Data mining process - KDD, CRISP-DM, SEMMA and Domain - Specific, Classification and Prediction performance measures - RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC – Validation Techniques - LOOCV, random subsampling, and bootstrapping		
UNIT III	**DATA MINING TOOLS, METHODS AND TECHNIQUES**	**6 hrs.**
Regression and correlation - Classification- Decision trees - Clustering techniques – Hierarchical and non-hierarchical – Neural networks - Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimisation – Outputs and interpretation		
UNIT IV	**BUSINESS INTELLIGENCE**	**6 hrs.**
Introduction to Business Intelligence - Processes and activities within Business Intelligence - Data Mining, Reporting, Performance Metrics and Benchmarking, Descriptive Analytics, Querying, Statistical Analysis, Data Visualisation, Visual Analysis, Data Preparation		
UNIT V	**BUSINESS APPLICATIONS OF BI**	**6 hrs.**
Business Applications of BI - the core benefits of BI – Importance of BI – BI and data-driven decisions – Decision types – BI Skills - Cycle of Business Intelligence - Traditional BI and Modern BI - Ethics in Business Intelligence - Case Studies		

REFERENCES	1. Data Mining: Concepts and Techniques 2022 by Jiawei Han, Micheline Kamber, Jian Pei, 4th Ed 2. Data Mining for Business Analytics, Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl, Jr., Wiley, 6th Ed., 2019 3. Business Intelligence: An Essential Beginner's Guide to BI, Big Data, Artificial Intelligence, Cyber Security, Machine Learning, Data Science, Data Analytics, Social Media and Internet Marketing Richard Hurley IBM 2020. 4. Business Intelligence and Analytics Ramesh Sharda Dursun Delen Efraim Turban 10th Edition Pearson 2018.
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Assignment, Practical work, Mid-term evaluation, End-of-Semester Exams
ONLINE CONTENT	One of the Swayam/ online courses is available during the semester.

Prepared by:	Dr. Sridevi. K. B
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB3B04	**Data Visualisation for Business**	**Elective**	**1**	**1**	**1**	**3**
Course Description	In an era where data is a pivotal asset for decision-making, the ability to visualise and interpret data effectively is crucial for business success. The "Data Visualisation for Business" course equips students with the skills to transform complex data into clear, actionable insights through advanced visualisation techniques. This course emphasises the creation and utilisation of visual tools to enhance business analysis, communicate findings, and drive strategic decisions.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Apply the basic concepts of data visualisation	**K3**
CO2	Explain the graphic components for data visualisation	**K3**
CO3	Examine and apply visualisation techniques for numerical data	**K3**
CO4	Analyse through different visualisation techniques for non- numerical data	**K4**
CO5	Convince through business data storytelling.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO 3	3	3	2	3		2		
CO4	3	3	2	3		2		
CO5	3	3	2	3		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	Data Visualisation for Business	
UNIT 1	**Introduction**	**6 hrs.**
Introduction to data visualisation – Importance of Data visualisation – Advantages - Skills needed for Data visualisation - A brief history of data visualisation – Elements and components of Data visualisation – Data storytelling – Visual analytics and 7 step process		
UNIT II	**Graphic Components for Data Visualisation**	**6 hrs.**
Graphic communication - Introduction to the Grammar of Graphics - Grammar of Graphics Semantics: Space, Time, Uncertainty, Analysis, Control, and Automation - Principles in data visualisation - Marks and Channels- Colour models - Exploratory Data Analysis (EDA)		
UNIT III	**Visualisation of Numerical Data**	**6 hrs.**
Introduction to numerical data - assigning data to appropriate chart elements – Application of glyphs, parallel coordinates, Stacked Graphs and stream graphs - Implementing principles of design - Tufte's Design Rules –Principles of color		
UNIT IV	**Visualisation of Non-Numerical Data**	**6 hrs.**
Introduction to non-numerical data – Depicting relationships between data items - Graphs and Networks -Embedding Planar Graphs - Graph Visualisation - Tree Maps - Principal Component Analysis - Multidimensional Scaling - Packing		
UNIT V	**Data Storytelling**	**6 hrs.**
Case studies using Datasets – Understanding the possible mistakes, biases, systematic errors and unexpected problems in Data visualisation – Techniques to detect and avoid such challenges – Interpreting data driven findings – Developing relevant storyboards		

REFERENCES	1. Data Visualisation: Storytelling using Data by Sharada Sringeswara, Purvi Tiwari, U. Dinesh Kumar, Wiley,2022 2. Better Data Visualisations – A Guide for Scholars, Researchers, and Wonks, Jonathan Schwabish, Columbia University Press, 2021. 3. The Power of Data Storytelling, Sejal Vora, 1st Edition, Sage Publication India Pvt. Ltd., 2019 4. The Big Book of Dashboards, Steve Wexler, Jeffrey Shaffer, and Andy Cotgreave, Wiley, 2017.
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Assignment, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	One of the Swayam/ online courses is available during the semester.

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. A G V Narayanan

IV – Semester

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4C01	**Strategic Management**	**Core**	**3**	**0**	**0**	**3**
Course Description	The course aims to help the students understand and apply the major components of the strategic management process, such as defining the mission, vision, and major goals of the organization, analyzing the external and internal environments of the organization, choosing a business model and strategies that align an organization's strengths and weaknesses with external environmental opportunities and threats, and adopting organizational structures and control systems to implement the organization's chosen strategies.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO 1	Recall the concept of strategy and its importance in business contexts.	K1
CO 2	Explain the factors influencing business environments and their impact on strategy formulation.	K2, K3
CO 3	Utilize strategic management frameworks to analyze business situations and propose suitable strategies.	K4
CO 4	Evaluate strategy performance using appropriate tools and suggest improvements for enhanced effectiveness.	K5
CO 5	Assess the impact of global economic trends on national business strategies.	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	-	2	3	2	2	-	3	2
CO2	3	-	2	3	2	2	-	2	2
CO3	3	2	2	3	2	2	-	2	2
CO4	3	2	2	2	2	2	-	2	2
CO5	3	2	2	3	3	2	-	3	2
Average	3	2	2	3	2	2	-	2	2

1- Low 2- Medium 3- Strong

Syllabus	Strategic Management	
UNIT I	**Introduction to Strategic Management**	**6 hrs.**
Definition, scope, and importance of strategic management- Levels of strategy: Corporate, Business, and Functional- Vision, Mission, and Organizational Purpose- Strategic planning process- Factors shaping strategy: Internal and External.		
UNIT II	**Environmental Analysis and Competitive Advantage**	**6 hrs.**
Components of the external environment (PESTEL)- Internal analysis: Resources, capabilities, and core competencies- SWOT analysis and value chain- Competitive advantage and industry evolution- Porter's Five Forces Model.		
UNIT III	**Strategic Formulation Tools**	**6 hrs.**
Strategy formulation at various levels- Porter's Generic Strategies: Cost Leadership, Differentiation, Focus- Corporate growth strategies: Mergers, Acquisitions, and Alliances- Analytical tools: BCG Matrix, GE-McKinsey Matrix, Ansoff Matrix.		
UNIT IV	**Strategic Implementation & Evaluation**	**6 hrs.**
Aligning strategy with organizational structure and culture- Strategy implementation mechanisms: Incentives and Controls- Governance, Ethics, and Corporate Social Responsibility- Strategy evaluation techniques: Balanced Scorecard, McKinsey 7S Model.		
UNIT V	**Strategic Perspectives in Global Context**	**6 hrs.**
International strategy and Porter's Diamond Model- Competitive advantage of nations- Strategic challenges in SMEs and Not-for-Profit Organizations- Sustainable and responsible business strategies in global markets.		

REFERENCES	1. Fred R David, Forest R. David and Meredith E. David, Strategic Management: A Competitive Advantage, Concept and Cases, 18th edition, 2023, Pearson India Education Services Pvt. Ltd., Chennai. 2. Charles W L Hill, Melissa A Schilling and Gareth R Jones, "Strategic Management: An Integrated Approach, Theory & Cases", 13th Edition, 2020, Cengage Learning India Private Ltd., New Delhi. 3. Gregory G Dess, Gerry McNamara, Alan B Eisner and Seung-Hyun (Sean) Lee, "Strategic Management: Text & Cases", 9th Edition, 2021, McGraw Hill Education (India) Private Ltd., Chennai. 4. John A Pearce II, Richard B Robinson Jr. and Amita Mital, "Strategic Management: Planning for Domestic and Global Competition", 14th Edition (SIE), 2018, McGraw Hill Education (India) Private Ltd., Chennai.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Articles, and Case Studies discussion. **Assessment:** Mid-term Test, Assignment, Case Assignment, Presentation, etc.
ONLINE-CONTENTS	1. Companion Website of the Recommended Book: www.cengagebrain.com 2.IIMBX MOOC on Strategic Management: https://iimbx.iimb.ac.in/strategic-management/ 3.NPTEL Course on Strategic Management for Competitive Advantage: https://nptel.ac.in/courses/110105161
Prepared By	Dr. B Arul Senthil
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4C02	**Sustainable Business Management**	**Core**	**3**	**0**	**0**	**3**
Course Description	The course on Sustainable Business Management is designed to equip students with the knowledge and skills necessary to integrate sustainable practices into business operations. Students will learn to navigate the complexities of sustainable finance, green technology, and circular economy models. The curriculum emphasizes real-world application, preparing graduates to lead the charge in transforming businesses into sustainable entities that contribute positively to society and the environment.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Relate to the basic concepts of sustainability.	**K2**
CO2	Apply the principles of Environmental Impact Assessment (EIA) and analyze and assess risks posed to the environment.	**K3**
CO3	Interpret social sustainability practices and apply circular economy principles.	**K3**
CO4	Evaluate value-driven sustainability opportunities, global sustainability strategies, ESG performance, and ESG reporting requirements, with a focus on SMEs.	**K5**
CO5	Understand and evaluate Energy Management practices and Government of India's initiatives towards sustainability.	**K5**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	2	2	3	-	-	3
CO2	3	3	3	-	-	-	2	3
CO3	3	-	3	-	3	2	-	3
CO4	3	3	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3
Average	**3**	**3**	**3**	**3**	**3**	**2**	**2**	**3**

1- Low 2- Medium 3- Strong

Syllabus	Sustainable Business Management	
UNIT 1	**Sustainability – The New Norm**	**6 hrs.**
Definition and Scope of Sustainability in Business-Triple Bottom Line: People, Planet, Profit, Historical evolution of sustainable business practices**;** Sustainable Development Goals (SDGs)-Overview of the 17 SDGs; ESG- The Key Drivers of Sustainability-Regulatory Frameworks-Corporate social responsibility (CSR).		
UNIT II	**Environmental Sustainability and Management**	**6 hrs.**
Environmental Impact Assessment (EIA)-Principles and methodologies- EIA process and case studies; Climate Change and Business Responses- Carbon footprint and greenhouse gas (GHG) emissions-Calculations-Carbon reduction measures-CDM-EMS 14001- Climate risk assessment and management; Resource Efficiency and Waste Management- Water and energy efficiency reduction and recycling; Renewable Energy and Sustainable Technologies-Solar, wind, and bioenergy-Sustainable innovation in technology.		
UNIT III	**Social, Economic & Ethical Leadership and Governance**	**6 hrs.**
Social Sustainability- Meaning-Fair Labour Practices and Well-Being- Work-Life Balance- Diversity and Inclusion; Economic Sustainability-Circular Economy- 6 Rs of Circular economy; Community Engagement and Development-Stakeholder engagement- Social impact assessment; Ethical Leadership and Governance-Ethical decision-making- Corporate governance and transparency.		
UNIT IV	**Strategic Sustainable Management & ESG Performance & Reporting**	**6 hrs.**
Strategic Sustainability Management-Integrating sustainability into business strategy- Sustainability for competitive advantage-Identifying opportunities for sustainability to drive business value. Global Sustainability strategies- Challenges and Responses; ESG performance- ESG ratings- Parameters for ESG Measurement- ESG reporting and Compliance.		
UNIT V	**Energy Management & Supporting Initiatives by GOI**	**6 hrs.**
Government Schemes- Eco-labelling- Food resources- Classification of industries based on polluting levels-Functions of PC boards in India- PC boards - National missions; Measuring emissions in each industry - per capita emission - Energy efficiency-BEE-Schemes-PAT scheme-CEA; Indian leadership in tackling CC.		

COURSE TEXT	1. The Sustainable MBA: The Manager's Guide to Green Business by Giselle Weybrecht, Wiley India Pvt Ltd.
REFERENCES	1. Sustainability Management (2018) by Deb Prasanna Choudhury, Zorba Books 2. Sustainable Development Goals & Business Sustainability (2024) by Vishal Verma, Ink of Knowledge Pub. 3. The Sustainable Business Handbook: A Guide to Becoming More Innovative, Resilient and Successful (2022) by Grayson David; Coulter Chris; Lee Mark, Kogan Page Ltd. 4. Sustainable Management: A Complete Guide for Faculty and Students (The Principles for Responsible Management Education Series) 2023 by Petra Molthan-Hill. 5. Dynamics of Sustainable Business Management: Perspectives & Strategies 2020 by Jaynal Ud-Din Ahmed & W.C. Singh Sunildro L.S. Akoijam, L. Shashikumar Sharma, Mittal Pub.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities, and Case Study **Assessment:** Presentations, Quiz, Assignments, Mid-term evaluation, End Semester Exams etc.
ONLINE CONTENT	https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg137 https://onlinecourses.swayam2.ac.in/imb20_mg34/preview https://www.careecareers360.com/courses-certifications/swayam-sustainabledevelopment-courses-brp-org https://onlinecourses.swayam2.ac.in/nou20_ag12/preview https://onlinecourses.swayam2.ac.in/cec19_bt03/preview https://onlinecourses.nptel.ac.in/noc22_de12/preview https://swayam.gov.in/nc_details/IIMB
Prepared by	Prof S Nagarajan
Approved by	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4F01	**Behavioural Finance & Technical Analysis**	**Elective**	**2**	**1**	**0**	**3**
Course Description	The objective of this course is to introduce the role of human behaviour in financial decision-making. It discusses the various biases, Equity Premium Puzzles and arbitrage opportunities. A course designed to understand and incorporate the workings of technical analysis in their decision-making.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO 1	Discover how heuristics and biases influence investor behaviour.	K2
CO 2	Describe the implications of various behavioural traits on individual decision-making within financial economics.	K2
CO 3	Construct various technical tools used for security analysis.	K3
CO 4	Analyse the securities using technical tools.	K4
CO 5	Integrate the behavioural finance concepts into technical analysis.	K6

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	1	2	2	2	1
CO2	3	3	2	1	2	2	2	1
CO3	3	3	2	1	2	2	2	1
CO4	3	3	2	1	2	2	2	1
CO5	3	3	2	1	2	2	2	1
Average	**3**	**3**	**2**	**1**	**2**	**2**	**2**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Behavioural Finance & Technical Analysis	
UNIT I	**Behavioural Finance**	**6 hrs.**
Introduction, meaning, nature - Assumptions of behavioural finance - Building blocks of behavioural finance – Heuristics - Meaning of heuristics and bias–Familiarity and Representativeness – Biases - Cognitive and Emotional- Prospect Theory and Mental Accounting		
UNIT II	**Behavioural Aspects of Investing**	**6 hrs.**
Behavioural Portfolio theory - Psychographic models - Sound Investment Philosophy. Market bubbles – Value Investing – Behavioural Corporate Finance		
UNIT III	**Technical Analysis - I**	**6 hrs.**
Technical Approach to Trading and Investing – Charts - Line, Bar, Candle Stick, Point and Figure Chart – Characteristic Phases of Bull and Bear Trends - Dow Theory – Elliot Wave Theory		
UNIT IV	**Technical Analysis - II**	**6 hrs.**
Reversal Patterns – Reversal and reversal formation – Heads and Shoulders – Triangles – Rectangles – Other reversal phenomena – Gaps – Support and Resistance – Trend lines and Channels		
UNIT V	**Behavioural Finance and Technical Analysis**	**6 hrs.**
Behavioural aspects of technical analysis – Three components of Investment decision – Sentiment, Economics and Price action – Three types of investors – Behavioural finance and trends - Applying behavioural finance to Support and Resistance – Investment process and behavioural models – New horizons-three pillars of modern finance – High probability trades – Alternative trading systems and strategies		

REFERENCES	1. Prasanna Chandra, Behavioural Finance, McGraw-Hill 2. Anke Plagnol & Philip Corr. (2023). Behavioural Economics: The Basics. Routledge; 2nd edition. 3. H. Kent Baker. (2023). Advanced Introduction to Behavioural Finance. Elgar. 4. Michael M. Pompian. (2021). Behavioural Finance and Your Portfolio: A Navigation Guide for Building Wealth (Wiley Finance). Wiley; 1st edition. 5. Mr. Anurag Nagar, Dr. Sadhna Bagchi, & Dr. Mohammed Sh. (2021). Behavioural Finance. Redshine Publication.
PEDAGOGY AND ASSESSMENT	Pedagogy: Lectures, Discussions and Case Study. Assessment: Report, Presentation, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENTS	https://onlinecourses.nptel.ac.in/noc20_mg33/preview
Prepared By	Prof S Nagarajan
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB4F02	**Commercial Bank Management**	**Elective**	**3**	**0**	**0**	**3**

Course Description	This course aims to describe the banking structure in India with insights into various categories of banks.	
CO #	**Course Outcome (CO) Statement**	**Bloom's Taxonomy Knowledge Levels**
CO1	Explain how to manage a bank through its Income Statement and Balance Sheet.	K2
CO2	Illustrate how a bank maintains its profitability through Asset Liability Management	K3
CO3	Differentiate the asset side items of the balance sheet with respect to their role in solvency, liquidity and profitability	K4
CO4	Distinguish between different sources of funds with respect to risk and cost	K5
CO5	Managing fee income and the regulatory framework	K6

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	3	1	3	2	2
CO2	3	1	1	3	1	3	2	2
CO3	3	1	1	3	1	3	2	2
CO4	3	1	1	3	1	3	2	2
CO5	3	1	1	3	1	3	2	2
Average	**3**	**1**	**1**	**3**	**1**	**3**	**2**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Commercial Bank Management	
UNIT - 1	**Managing a Bank through Balance Sheet & Income Statement**	**6 hours**
Bank Balance Sheet – Income Statement – Measures of performance - Measures of risk – YTM – Holding period returns – YTM and Bond Prices – Yield Curve - Role of RBI - Union Budget and interest rates		
UNIT - 2	**Managing Net Interest Margin**	**6 hours**
Asset liability management – NIM – Importance and hedging of NIM – IS Gap management – Duration Gap Management		
UNIT - 3	**Managing Income from the Asset Side of the Balance Sheet**	**6 hours**
Asset side items: Reserve requirements – Investments - HTT and HTM – liquidity and profitability – management strategies - Loans & advances – policies – pricing – practices – management of NPAs.		
UNIT - 4	**Managing Costs of Liability Side of Balance Sheet**	**6 hours**
Liability Side items: Deposit – types – pricing – servicing – Other borrowings – types – pricing – Capital – Importance for risk management – BASIL norms on capital adequacy.		
UNIT - 5	**Other Important Aspects of Bank Management**	**6 hours**
Other sources of income – investment banking – third party products distribution- off-balance sheet items - Regulation – role of RBI – macro-prudential regulation – banking supervision – prompt corrective action – Emerging trends - Digital banking - Neo-banking.		

REFERENCES	1. Bank Management and Financial Services, Peter Rose and Sylvia Hudgins; 8E, McGraw-Hill (2017) 2. Gordon and Natarajan, 'Banking Theory, Law and Practice', Himalaya Publishing House, Mumbai. 3. Shekhar and Shekhar, 'Banking Theory and Practice', Vikas Publishing House Private Limited, New Delhi.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions **Assessment:** Mid-term exams, Quizzes, Assignments, Class Participation, End Semester Exams
ONLINE CONTENTS	https://iimbx.iimb.ac.in/introduction-to-banking-financial-markets/ https://iimbx.iimb.ac.in/banking-financial-intermediation-concepts-risks-capital-regulation
Prepared By	Prof S Nagarajan
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB4F03	**Wealth Management**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course provides an understanding of the key concepts of Personal Financial Planning and the basics of taxation					
CO #	**Course Outcome (CO) Statement**				**Bloom's Taxonomy Knowledge Levels**	
CO1	Apply the concepts of financial planning to individuals				K3	
CO2	Explain the importance of savings and investments.				K2	
CO3	Extend their understanding of risk and insurance planning				K2	
CO4	Summarise the need for retirement and estate planning				K2	
CO5	Illustrate a few important concepts in taxes				K2	

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	1	3	3	1
CO2	3	3	2	3	1	3	3	1
CO3	3	3	2	3	1	3	3	1
CO4	3	3	2	3	1	3	3	1
CO5	3	3	2	3	1	3	3	1
Average	**3**	**3**	**2**	**3**	**1**	**3**	**3**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Wealth Management	
UNIT - 1	**Introduction**	**6 hours**
Personal finance: Financial planning process – Influences on personal Financial Planning – Developing personal financial goals – Achieving financial Goals. Financial statements and budgeting: Personal financial statements – Budgeting – Achieving financial goals.		
UNIT - 2	**Savings & Investment**	**6 hours**
Managing personal finances: Savings plan and payment methods – Consumer credit – Housing decisions and mortgage loans. Investing: Investing fundamentals – Stocks, Bonds, Mutual Funds, Real Estate – portfolios and rebalancing		
UNIT - 3	**Insurance**	**6 hours**
Insurance for risk management: Property and motor vehicle insurance – Health, disability and long-term care insurance – Life insurance – Whole life insurance – Term insurance – Annuities – Unit-Linked Insurance Plans.		
UNIT - 4	**Retirement and Estate Planning**	**6 hours**
Financial Future: Retirement planning - Savings for retirement – factors affecting retirement savings – risks facing retirement corpus – avenues for retirement savings – Estate planning: Meaning – need and importance – wills and probates – execution of wills		
UNIT - 5	**Impact of Taxes on Wealth**	**6 hours**
Direct & Indirect taxes: Tax Year - Residential status. Income: Features - Five heads of income - Income tax slabs - Set off and carry forward of losses Goods and Services Tax: Taxable supply - types - charge - Exemptions		

REFERENCES	1. Financial Planning – Theory and Practice, Sid Mitra, Shailendra Kumar Rai, Anandi P. Sahu, Harry Stam. Jr, Sage 2. Business Taxation by Akhileshwar Pathak, Savan Godiawala 3rd Edition McGraw-Hill Education 2015 3. Personal Financial Planning - Shalu Garg, Sultan Chand & Sons
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Discussions **Assessment**: Mid-term exams, Quizzes, Assignments, Class Participation, End Semester Exams
ONLINE CONTENTS	https://iimbx.iimb.ac.in/introduction-to-investments/
Prepared By	Prof Srikrishna M S
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB4F04	**Insurance & Risk Management**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course will enable the participants to apply risk management principles in real life by explaining the fundamental concepts of risk management and using insurance industry knowledge to manage risks by selecting different types of insurance schemes and products appropriate to a given entity or situation.					

CO #	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Recall key concepts and terminology related to risk management and insurance.	K1
CO2	Explain the different types of insurance policies and their coverage options.	K2
CO3	Apply risk assessment techniques to evaluate potential risks and recommend appropriate insurance coverage.	K3
CO4	Analyse the impact of regulatory and ethical considerations on the insurance industry.	K4
CO5	Test effective strategies for enterprise risk management.	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	3	3	1
CO2	2	2	1	2	1	3	3	1
CO3	2	2	1	2	1	3	3	1
CO4	2	2	1	2	1	3	3	1
CO5	2	2	1	2	1	3	3	1
Average	**2**	**2**	**1**	**2**	**1**	**3**	**3**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Insurance & Risk Management	
UNIT - 1	**Introduction**	**6 hours**
Definition of risk and types of risks – Introduction to risk management – Role of insurance in risk management – Basic principles of insurance – Risk identification and assessment – Measuring and evaluating risk		
UNIT - 2	**Types of Insurance**	**6 hours**
Life insurance: types, benefits and policy structure – Health insurance: coverage, providers and policy details – Property and casualty insurance: home insurance, auto insurance – Liability insurance: personal and professional – Speciality insurance: travel, pet and other niche markets.		
UNIT - 3	**Risk Management Techniques**	**6 hours**
Risk control techniques: loss prevention, loss reduction – Risk financing techniques: risk retention, risk transfer – Enterprise risk management – Strategic risk management.		
UNIT - 4	**Regulatory and Legal Aspects**	**6 hours**
Insurance regulation: purposes and functions – Key regulatory bodies – Legal principles in insurance contracts: indemnity, subrogation, utmost good faith – Claims process and dispute resolution – Ethical issues in insurance		
UNIT - 5	**Applied Risk Management**	**6 hours**
Risk management in business: Strategies and applications – Risk management for individuals: financial planning – Emerging risks: cyber security and climate change – Innovations in the insurance industry: insureTech		

REFERENCES	1. “Principles of Risk Management and Insurance” by George E. Rejda and Michael McNamara 2. “Risk Management & Insurance” by Scott Harrington and Gregory Niehaus
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, End Semester Exams.
ONLINE CONTENTS	https://www.irmi.com/insurance-education/certifications
Prepared by	Prof Srikrishna M S
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture	Tutorial	Practical	Credits
26MB4F05	**Investment Banking**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course aims to enable a better understanding of various regulations in the Merchant Banking Domain.					
CO #	**Course Outcome (CO) Statement**					**Bloom's Taxonomy Knowledge Levels**
CO1	Describe the concept of Merchant Banking					K2
CO2	Explain the General Obligations and Responsibilities of Merchant Bankers in India					K2
CO3	Identify the role of Merchant Bankers in Issue Management					K2
CO4	Research on Mergers, Acquisitions and Takeovers					K2
CO5	Summarise the process of Disinvestment and Buyback of Equity Shares					K2

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	3	1	1
CO2	2	2	1	1	1	3	1	1
CO3	2	2	1	1	1	3	1	1
CO4	2	2	1	1	1	3	1	1
CO5	2	2	1	1	1	3	1	1
Average	**2**	**2**	**1**	**1**	**1**	**3**	**1**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Investment Banking	
UNIT - 1	**Introduction to the Merchant Banking**	**6 hours**
Concept and Evolution of Merchant Banking - Merchant Banking in India - Regulatory Framework for Merchant Bankers in India		
UNIT - 2	**Code of Conduct**	**6 hours**
Registration of Merchant Bankers - Code of Conduct - General Obligations and Responsibilities - Redressal of Investor Grievances and SCORES		
UNIT - 3	**Issue Management**	**6 hours**
Important terms - Initial Public Offer - Obligations Relating to Issues - Pricing - Underwriting - Minimum subscription - Allotment and refund		
UNIT - 4	**Mergers, Acquisitions & Takeovers**	**6 hours**
Difference between Mergers, Acquisitions and Takeovers - Role of Merchant Banker - SEBI Regulations		
UNIT - 5	**Disinvestment, Buyback of Equity Shares**	**6 hours**
Disinvestment - Role of Merchant Banker in Buyback of Equity Shares - Role of Merchant Banker in Delisting of Shares		

REFERENCES	Workbook for NISM-Series-IX: Merchant Banking Certification Examination, 2025
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study. **Assessment:** Report, Presentation, Quiz, Mid-term evaluation, End Semester Exams.
ONLINE CONTENTS	https://www.nism.ac.in/curriculum-merchant-banking/
Prepared By	Prof Srikrishna M S
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4H01	**HR Analytics**	**Elective**	**1**	**1**	**1**	**3**
Course Description	This course gives basic knowledge on the HR metrics and the functional analytics of HR. It focuses on sourcing the data related to various HR functions and importance of analyzing data by applying appropriate statistical tools. It also provides knowledge to use Excel and SPSS applications in diagnosing, predicting and making decisions related to HR activities.					
CO Number	**Course Outcome (CO) Statement**				**Bloom's Taxonomy Knowledge levels**	
CO1	Examine the knowledge on analytical application in HR functions				**K3**	
CO2	Explain the requirement of various analytical tools in HR Analytics				**K3**	
CO3	Appraise the analytical tools to make better recruitment decisions				**K4**	
CO4	Analyse the data for better retention strategies.				**K4**	
CO5	Recommend the required system to collect the data required for HR decisions				**K5**	

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	1	2	-	2	-	-
CO 2	1	2	1	1	-	2	-	-
CO 3	2	2	2	2	2	2	2	-
CO4	2	2	2	2	2	2	2	-
CO5	2	2	2	2	2	1	2	-
Average	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**-**

1- Low 2- Medium 3- Strong

Syllabus	HR Analytics	
UNIT 1	**Introduction**	**6 hrs.**
HR Analytics- Advantages of HR Analytics- Introduction to HR Metrics- IMPACT Cycle- Workforce Planning Analytics- The Need- Key components- Technologies.		
UNIT II	**Talent Sourcing**	**6 hrs.**
Acquisition Analytics- Predictive analysis for selection- Analytics for effective onboarding culture fit.		
UNIT III	**Talent Engagement**	**6 hrs.**
Talent Engagement Analytics- Analytical Performance Management- Retention Analytics- Employee life time value and cost.		
UNIT IV	**Data interpretation and Decisions**	**6 hrs.**
Exercises using Advance Excel- SPSS- Process of report generation- Interpreting and Decision Making.		
UNIT V	**HR Analytical tools**	**6 hrs.**
Tools on Descriptive- Diagnostic- Predictive and Prescriptive Analysis (Practical).		

REFERENCES	1. Jean Paul Isson., Jesse S. Harriott 2016, People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop, and Retain Talent, Wiley Publication. 2. John R.Mattox II, Jac Fitz-Enz 2014, Predictive Analysis for Human Resources,Wiley Publication 3. Soundararajan Ramesh; Singh Kuldeep 2017, Winning on HR Analytics: Leveraging Data for Competitive Advantage, sage Publication
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Problem Analysis, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	https://onlinecourses.nptel.ac.in/noc24_hs126/preview
Prepared by	Dr. B. Arul Senthil
Approved by	Dr. J. J. Savithri

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4H02	**Employment Laws and Industrial Relations**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course offers a basic understanding of industrial relations and employee welfare in the Indian context. It is designed to give an overview of legislative aspects of EL & IR					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Apply the concepts of industrial relations, industrial disputes, and employee welfare measures to workplace situations.	K3
CO2	Apply grievance handling procedures, disciplinary measures, collective bargaining practices, and the role of trade unions and ILO in industrial relations.	K3
CO3	Apply the provisions of major protective labour legislations to ensure compliance in employment and workplace practices.	K3
CO4	Analyze the provisions and implications of regulative labour legislations in managing industrial relations and resolving industrial disputes.	K4
CO5	**Analyse** the role and implications of social security legislations in safeguarding employee welfare and benefits in the workplace.	K4

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	1	2	2	2	-	-	-	-
CO 2	2	2	2	2	-	-	-	-
CO 3	2	2	-	2	-	-	-	-
CO 4	2	2	2	2	2	-	-	-
CO 5	2	2	3	2	2	-	-	2
Average	**2**	**2**	**2**	**2**	**2**	**-**	**-**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Employment Laws and Industrial Relations	
UNIT 1	**Introduction**	**6 hrs.**
Industrial Relations- Approaches to IR- Industrial Disputes -Employee Welfare- Objectives; statutory measures, non-statutory measures.		
UNIT II	**ILO, Grievances and Discipline**	**6 hrs.**
Role of ILO –Trade Unions - Employee Grievances handling - Procedures - Discipline - Disciplinary actions collective bargaining.		
UNIT III	**Labour Codes – Protective Legislations**	**6 hrs.**
The Minimum Wages Act, 1948 - Payment of Wages Act, 1936 –Payment of Bonus Act, 1986 – The Code on Wages 2019; Factories Act, 1948- The Contract Labour (Regulation and Abolition) Act, 1970 – The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979 –OSHWC 2020		
UNIT IV	**Regulative Legislation**	**6 hrs.**
Trade Unions Act, 1926 - The Industrial Disputes Act, 1947 - The Industrial Employment (Standing Orders) Act, 1946 – The Industrial Relations Code 2020		
UNIT V	**Social Security Legislation**	**6 hrs.**
The Employee Compensation Act, 1923 - The Employee State Insurance Act, 1948 -Employees' Provident Fund and Miscellaneous Provisions Act, 1948 - The Maternity Benefit Act, 1961 - The Payment of Gratuity Act, 1972.- The Code on Social Security 2020.		

REFERENCES	1. P. C. Tripathi, Personnel Management and Industrial Relations 2013, 21st Edition, Sultan Chand & Sons. 2. Subba Rao P, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games 2022, 6th edition – Himalaya Publishing House. 3. Monappa Arun; Nambudiri Ranjeet; Selvaraj Patturaja, Industrial Relations and Labour Laws 2017, 2nd edition, Tata McGraw-Hill.
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Case discussions & Article Discussion. **Assessment**: Presentation, Discussion, Mid-term evaluation, End Semester Exams.
ONLINE CONTENT	https://onlinecourses.nptel.ac.in/noc24_mg104/preview
Prepared by	Dr.J.J.Savithri
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4H03	**Learning and Development**	**Elective**	**3**	**0**	**0**	**3**
Course Description	In the context of global competition, organisations are committing more resources in the form of both time and money towards training that enables employees to update and develop their competencies continuously. This course helps in understanding the concepts of learning and methods of development. It helps gain insights into the careful planning of learning activities for employees.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the fundamental concepts of learning, training, and development, and differentiate their relevance in the context of HRD.	**K3**
CO2	Apply adult learning theories and principles to analyse training needs at various organisational levels.	**K3**
CO3	Design effective training programs using appropriate instructional models and training methods suited to different organisational contexts.	**K4**
CO4	Evaluate the effectiveness of training programs using established evaluation models and assess return on investment (ROI) in training.	**K5**
CO5	Analyse and interpret emerging trends, technologies, and challenges in learning and development in a global business environment.	**K4**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2	2	3	3	2	1	2
CO 2	2	2	2	3	3	3	1	2
CO 3	2	2	2	3	3	1	1	2
CO4	2	2	2	3	3	2	1	2
CO5	2	2	2	3	3	2	1	2
Average	**2**	**2**	2	**3**	**3**	**3**	**1**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Learning and Development	
UNIT 1	**Introduction**	**6 hrs.**
Definition of Learning, Training, and Development – Differences between Training, Development, Learning, and Education – Concept of Training – Need, Importance, and Types of Training – Relevance of Training in Human Resource Development (HRD).		
UNIT II	**Learning Theories and Training Needs Analysis**	**6 hrs.**
Adult Learning Theories – Andragogy, Experiential Learning (Kolb), Behaviourist and Cognitive Approaches – Principles of Learning – Motivation, Reinforcement, and Feedback – Training Needs Analysis (TNA) – Organisational, Task, and Individual Analysis – Methods and Tools for TNA –Linking TNA to Organisational Goals.		
UNIT III	**Training Design & Delivery Methods**	**6 hrs.**
Instructional Design Models – ADDIE, Bloom's Taxonomy – Setting Training Objectives – Designing Training Content – On-the-Job and Off-the-Job Training Methods – E-learning, Blended Learning – Coaching, Mentoring, Simulation, Role Play – Trainer Competencies and Characteristics.		
UNIT IV	**Training Implementation & Evaluation**	**6 hrs.**
Meaning- reasons for evaluating training and significance of training evaluation - Donald Kirkpatrick's evaluation model - return on investment in training - types of evaluation designs – data collection for training evaluation - determining costs - Evaluation practices in different organisations - measuring human capital.		
UNIT V	**Emerging Trends in Learning & Development**	**6 hrs.**
Technology in L&D – Learning Management Systems (LMS), MOOCs, Gamification, Artificial Intelligence – Talent Development and Career Planning – Building a Learning Organisation – Challenges in L&D – Globalisation, Cultural Diversity, Remote Work – Future of Learning – Micro learning, Just-in-Time Training, Agile Learning.		

REFERENCES	1. Effective Training: Systems, Strategies, and Practices P Nick and Blanchard, 7th Edition, 2023. Sage. 2. Employee Training and Development by Raymond A. Noe, 9th Edition, 2024 – McGraw-Hill. **Reading Resources:** Training & Development, Dr B. Janakiraman, 2005 Biztantra/Wiley Dreamtech, 2007.
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Case study-based Discussions and Lectures. **Assessment**: Case presentations, Survey, Discussion, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	https://onlinecourses.nptel.ac.in/noc22_hs63/preview
Prepared by	Dr B. Arul Senthil
Approved by	Dr. J.J. Savithri

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4H04	**Organisation Development**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course is aimed at providing an overview of the philosophies and underlying principles of Organisation Development with an aim to familiarise students with the threefold stages of any OD programme, namely diagnosis, intervention and evaluation.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain what Organization Development is and its relevance in management.	**K3**
CO2	Explain the OD process and its various stages	**K3**
CO3	Appraise the methods for the diagnosis of organizational problems and opportunities	**K4**
CO4	Evaluate the impact of OD interventions.	**K5**
CO5	Recommend an OD intervention plan for a presented problem situation.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	3	2	3	2	2	1	2
CO 2	2	3	2	3	2	2	1	2
CO 3	2	3	2	3	2	2	1	2
CO 4	2	3	2	3	2	2	1	2
CO 5	2	3	2	3	2	2	1	2
Average	**2**	**3**	**2**	**3**	**2**	**2**	**1**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Organization Development	
UNIT 1	**Introduction to OD**	**6 hrs.**
Introduction to and purpose of OD- definitions and historic overview of OD, values, assumptions and beliefs in OD- OD for changing the culture of an organization		
UNIT II	**The process of OD**	**6 hrs.**
Understanding and managing the OD process-Managing the OD process, role and style of the OD Practitioner- diagnostic process and action research- overcoming resistance to change- impact of OD and its assessment		
UNIT III	**OD Interventions – Individual Development**	**6 hrs.**
Individual and Interpersonal- process intervention skills- OD intervention strategies- employee empowerment and interpersonal interventions		
UNIT IV	**OD Interventions – Team Development**	**6 hrs.**
Team and Organization-team development interventions- inter-group and third-party interventions- goal setting for effective organizations		
UNIT V	**OD in Practice**	**6 hrs.**
High performing systems and learning organization- organization transformation and strategic change- future of OD		

REFERENCES	1. Wendell L. French, Cecil H. Bell Jr. and Veena Vohra, Organization Development, 6th edition., 2023. Pearson Prentice Hall, New Delhi 2. Donald R. Brown and Donald Harvey, An Experiential Approach to Organization Development, 8th edition, 2011Pearson Prentice-Hall, New Delhi
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case Study. **Assessment:** Presentation, Survey, Quiz, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	https://nptel.ac.in/courses/11010 https://nptel.ac.in/courses/110105164
Prepared by	Dr.J.J.Savithri
Approved by	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4H05	**Emotional Intelligence**	**Elective**	**3**	**0**	**0**	**3**
Course Description	Emotional intelligence (EI) is an essential skill in today's workplace, helping people to control their own emotions while also understanding the emotions of others, fostering a harmonious and productive environment. This course offers you a thorough grasp of emotional intelligence (EI) and its allied areas, as well as practical ways for enhancing it.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Articulate the terms related to emotions (e.g., happy, sad, and anxious).	**K3**
CO2	Relate the basic concepts of Emotional Intelligence.	**K3**
CO3	Applying emotional understanding in social interactions (e.g., active listening, conflict resolution).	**K3**
CO4	Explain how emotional labor influences workplace dynamics and employee relationships.	**K4**
CO5	Assess personal mindfulness practice and its impact on individual well-being.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	-	2	2	2	3	1	-	-
CO 2	2	2	2	2	2	2	2	-
CO 3	2	3	2	3	3	2	2	2
CO 4	2	2	-	2	3	2	-	-
CO 5	2	2	2	2	2	2	-	2
Average	2	2	2	2	3	2	2	2

1- Low 2- Medium 3- Strong

Syllabus	Emotional Intelligence	
UNIT 1	**Introduction to Emotion**	**6 hrs.**
Emotion- Meaning, Functions of emotion- Types of emotions-Components of emotion-Cognitive component- Physiological component- Behavioural component- Difference between Emotion-Mood-feelings.		
UNIT II	**Emotional Intelligence**	**6 hrs.**
Concept-History- Differences between emotional quotient and intelligent quotient- Measurement of EI - Bar-On Emotional Quotient Inventory- Emotional Competency Inventory- Emotional and social competency inventory- Mayer-Salovey-Caruso Emotional Intelligence Test- Self-rated emotional intelligence scale.		
UNIT III	**Emotional Intelligence at the Workplace**	**6 hrs.**
Importance of Emotional Intelligence at Workplace- Emotionally Intelligence in Leadership- Emotionally Intelligent Leaders, Case Studies Measuring Emotional Intelligence- Research on Emotional Intelligence-Developing Emotional Intelligence.		
UNIT IV	**Emotional Labor**	**6 hrs.**
Components of Emotional Labor- Theories and Models of Emotional Labor- Identifying Emotional Labor in the Workplace- Strategies for Managing Emotional Labor- Emotion Regulation.		
UNIT V	**Mindfulness**	**6 hrs.**
What is mindfulness? - Principles of practice- Emerging science of mindfulness- Mind-body awareness and connection- Mindful Movement.		

REFERENCES	1. Steven J. Stein, The EQ Leader: Instilling Passion, Creating Shared Goals, and Building Meaningful Organizations Through Emotional Intelligence, January 2018, Wiley Publication. 2. Daniel Goleman, The Emotionally Intelligent Leader, September 2019, Harvard Business Review Press.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Articles, and Case Studies discussion. **Assessment:** Mid-term Test, Assignment, Case Assignment, Presentation, etc.
ONLINE CONTENT	https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership https://professional.dce.harvard.edu/blog/how-to-improve-your-emotional-intelligence/ https://globalleadershipfoundation.com/geit/eitest.html
Prepared by	Dr.B.Arul Senthil
Approved by	Dr.J.J.Savithri

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4M01	**Brand Management**	**Electives**	**3**	**0**	**0**	**3**
Course Description	*This course equips students with a comprehensive understanding of fundamental branding concepts, models, and tools. Additionally, it guides them through critical decisions related to developing, implementing, and assessing effective branding strategies.*					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Illustrate the basic concepts of branding and brand management in business contexts.	K3
CO2	Demonstrate the strategic brand management process for building and sustaining brands.	K3
CO3	Apply positioning concepts to develop and strengthen brands in competitive markets.	K3
CO4	Analyze various approaches to managing brands across different market segments.	K4
CO5	Examine the methods and metrics used for measuring brand performance.	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1		2	3	3	2	3		2
CO2	3	2		2	2	3		3
CO3	3	3	3	2	2	3	2	3
CO4	3	2		2		3	3	3
CO5	2	3	3	2	3	3	3	3
Average	**3**	**2**	**3**	**2**	**2**	**3**	**3**	**3**

1- Low, 2- Medium, 3-Strong

Syllabus	Brand Management	
UNIT I	**Introduction to Branding**	**6hrs.**
Meaning of Brand –Branding- Brand Management process – Types of Branding-Roles and Significance of Branding to Consumers & Firms- Brand v/s Product-Branding challenges and opportunities;		
UNIT II	**Strategic Brand Management Process**	**6hrs.**
Strategic brand management process- Consumer Based Brand Equity model (CBBE)- Steps of brand building - Brand building blocks- Prerequisites for building a brand – Brand elements –Meaning- Criteria for choosing brand elements- Types of Brand elements- Options and tactics for Brand elements		
UNIT III	**Brand Identity and Positioning**	**6hrs.**
Creating Brand identity and brand image - various perspectives and their applications; Brand positioning- guidelines and approaches; Developing strong brands – Co-branding – Licensing; Branding for Global markets; Building brand loyalty.		
UNIT IV	**Growing and Sustaining Brand Equity**	**6hrs.**
Designing brand architecture – brand portfolio management - brand extensions- categories, risks, benefits involved; Managing brands over time- market segments and geographic markets; leveraging brands– reinforcement and revitalisation of brands- Use of AI in Branding.		
UNIT V	**Measuring Brand Performance**	**6hrs.**
Measuring brand performance and brand equity management– brand audits –brand tracking studies- qualitative and quantitative research approaches –measurement of brand equity - brand valuation approaches and implications		

REFERENCES	1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller & Vanitha Swaminathan is the 5th Edition**.** 2. The New Strategic Brand Management Insights andStrategic Thinking, Jean-Noel Kapferer, Fifth Edition 3. Managing Brand Equity, David A. Aaker, The Free Press, 9th Print 4. Brand Management: Principles and Practices, Second edition, Kirti Dutta, Oxford University Press 5. Case Studies on Brand Management-Vol. 1, Nusrat Jahan, ICFAI Books.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities, and Case Study **Assessment:** Presentations, Quiz, Assignments, Mid-term evaluation,End Semester Exams etc.
ONLINE-CONTENTS	Brand Management | IIMBx | 5 weeks | 2 – 3 hrs per week
Prepared By	Dr. Devi Premnath
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4M02	**Rural Marketing**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The course is aimed at familiarizing students with the unique characteristics of rural markets and the challenges involved in marketing products and services to them. The course will help students understand and appreciate the successful marketing practices of some business firms in the Indian rural markets.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the nature of the rural market and the challenges related to it.	**K3**
CO2	Examine the rural consumer buying behaviour and the factors that influence it.	**K3**
CO3	Prepare and implement product and pricing strategies for rural markets.	**K3**
CO4	Devise distribution and communication strategies for rural markets.	**K4**
CO5	Analyze the role of government in rural markets.	**K4**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	3	-	2	-	-
CO2	3	2	2	3	-	3	-	2
CO3	3	3	2	3	1	2	2	2
CO4	3	2	2	3	2	3	2	2
CO5	3	2	-	3	2	3	2	2
Average	**3**	**2**	**2**	**3**	**2**	**3**	**2**	**2**

1- Low 2- Medium 3- Strong

Syllabus	Rural Marketing	
UNIT 1	**Rural Market Dynamics and Evolution**	**6 hrs.**
Rural Market – Nature, Structure, Characteristics and Status – Opportunities and Challenges; Comparison of Rural with Urban Markets – Phased Evolution of Rural Marketing – Rural versus Urban Marketing.		
UNIT II	**Rural Marketing and Consumer Insights**	**6 hrs.**
Rural Marketing Research – Approaches and Limitations; Rural consumer behaviour – distinctive profile – Purchase decision-making process – Influencing factors; Bases for rural market segmentation approaches – Targeting and Positioning decisions in rural markets.		
UNIT III	**Rural Marketing Mix and Strategic Decisions**	**6 hrs.**
Rural Marketing Mix: 4Ps versus 4As – 7Ps; Product Strategy – rural product classification – new product development – consumer adoption process; Pricing Strategy – objectives, approaches, major influences and limitations.		
UNIT IV	**Rural Distribution and Communication Strategies**	**6 hrs.**
Distribution Strategy for rural markets – channel availability – coverage status – evolution – innovative practices – logistics decisions; Communication Strategy for rural markets – challenges involved – media availability – development of the communication message, execution, and evaluation – unconventional approaches and their implications.		
UNIT V	**Government and Global Rural Markets**	**6 hrs.**
Role of government and global insights – Rural infrastructure – Skill development – Employability – Characteristics of global rural markets – 4As of global rural economies – The rural boom – Rural dividend.		

COURSE TEXT	Pradeep Kashyap, 'Rural Marketing', 4th Edition, 2023, Pearson India Education Services Pvt. Ltd., New Delhi.
REFERENCES	1. Dinesh Kumar and Punam Gupta, 'Rural Marketing: Challenges and Opportunities', First Edition, 2017, Sage Publications India Pvt. Ltd., New Delhi. 2. C. S. G. Krishnamacharyulu and Lalitha Ramakrishnan, 'Rural Marketing: Text and Cases', 2nd Edition, 2011, Pearson India Education Services Pvt. Ltd., New Delhi. 3. R. V. Rajan, 'Don't Flirt with Rural Marketing – The Handbook of Rural Marketing', First Edition, 2013, Productivity & Quality Publishing Private Ltd., Chennai.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case studies **Assessment:** Mid-term Test, Quizzes, Assignment, Presentation, End Semester Exams etc.
ONLINE CONTENT	1. MART – Rural Marketing Consulting Firm's Website: https://martglobal.net/rural-marketing/ 2. Rural Marketing Association of India (RMAI): http://www.rmai.in/
Prepared by	Dr. Benison B
Approved by	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4M03	Business-to-Business Marketing	Elective	3	0	0	3
Course Description	This course is structured to provide a complete coverage of business marketing (business-to-business marketing). It highlights the similarities between consumer-goodsand business-to-business marketing and explores in depth the points of departure.Particular attention is given to market analysis, business buying behaviour, customer relationship management, personal selling function and the adjustments required in the marketing strategy elements used to reach business customers.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the differences between business markets and consumer markets, and the complexity of the business buying process	K3
CO2	Explain the strategic relationships between business buyersand sellers and their mutual dependence	K3
CO3	Determine the segmentation methods for the business market and estimate segment demand	K4
CO4	Evaluate the product, branding, pricing, channel andcommunication decisions for business markets	K4
CO5	Illustrate the nuances of technology in business markets.	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	-	3	-	2	-	2
CO2	3	2	2	3	-	3	-	2
CO3	3	3	-	3	1	2	2	2
CO4	3	2	2	3	2	3	2	2
CO5	2	1	-	3	-	3	2	2

1- Low 2- Medium 3- Strong

Syllabus	Business-to-Business Marketing	
UNIT 1	**Introduction to Business Markets**	**6 hrs.**
Characteristics of B2B Marketing and Markets – Similarities and Differences between B2B and Consumer Marketing – Demand for Industrial Products – Types of Business Customers - Classification of Products and Services - Business Customers Purchasing Orientations, and Environmental Analysis in Business Marketing - Organizational Buying Process – Organizational Buying Situations – Factors Influencing Organizational Buying Behavior.		
UNIT II	**Relationship Management in B2B Markets**	**6 hrs.**
Importance of Relationship in B2B Marketing - Types of Relationships-Relationship Marketing Strategies and Implementation – Special dealings – Relationship Marketing Vs Customer Relationship Management – Customer Lifetime Value – Profitability of Customers.		
UNIT III	**Business Marketing Research**	**6 hrs.**
Business Marketing Research; Market identification process - Market opportunities, Standard Industrial Classification (SIC); Market Segmentation - Bases for Segmenting Business Market; Demand Forecastingin Business Marketing; Evaluating potential Segment, Targeting and Positioning; Product Strategy - B2B PLC Strategies - Developing strategies for Existing Products; Managing New Product Development; Branding in Business Markets.		
UNIT IV	**Pricing and distribution in Business Markets**	**6 hrs.**
Pricing in Business Marketing - Meaning of Value, Pricing Process (Methods), Pricing Strategies; Business Marketing Communication -Advertising, Trade-Show Exhibits, Workshops, Samples etc.; Managing Personal Selling Function; Managing Business Marketing Channels - Nature, Channel design, Channel Administration**.**		
UNIT V	**Technology-enabled marketing in B2B**	**6 hrs.**
Need for Technology in B2B Marketing – Marketing automation and emerging trends – Key technologies in Business Marketing Operations – Methods and Practices of Marketing Automation – AI-enabled Marketing Automation Platforms for B2B Sales -Top Marketing Technology Platforms in B2B Marketing		

Course Text	B2B Marketing Text and Cases – Krishna K Havaldar, Shailendra Dasari, McGraw-Hill (2021), 5th edition.
REFERENCES	1. Michael D Hutt, Dheeraj Sharma and Thomas W Speh, 'B2B Marketing: A South-Asian Perspective', 11th Edition, 2014, Cengage Learning India Private Limited, New Delhi. 2. James C. Anderson, James A. Narus, Das Narayandas and D.V.R. Seshadri, 'Business Market Management (B2B): Understanding, Creating and Delivering Value', 3rd Edition, 2011, Pearson Education India, New Delhi. 3. Robert Vitale, Joseph Giglierano and Waldemar Pfoertsch, 'Business-to-Business Marketing: Analysis and Practice', 1st Edition, 2011, Pearson Education India, New Delhi.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case studies. **Assessment:** Mid-term Test, Quizzes, Assignment, Presentation, etc.
ONLINE CONTENT	https://nptel.ac.in/courses/110107168
Prepared By	Dr M Balathandayuthapani
Approved By	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4M04	**Retailing Management**	**Elective**	3	0	0	3
Course Description	This course provides an overview of Retail Management, covering retail formats, retail strategy, store operations, merchandise management, customer relationship management, and omnichannel retailing. It also examines retail finance, digital transformation, emerging technologies, sustainability, and contemporary trends, enabling students to understand the challenges and opportunities in the retail sector.					

CO Number	Course Outcome (CO) Statement	Bloom's taxonomy Knowledge Levels
CO1	Apply concepts of retail formats, retail strategy, and multichannel retailing in retail business contexts.	K3
CO2	Apply retail operations and merchandise management practices for effective store management.	K3
CO3	Analyze consumer behaviour and CRM strategies for enhancing customer experience in retailing.	K4
CO4	Analyze financial and economic factors influencing retail business performance.	K4
CO5	Examine contemporary trends and technological innovations shaping the future of retailing.	K4

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2				2	2	2	
CO 2	3			2		2	2	2
CO 3	3	2	3	3	3	2	2	2
CO 4	3	2	3		3		2	2
CO 5	3	3	2	3		3	2	3
Average	**3**	**2**	**2**	**3**	**3**	**2**	**2**	**2**

1- Low, 2- Medium, 3- Strong

Syllabus	Retailing Management	
UNIT I	**Introduction to Retail Management**	**6 hrs.**
Retail Industry: Evolution and Significance – Retail Formats – Organized and Unorganized Retailing – Retail Strategy – Multichannel Retailing.		
UNIT II	**Retail Operations and Merchandise Management**	**6 hrs.**
Store Operations – Visual Merchandising – Inventory Management – Category Management – Retail Buying – Retail Location Decisions.		
UNIT III	**Consumer Behavior in Retail**	**6 hrs.**
Customer Relationship Management (CRM) – Customer Data Management – AI-powered Retail Customer Analytics and Identifying Target Customers - Omnichannel Retailing – Technology in Retail Customer Experience.		
UNIT IV	**Retail Finance and Economics**	**6 hrs.**
Retail Financial Management – Pricing Strategies – Cost Control – Profitability Analysis – Economic Factors Affecting Retail Business.		
UNIT V	**Contemporary Issues in Retail Management**	**6 hrs.**
Digital Transformation in Retail – E-commerce and Mobile Commerce – AI, Big Data and IoT in Retail – Sustainability and Ethical Issues in Retail.		

REFERENCES	1. Retailing Management,10th Ed.2023 by Michael Levy, Barton A. Weitz (Author), Dhruv Grewal. 2. Retail Management, 13e 2017 by Barry Berman, Joel R Evans, Patrali Chatterjee, Ritu Srivastava. 3. Joachim Zentes, Dirk Morschett, and Hanna Schramm-Klein, 'Strategic Retail Management: Text and International Cases', 3rd Edition, Springer. 4. Managing Retailing 3E**,** 2018 by Piyush Kumar Sinha, Dwarika Prasad Uniyal. 5. Swapna Pradhan, 'Retail Management: Text and Cases', 7th Edition, 2023, McGraw-Hill Education (India) Private Limited, Chennai.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case studies. **Assessment:** Mid-term Tests, Quizzes, Assignments, Presentation, etc.
ONLINE CONTENTS	1. Companion Website of the Recommended book: www.mhhe.com/sie-levy8e 2. IIBX MOOC on Introduction to Retail Management: https://iimbx.iimb.ac.in/catalog/retail-management/ 3. NPTEL Course on Retail Management: https://nptel.ac.in/courses/110105158
Prepared By	Dr. Devi Premnath
Approved By	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4M05	**Services Marketing**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course provides students with a comprehensive understanding of the foundational concepts of services marketing, such as what services are, their importance, trends, the impact of technology on services, the characteristics of services compared to goods, and the services marketing mix. It explains the gap model of service quality and the strategies needed to address specific gaps, thus giving students the tools and knowledge required to become service marketing leaders.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the characteristics of services and goods and explain the importance of quality in services.	**K3**
CO2	Examine the importance of relationship development strategies in ensuring customer satisfaction.	**K3**
CO3	Illustrate the challenges of service innovation and build services through customer driven service standards.	**K4**
CO4	Evaluate the role of service employees and the customers insuccessful delivery of a service.	**K4**
CO5	Compare and contrast the pricing strategies of services andphysical goods.	**K4**

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	3	-	2	2	-
CO2	3	3	-	3	-	3	2	2
CO3	3	3	-	3	-	2	2	2
CO4	3	2	2	3	2	3	2	2
CO5	3	2	1	3	2	3	2	2

1- Low 2- Medium 3- Strong

Syllabus	Services Marketing	
UNIT 1	**Introduction to Services**	**6 hrs.**
What are services? – Why services marketing? - Service and Technology-Characteristics of Services-Services marketing mix-The Gaps model of service quality – Search, experience and credence Properties-Customer expectations of service – Factors that influence customer expectations of service and issues involving customers 'service expectations - Customer perceptions, customer satisfaction - Service quality and service encounters-AI-based Service Quality and Customer Experience Analytics		
UNIT II	**Understanding Customer Expectations**	**6 hrs.**
Using marketing research to understand customer expectations - Elements of effective services marketing research programme- Using market research information -Building customer relationships – Relationship marketing, Relationship value of customers, Customer profitability segments - Service recovery – the impact of service failure and recovery- How customers respond to Service Failures-Customer's service recovery expectations, Service recovery strategies-Conversational AI for Service Recovery and Customer Support.		
UNIT III	**New Service Design**	**6 hrs.**
New service development Processes- types of service innovations, stages in Service innovation and development - Service blueprinting - customer-defined service standards – types of customer-defined service standards and development of customer-defined Service Standards- Physical evidence and the servicescape – physical evidence-types of servicescapes, strategic roles of the servicescape- guidelines for physical evidence Strategy.		
UNIT IV	**Employees and Customers' Role in Service Delivery**	**6 hrs.**
Employees' roles in service delivery – service culture-the critical role of service employees- boundary-spanning roles, strategies for delivering service quality through People. Customers' roles in service delivery – the importance of customers in Service co-creation and delivery, customers 'roles- self-service technologies and strategies for enhancing customer participation. Delivering service through intermediaries-electronic channels- common issues involving intermediaries - strategies for effective service delivery through intermediaries.		
UNIT V	**Managing service promises**	**6 hrs.**
Integrated services marketing communications – the need for coordination in marketing communication –service communication challenges -strategies to match service promises with delivery. Pricing of Services – approaches to pricing services and pricing strategies		

Course text	Valarie A. Zeithaml/Mary Jo Bitner/Dwayne D Gremler/ Ajay Pandit - Services Marketing McGraw-Hill (2020), 7th edition
REFERENCES	1. Essence of Services Marketing - Adrian Pyne - Prentice Hall of India, New Delhi (1993) 2. Services Marketing - Lovelock - Prentice Hall 3. Services Marketing Concepts and Practices – Ramneek Kapoor, Justin Paul, Biplab Halder – McGraw-Hill (2011)
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case study. **Assessment:** Report, Field-based assignment, Presentation, Quiz, Mid-term evaluation, End-of-semester exams
ONLINE CONTENT	1. Services Marketing: Concepts & Applications (edX) | MOOC List (mooc- list.com) 2. https://nptel.ac.in/courses/110105038
Prepared By	Dr M Balathandayuthapani
Approved By	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4M06	**Digital Marketing**	**Elective**	**3**	**0**	**0**	**3**
Course Description	The course is aimed to expose students to the entire spectrum of digital marketing – display advertising, search engine marketing, social media marketing, mobile marketing and web analytics. It builds the foundation and gives an overview and deep dives into each facet of digital marketing.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the basic concepts of digital marketing and plan display advertising strategy	**K3**
CO2	Apply the core concepts in search engine marketing	**K3**
CO3	Plan and execute a social media strategy	**K5**
CO4	Analyse the different tools of mobile marketing and plan and design a mobile marketing campaign	**K4**
CO5	Analyse the importance of different web analytics tools	**K4**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO 3	3	3	2	3		2		
CO 4	3	3	2	3		2		
CO 5	3	3	2	3		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	Digital Marketing	
UNIT 1	**Introduction to Digital Marketing**	**6 hrs.**
Definition of Digital Marketing - Introduction to Digital Marketing- Traditional versus Digital Marketing – Internet Users in India – Digital Marketing Strategy – Digital Advertising Market in India – Skills Required in Digital Marketing – Digital Marketing Plan; Display Advertising Concepts- Types of Display Ads – Buying Models – Display Media Plan – Targeting – Programmatic Digital Advertising – Analytics Tools – YouTube Advertising		
UNIT II	**Search Engine Marketing**	**6 hrs.**
Intro to SEM & SEO – Search Ads & Ad Ranks – Ad Campaign Setup & Performance Reports – SEO Basics & Benefits – How Search Engines Work – On-Page & Off-Page SEO – Technical SEO & Keyword Research – White, Black & Gray Hat SEO – Google My Business & Local SEO – Social Media Reach & Campaign Maintenance		
UNIT III	**Social Media Marketing**	**6hrs.**
Social Media Marketing- Social Media Strategy – Building a Successful Social Media Strategy –Social Media Platforms – Facebook, LinkedIn, Twitter, Instagram and Snapchat - Facebook Marketing – LinkedIn Marketing – Twitter Marketing – Instagram and Snapchat for Marketing– Content Marketing– E-Mail Marketing		
UNIT IV	**Mobile Marketing**	**6 hrs.**
Mobile Marketing- Mobile Usage trends – Mobile Advertising – Mobile Marketing Tools – Mobile Marketing Features – Diversity of Mobile Strategies in India – Mobile Campaign Development Process – Mobile Analytics		
UNIT V	**Web Analytics**	**6 hrs.**
Web Analytics- Importance – Data Collection Techniques – Key Metrics – Behaviour Analysis-Outcome Analysis – Experience Analysis – Making Web Analytics Actionable – Multi-Channel Attribution – Connecting Offline with Online – Types of Tracking Codes – Mobile Analytics – Universal Analytics – Competitive Intelligence		

REFERENCES	1. Seema Gupta, Digital Marketing, 4th Edition, 2024, McGraw Hill Education (India) Pvt. Ltd. 2. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Marketing 5.0: Technology for Humanity, 2021, Wiley. 3. Ryan Deiss & Russ Henneberry, Digital Marketing for Dummies, 3rd Edition, 2023, Wiley. 4. Puneet Singh Bhatia, "Fundamentals of Digital Marketing", Second Edition, 2019, Pearson India Education Services Pvt. Ltd., New Delhi.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions and Case studies. **Assessment:** Assignments, Case Study, Mid-term examination and Final examination.
ONLINE CONTENT	1. https://onlinecourses.swayam2.ac.in/ugc19_hs26 2. https://www.coursera.org/specializations/digital-marketing

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. Devi Premnath

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4S01	**Supply Chain Analytics**	**Elective**	**2**	**1**	**0**	**3**
Course Description	This course helps students understand how data and analytics support better decisions in supply chain strategy, planning and execution. Students will learn how to analyze demand, inventory, logistics, network, pricing, sustainability and resilience-related data using simple analytical tools. The course emphasizes Excel-based analysis, dashboards, interpretation of supply chain metrics and practical decision-making for improving visibility, service, cost and responsiveness.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Classify supply chain data and identify suitable analytical approaches for decision-making	K2
CO2	Develop network design solutions and forecasting models	K3
CO3	Illustrate aggregate planning strategies and analyze inventory models	K4
CO4	Evaluate pricing, revenue management and profitability decisions in supply chain contexts	K5
CO5	Assess sustainability and resilience practices	K5

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	3	3	3	-	-
CO2	2	3	-	3	3	3	-	-
CO3	2	3	3	3	3	3	-	-
CO4	2	3	3	3	3	3	-	-
CO5	2	3	3	3	3	3	-	-

1-Low 2- Medium 3- Strong

Syllabus	26MB4S01	Supply Chain Analytics	
UNIT I	**Data-Driven Supply Chain**		**6 hrs.**
Introduction to SCA - SMART Goals - Data Sources - Big Data - Data processing and analyzing - Supply Chain Analytics lifecycle - Strategy, Design, Execution and People processes – Supply chain KPIs and dashboard thinking.			
UNIT II	**Network Design and Forecasting**		**6 hrs.**
Network design - Facility location and Capacity allocation - Network optimization - Gravity location model - Forecasting - time series and causal methods – Forecast accuracy and error measures – Excel-based forecasting and interpretation.			
UNIT III	**Aggregate Planning and Inventory**		**6 hrs.**
Role of Aggregate Planning in SC - Strategies - Managing demand and supply - Inventory models - Managing uncertainties - Digital tools for inventory transparency, including barcode, RFID, ERP and blockchain applications.			
UNIT IV	**Pricing and Revenue Management**		**6 hrs.**
Customer Behavior - Pricing segmentation - Customer segmentation - Dynamic pricing - Price bundling - Price skimming and sales - Markdown pricing - Revenue Leakage and Profit Protection – Margin and profitability analysis in supply chain decisions.			
UNIT V	**Sustainability and Resilience**		**6 hrs.**
Sustainability in supply chain - Emissions - Carbon footprint - ESG rating and compliances - Digital Tools for ESG Monitoring and Reporting - Flexible and resilient SC - Managing Disruptions – Supply chain risk indicators – Global sustainability standards – Simple resilience dashboard using delivery, inventory, supplier and logistics indicators.			

REFERENCES	1. 5 books containing 3 modules published by APICS for CSCP Examination - Version 4.1.2017. 2. Kurt Y Llu - Supply Chain Analytics - Concepts, Techniques and Applications Kindle Edition. 3. Peter W Robertson - Supply Chain Analytics: Using Data to optimize Processes 4. Nicoleta Tipi - Supply Chain Analytics and Modelling: Quantitative Tools and Application, First Edition. Kogan page 5. EmelAktas, Micheal Bourinlis, Ioannos Minis - Supply Chain 4.0: Improving with Analytics and Industry 4.0 Technologies: Kogan page. 6. Wayne L Winston: Marketing Analytics Wiley 2018 Edition. 7. David Simchi Levi et al: Supply Chain Concepts, Strategies and Case Studies. McGraw Hill.
PEDAGOGY AND ASSESSMENT	The following (Covering All Units) will be analyzed in class • Quizzes designed from SCA Books, Interviews with SCA Leaders • Working on Excel and Python to arrive at Parameters that enable Market Driven Strategies • Presentations on How Corporates Retain Leadership Positions using Analytics • Harvard Business School Digital Initiatives will be referred. • Assessment based on Testing Ability to analyze data using Excel / Etc., MTT, 5 LMS Quizzes, MCQ. Pedagogy: Lectures, discussions, case studies, Excel-based exercises, dashboard interpretation, supply chain datasets, company examples and selected exposure to analytics tools. Assessment: Quizzes, assignments, mid-term evaluation, end-semester examination, presentations. Excel will be the primary tool. Python or BI tools may be used as optional exposure depending on student readiness.
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES, etc.)	https://onlinecourses.nptel.ac.in/noc23_mg16/preview https://onlinecourses.nptel.ac.in/noc21_mg45/preview https://www.classcentral.com/course/swayam-supply-chain-analytics-7905 https://www.udemy.com/course/sap-supply-chain-logistics
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4S02	**Logistics Management**	**Elective**	**2**	**1**	**0**	**3**
Course Description	Student will understand logistics management as a strategic component of supply chain operations. It covers transportation systems, warehousing, inventory control, packaging, and the integration of advanced technologies. Emphasis is placed on sustainability, global logistics practices, and emerging innovations, preparing students to design efficient, resilient, and future-oriented logistics networks.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the concept of logistics management, its key activities, strategies, and challenges	K3
CO2	Analyze modes of transportation, documentation, and sustainability practices	K4
CO3	Illustrate warehousing strategies and material handling practices	K4
CO4	Illustrate inventory control techniques and evaluate sustainable logistics practices	K4
CO5	Analyze packaging technologies and apply data analytics and digital tools	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	3	-	3	3	-
CO2	2	3	-	3	-	3	3	-
CO3	2	3	-	3	2	3	3	-
CO4	2	3	-	3	-	3	3	-
CO5	2	3	-	3	2	3	3	-

1- Low; 2- Medium; 3-Strong

Syllabus	26MB4S02	Logistics Management	
UNIT I	**Introduction to Logistics**		**6 hrs.**
Concept of Logistics Management - System approach and Integration - Role of Logistics in an Economy and SCM - Key activities - Logistics strategy - Challenges - Globalization impacts - Logistics performance measures: cost, service, delivery reliability, lead time and responsiveness.			
UNIT II	**Transport Management**		**6 hrs.**
Modes of Transportation - Factors influencing transportation - Containerization - Container Freight Stations – Transport Management Systems - Sustainability in Transportation - Route optimization - Multimodal transport – Basic transport documentation and cost-service trade-offs.			
UNIT III	**Warehousing and Material handling**		**6 hrs.**
Warehouse - Operations, Location and Design; Material handling Equipment - Health and Safety in warehousing- Automation in Warehousing - Warehousing Strategy – Warehouse performance indicators: space utilization, picking accuracy, order cycle time and inventory accuracy.			
UNIT IV	**Inventory & Sustainable Logistics**		**6 hrs.**
Inventory concepts - Inventory control techniques - Demand forecasting - Reverse Logistics - Green Logistics - Global Logistics - Export-Import Regulations - Future of logistics innovations – Inventory visibility and simple logistics risk situations.			
UNIT V	**Packaging, Technology & Data Analytics**		**6 hrs.**
Packing and Packaging - Materials, Cost and Safety; Smart Packaging - Logistics Information Systems - Analytics in Logistics - AI and ML in Logistics Forecasting - Blockchain, IoT, GIS, GPS applications – Simple logistics dashboard concepts.			

REFERENCES	1. Douglas M. Lambert., James R. Stock, Lisa M.Ellram. Fundamentals of Logistics Management. McGraw Hill - ISBN -0-07-115752-2 2. Edward H Frazelie - Logistic Management Library- Supply Chain Strategy Tata McGraw Hill - ISBN - 0-07- 058617- 9. 3. Satish. C. Ailawadi, Rakesh P Singh Logistics Management- PHI Learning Pvt. Ltd., Delhi - ISBN-978-81-203-4504. 4. S.K. Bhattacharyya. - Logistics Management — Definitions, Dimensions and Functional Applications. - Wheeler Publishing - ISBN 81-7544-219-0. 5. Paul H Zipkin - Foundation of Inventory Management McGraw Hill 6. G. Raghuram & N. Rangaraj - Logistic and Supply Chain Management -Cases and Concepts - Macmilan ISBN 0333 933427. 7. S.Sodalaimuthu, S.Antony Raj Logistics Management for International Business Text and Cases, PHI, Delhi.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities, and Case Studies. **Assessment:** Presentations, Quiz, Assignments, Mid-term evaluation, End Semester Exams, and one applied logistics assignment.
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES, etc.)	https://www.smart-academy.in/logistics-and-supply-chain-management-vizag/ https://swayam.gov.in/nc_details/NPTEL https://landingpages.uptop.in/iim-supply-chain-management https://www.classcentral.com/subject/logistics https://www.coursera.org/courses?query=logistics
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4S03	**Sustainable Supply Chain Management**	**Elective**	**3**	**0**	**0**	**3**
Course Description	This course explores the integration of sustainability into supply chain management. Students will learn how organizations design and manage supply chains that are economically viable, environmentally sound, and socially responsible. Key topics include green logistics, sustainable procurement, reverse logistics, circular economy, life cycle thinking, supplier sustainability and sustainable supply chain practices. Through case studies and practical projects, students will develop the ability to evaluate sustainability issues and suggest improvement actions in supply chains.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Relate the meaning, importance, drivers and challenges of sustainable supply chains.	K3
CO2	Explain green practices in product design, packaging, technology and procurement.	K3
CO3	Examine sustainable logistics options in transportation, warehousing, material handling and reverse logistics	K3
CO4	Evaluate sustainable supply chain systems using appropriate environmental, social and economic parameters	K4
CO5	Evaluate global and Indian practices in sustainable supply chain management	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	2	2	3	3	2
CO2	3	2	-		2	3	3	2
CO3	3	2	-	2		3	3	2
CO4	2	2	-			3	3	2
CO5	2	2	-			3	3	2
Average	**3**	**2**	-	**2**	**2**	**3**	**3**	**2**

1-Low, 2- Medium, 3- Strong

Syllabus	26MB4S03	Sustainable Supply Chain Management	
UNIT I	**Introduction to Sustainability**		**6 hrs.**
Introduction to Sustainability – Sustainability - Importance - The Tragedy of the Commons - Key Issues, Examples - Sustainable Supply Chain - Key Elements, Challenges - Sustainable Supply Chain - Best Practices – Triple Bottom Line: economic, environmental and social dimensions.			
UNIT II	**Green Technologies and Sustainable Product Design**		**6 hrs.**
Green Technology and Products - Green Technologies - Solar, Wind, Hydropower, Geothermal Energy, Biomass, Biofuel - 7R'S of Green Technology - Green Product Design - Green Packaging - Sustainable Labels and Certifications - Fairtrade, Leadership in Energy and Environmental Design – Role of green technology in sustainable supply chain decisions.			
UNIT III	**Sustainable Logistics**		**6 hrs.**
Sustainable Logistics - Facilities-Green building, Cleaner Production, Ecofriendly Warehousing, and Material handling - Facility location and transportation - Sustainable Transportation: Modes, Advantages, Examples - Sustainable Procurement - Drivers and Barriers - Role of IT in Eco Logistics– Basic logistics sustainability indicators.			
UNIT IV	**Sustainable Supply Chain Systems**		**6 hrs.**
Sustainable SC Systems - Closed-Loop Supply Chain - Transparent supply chain - Life Cycle Assessment, Reverse Logistics - Product Recovery Options and Collection Schemes - Waste Disposal and Waste Reduction - Recycling through lease and service agreements - Role of incentives and regulations - Sustainability and SC Drivers – Sustainability audits - Supplier sustainability scorecard.			
UNIT V	**Advanced Topics and Ethical Considerations**		**6 hrs.**
Sustainable SC Practices - International Energy Agency - Role - Maritime Stewardship Council-Functions - Restriction on the Use of Certain Hazardous Substances (RoHS) - World Energy Outlook, 2023 - Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) - Sustainable SC Initiatives in India Coastal and Inland Waterways - Projects in India – ESG awareness and ethical considerations in supply chains.			

REFERENCES	1. Bowersox, D. J., Closs, D. J., Cooper, M. B., Bowersox, J. C., & Whipple, J. (2024). Supply chain logistics management (6th ed.). McGraw Hill. 2. Chapman, N. Stephen, Arnold, J. R. Tony, Gatewood, Ann K., & Lloyd, M. Clive. (2017). Introduction to Materials Management (8th ed.). Pearson. 3. Gibson, B. J., Novack, R. M., & Coyle, J. J. (2012). Managing supply chains: A logistics approach (9th ed.). Cengage Learning. 4. Handbook of Research on Creating Sustainable Value in the Global Economy. (2019). United States: IGI Global. 5. Emerging Applications in Supply Chains for Sustainable Business Development. (2018). United States: IGI Global. 6. Handbook on the Sustainable Supply Chain. (2019). Germany: Edward Elgar Pub. 7. Sustainable Development Goals and Sustainable Supply Chains in the Post-global Economy. (2019). Germany: Springer International Publishing
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, and Case studies. **Assessment:** Mid-term Tests, Quizzes, Assignments, Presentation, and one applied sustainability assignment.
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES, etc.)	https://www.bing.com/search?q=sustainable+supplychainmanagement https://kaizen.com/insights/sustainable-supplychainmanagement https://www.bing.com/ck/a?!&p=9db59da351f6375d https://www.netsuite.com/portal/resource/articles/erp/supply-chain sustainability.html
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4S04	**Global Operations and Trade Compliance**	**Elective**	**3**	**0**	**0**	**3**
Course Description	Students will understand the impact of globalization, international trade regulations, and supply chain resilience. Students will explore transport and shipping laws, export–import documentation, port management, and compliance frameworks. Emphasis is placed on sustainability, digital supply chains, decarbonization, and emerging global logistics practices, preparing learners to manage international operations effectively and responsibly.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the fundamentals of global operations and supply chain vulnerabilities	K3
CO2	Articulate global trade regulations, customs valuation, and tariff engineering	K3
CO3	Apply export–import documentation procedures to facilitate international trade	K3
CO4	Evaluate shipping laws, marine insurance and international conventions	K4
CO5	Illustrate port management strategies by examining port operations and global distribution networks	K4

Mapping Course Outcomes with Program Outcomes:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	2	-	2	2	-
CO2	3	3	-	2	-	2	2	-
CO3	3	3	-	2	-	2	2	-
CO4	3	3	-	2	-	2	2	-
CO5	3	3	-	2	-	2	2	-

1- Low 2- Medium 3- Strong

Syllabus	26MB4S04	Global Operations and Trade Compliance

UNIT I	Introduction to Global Operations & Trade	6 hrs.

Globalization and International trade impacts - Supply chain vulnerability, risk, resilience, sustainability - Global logistics service providers - Digital supply chain - Decarbonizing shipping - Supply chain network design - MNC strategies - Global logistics disruptions and their implications for firms.

UNIT II	Global Trade Regulations & Compliance	6 hrs.

Regulatory architecture - Supply chain risk - Customs valuation - Financial compliance - Tariff classification and duty planning – Trade compliance risks – Basic compliance checklist for international shipments.

UNIT III	Export-Import Documentation	6 hrs.

INCO terms and trade regulations - Bills of Lading, airway bills - Certificates of origin - Custom clearance procedures - Export incentives & documentation - Freight forwarders, NVOCC, Customs House, Clearing and Forwarding Agent – Documentation flow for a simple export or import shipment.

UNIT IV	Shipping Law & Operations	6 hrs.

Shipping law - Marine insurance - IMDG codes - Chartering (voyage, time, tanker) - International conventions & arbitration - Pollution prevention - Safety management codes – Basic risk situations in shipping, cargo damage, delay, claims and insurance.

UNIT V	Port Management & Performance	6 hrs.

Port law & reforms - Types of ports & ownership models - Port operations - Terminal management & administration - Port performance measurement - Global distribution networks - Air cargo rules - International Road procedures – Port KPIs such as turnaround time, dwell time, berth productivity and cargo throughput.

REFERENCES	1. Global Logistics and Supply Chain Management – John Mangan, Agustina Calatayud, Chandra Lalwani, Tim Butcher. 5th Edition, Wiley, 2025 2. Logistics and Supply Chain Management – Martin Christopher. 6th Edition, Pearson, 2023 3. Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra, Peter Meindl. 7th Edition, Pearson, 2024 4. Institute of Chartered Ship Broking (2020) Port and Terminal Management, London. 5. Institute of Chartered Ship Broking (2020) Ship Operations and Management, London. 6. Institute of Chartered Ship Broking (2020) Legal Principles in Shipping Business 7. Patrick M. Alderton (2008) Port Management and Operations. Informa Law Category, UK.
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities, and Case Studies, documentation exercises, compliance checklists, port/logistics examples and short industry caselets. **Assessment:** Presentations, Quiz, Assignments, Mid-term evaluation, End Semester Exams and one applied trade/logistics documentation assignment.
ONLINE CONTENTS (MOOC, SWAYAM,NPTEL, WEBSITES, etc.)	https://www.coursera.org/learn/international-business-operations https://www.smart-academy.in/course/shipping-course/ https://www.coursera.org/lecture/international-business-operations/gsc-maritime transport https://swayammaritimeacademy.com/ https://www.classcentral.com/course/swayam-supply-chain-management-14314
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4S05	Technology Management	Elective	3	0	0	3
Course Description	The course introduces students to the role of technology in creating business value, improving operations, enabling supply chain visibility, and building competitive advantage. It focuses on how organizations select, acquire, adopt, transfer, and manage modern technologies. The course emphasizes practical technology adoption in manufacturing, logistics, procurement, services, and supply chain management.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge Levels
CO1	Explain the role of technology and digital transformation in business, operations and supply chains.	K2
CO2	Illustrate the technology lifecycle, technology environment, and adoption challenges in manufacturing, services and supply chains	K3
CO3	Develop technology strategies for competitiveness using technology forecasting, technology audit, patent/IPR awareness and digital capability assessment	K3
CO4	Illustrate principles of technology acquisition, exploitation, transfer and implementation	K4
CO5	Evaluate management of technology in manufacturing, service, logistics and supply chain organizations	K4

Mapping Course Outcomes with Program Outcomes:

COs/ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	-		3	3	3	3
CO2	2		-	3	3	3		3
CO3	2	2	-		3	3	2	3
CO4	2	3	-		3	3	2	3
CO5		2	-	3	3	3	3	3
Average	2	2	-	3	3	3	2	3

1- Low; 2- Medium; 3- Strong

Syllabus	26MB4S05	Technology Management	
UNIT I	**Technology, Digital Transformation and Business Value**		**6 hrs.**
Definitions of technology and technology management – Evolution of production, process, product and service technologies – Technology as a driver of productivity, quality, cost, speed and customer value – Digital transformation in business and supply chains – Indian economy, MSMEs and technology adoption – Creativity, innovation, market, price and value analysis.			
UNIT II	**Technology Trends, Lifecycles and Innovation**		**6 hrs.**
Business environment and technology environment – Technology lifecycle and adoption curve – Technological innovation models – Product, process, service and business model innovation – Communication, integration and collaboration technologies – Cloud platforms, ERP systems, IoT, automation and data platforms – Market growth, market research and technology opportunity assessment.			
UNIT III	**Technology Strategy, Forecasting and Competitiveness**		**6 hrs.**
Technology and competitiveness – Productivity, trade and global competition – Core competencies and technology capability – Formulation of technology strategy – Technology forecasting – Technology audit – Patent and IPR basics – Investment decisions in technology – Make, buy, partner and subscribe decisions – Digital capability roadmap for operations and supply chain functions.			
UNIT IV	**Acquisition, Exploitation and Technology Transfer**		**6 hrs.**
Technology acquisition and exploitation – Stages of technology development – Human and technology fit – R&D expenditure and technology investment – Channels of technology flow – Domestic and international technology transfer – Implementation challenges – Change management in technology adoption – Examples from ERP implementation, warehouse automation, transport management systems, IoT-based monitoring, blockchain traceability and cloud-based supply chain platforms.			
UNIT V	**Technology Management in Operations and Supply Chains**		**6 hrs.**
World-class manufacturing and excellence in services – Technology planning in manufacturing, logistics, procurement and service organizations – Digital twins for operations and supply chain – Automation and robotics in warehouses and factories – Cybersecurity and data protection in connected supply chains – Responsible use of AI and GenAI-enabled decision support – Reengineering challenges in new technologies – Technology adoption roadmap for MSMEs and growing organizations.			

REFERENCES	1. Khalil, T. M., & Shankar, R. (2017). *Management of technology: The key to competitiveness and wealth creation* (2nd ed.). McGraw Hill Education. 2. Rastogi, P. N. Management of Technology and Innovation: Competing through Technological Excellence. 2nd ed., SAGE Publications, 2009 3. Bidgoli, Hossein. Handbook of Technology Management. Vol. 1, John Wiley & Sons, 2010 4. Andriole, Stephen J. Best Practices in Business Technology Management. 1st ed., Auerbach Publications-Taylor & Francis Group, 2008. ISBN 978-1-4200-6333-2 5. Gaynor, Gerard H. Handbook of Technology Management. 1st ed., McGraw-Hill Professional, 1996
PEDAGOGY AND ASSESSMENT	**Pedagogy:** Lectures, Discussions, Activities, and Case Study **Assessment:** Presentations, Quiz, Assignments, Mid-term evaluation, and End Semester Exams.
ONLINE CONTENTS (MOOC, SWAYAM, NPTEL, WEBSITES, etc.)	https://onlinecourses.swayam2.ac.in/imb21_mg04/preview, https://www.classcentral.com/course/swayam-innovation-and information-technology-management-23007, https://onlinecourses.nptel.ac.in/noc23_lw01/preview, https://www.edx.org/school/iimbx https://www.coursera.org/specializations/technology-management, https://www.swayamsiddhi.org/
Prepared By	Dr. R. Rajesh
Approved By	Dr. P. Raghuram

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4B01	**Machine Learning (ML) Using Python**	**Elective**	**1**	**1**	**1**	**3**
Course Description	This course provides insights into harnessing the power of machine learning with Python to drive smarter business decisions. It covers data preparation, supervised learning (regression and classification), and unsupervised learning (clustering) across domains like marketing, finance, HR, and operations. Students will build and evaluate models using real-world datasets. Emphasis is placed on model interpretation, feature importance, and business-relevant performance metrics. The course also integrates ethical and strategic considerations.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Apply the basic concepts of Machine learning and Python	**K3**
CO2	Construct regression models to predict business outcomes and support decision-making.	**K3**
CO3	Apply classification techniques to solve business decision problems.	**K3**
CO4	Analyse the unsupervised learning techniques for clustering	**K4**
CO5	Evaluate models using business metrics and apply ethical AI practices.	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO 3	3	3	2	3		2		
CO4	3	3	2	3		2		
CO5	3	3	2	3		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	Machine Learning (ML) Using Python	
UNIT 1	**Introduction to ML and Python**	**6 hrs.**
Introduction to Machine Learning for Business Analytics – Types - Supervised vs. Unsupervised Learning - Real-world applications in Marketing, Finance, HR, and Operations - Introduction to Python libraries for ML: NumPy, Pandas, Matplotlib, Seaborn- Data loading, exploration, and preprocessing in Python		
UNIT II	**Supervised Learning – Regression Models**	**6 hrs.**
Fundamentals of Supervised Learning - Simple Linear Regression - Multiple Linear Regression - Model evaluation: R^2, Adjusted R^2, MAE, MSE, RMSE - Business applications: Sales Forecasting, Pricing Models - Hands-on: Implementing regression models using Python		
UNIT III	**Supervised Learning – Classification Models**	**6 hrs.**
Logistic Regression - Decision Trees - Random Forest Classifier - Model performance metrics: Accuracy, Precision, Recall, F1-score, Confusion Matrix, ROC-AUC - Business applications: Customer Churn, Credit Scoring, Email Classification - Hands-on: Model building and evaluation using Python		
UNIT IV	**Unsupervised Learning and Clustering**	**6 hrs.**
Fundamentals of Unsupervised Learning - Introduction to Clustering - K-Means Clustering - Hierarchical Clustering - Elbow Method and Silhouette Score – Business Applications: Market Segmentation, Customer Profiling - Hands-on: Performing clustering using Python		
UNIT V	**Model Optimisation and Business Impact**	**6 hrs.**
Interpreting ML Outputs with Python for Business Decisions - Model interpretation using feature importance – Business-centric evaluation metrics - Conversion rate, Profit curve, ROI of a model – Ethical and Strategic Considerations – Fairness, bias, transparency in ML applications		

REFERENCES	1. Machine Learning using Python, Manaranjan Pradhan, U. Dinesh Kumar, 2ed, 2024 2. Fundamentals of Machine Learning for Predictive Data Analytics, John D. Kelleher, Brian Mac Namee, Aoife D`arcy, The MIT Press, 2ed, 2020 3. Pattern Recognition and Machine Learning, Christopher M Bishop, Springer, 2022 4. Introduction to Machine Learning with Python, Andreas Muller, O'Reilly,2018
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Assignment, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	One of the Swayam/ online courses is available during the semester. https://onlinecourses.swayam2.ac.in/ini25_cs02/preview https://www.coursera.org/learn/machine-learning-with-python

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4B02	**Multivariate Data Analysis**	**Elective**	**1**	**1**	**1**	**3**

Course Description	In the world of data science and statistics, understanding and analyzing datasets with multiple variables is crucial for uncovering complex relationships and insights. The "Multivariate Data Analysis" course offers an in-depth exploration of techniques and methodologies used to analyze and interpret multivariate data, empowering students to tackle sophisticated analytical problems and make informed decisions.

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Explain the basic concepts of Multivariate data analytics	**K3**
CO2	Examine the need for preparation for multivariate analysis	**K3**
CO3	Apply multiple linear regression analysis and factor analysis	**K3**
CO4	Analyze the different latent variable techniques	**K4**
CO5	Testing with various advanced multivariate techniques	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO 3	3	3	2	3		2		
CO4	3	3	2	3		2		
CO5	3	3	2	3		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	Multivariate Data Analysis	
UNIT 1	**Introduction**	**6 hrs.**
Introduction – Basic concepts – Univariate, Bivariate, Bi-variate and Multi-variate techniques – Types of multivariate techniques – Classification of multivariate techniques – Guidelines for multivariate analysis and interpretation – Approaches to multivariate model building.		
UNIT II	**Preparing for Multivariate Analysis**	**6 hrs.**
Introduction – Conceptualization of research problem – Identification of technique - Examination of variables and data – Measurement of variables and collection of data – Measurement of errors – Statistical significance of errors. Missing data – Approaches for dealing with missing data – Testing the assumptions of multivariate analysis – Incorporating non-metric data with dummy variables.		
UNIT III	**Multiple Linear Regression Analysis, Factor Analysis**	**6 hrs.**
Multiple Linear Regression Analysis – Introduction – Basic concepts – Multiple linear regression model – Least square estimation – Inferences from the estimated regression function – Validation of the model. Factor Analysis: Definition – OBJECTIVE – Approaches to factor analysis – methods of estimation – Factor rotation– Factor scores - Sum of variance explained – interpretation of results.		
UNIT IV	**Latent Variable Techniques**	**6 hrs.**
Confirmatory Factor Analysis - Structural equation modeling - Mediation models - Moderation models -Conditional processes - longitudinal studies - latent growth model - Bayesian inference		
UNIT V	**Advanced Multivariate Techniques**	**6 hrs.**
Multiple Discriminant Analysis - Logistic Regression - Cluster Analysis - Conjoint Analysis – Case studies to understand application of Multivariate analytics in Business		

REFERENCES	1. Joseph F Hair, Rolph E Anderson, Ronald L. Tatham & William C. Black, Multivariate Data Analysis, Pearson Education, New Delhi, 8th ed., 2018. 2. Barbara G. Tabachnick, Linda S.Fidell, Using Multivariate Statistics, 6th Edition, Pearson, 7th ed., 2021. 3. Richard A Johnson and Dean W.Wichern, Applied Multivariate Statistical Analysis, Prentice Hall, New Delhi, 6th ed., 2013..
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Assignment, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	One of the online courses from Swayam / NPTEL available during the semester
Prepared by:	Dr.S.Thirupparkadal Nambi
Approved by:	Dr. K B Sridevi

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4B03	**R for Data Analysis**	**Elective**	**1**	**1**	**1**	**3**

Course Description	This course introduces students to the fundamentals of R programming with a strong focus on data analysis, statistical modelling, and machine learning applications. Starting with the basics of R and its ecosystem, students will progress through writing functions, performing data manipulation, and conducting exploratory statistical analyses. The course then moves into predictive modelling using linear and logistic regression and culminates with advanced topics, including neural networks, time series forecasting, and clustering algorithms. By the end of the course, learners will be equipped to use R as a powerful tool for data-driven decision-making, business intelligence, and analytical problem-solving in a variety of domains.

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Discover the R environment, its data structures, and perform basic data import and visualisation tasks.	**K2**
CO2	Apply custom R functions and use control structures to create reusable and efficient R scripts.	**K3**
CO3	Analyse data through cleaning, manipulating, and exploration using R's data transformation libraries and perform basic statistical analysis.	**K4**
CO4	Build, interpret, and evaluate linear and logistic regression models using R.	**K5**
CO5	Devise neural networks, test time series data, and apply clustering techniques for pattern recognition	**K6**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	2		1	1	2		
CO 2	3	2		1	1	3		
CO 3	3	3		2	1	3		1
CO4	3	3		2	1	3		1
CO5	3	3		2	2	3	2	1
Average	**3**	**3**		**2**	**1**	**3**	**2**	**1**

1- Low 2- Medium 3- Strong

Syllabus	R for Data Analysis	
UNIT 1	**Introduction to R & Data Structures**	**6 hrs.**
Installing R and RStudio - Overview of R environment - Data types and structures (vectors, matrices, lists, data frames, factors) - Reading and writing data (CSV, Excel) - Basic plotting and simple graphics.		
UNIT II	**Functions, Control Structures**	**6 hrs.**
Writing functions in R - Conditional statements (if, else, switch) - Loops (for, while, repeat, break, next) – Application of loops and functions.		
UNIT III	**Data Manipulation & Exploratory Analysis**	**6 hrs.**
Data cleaning and transformation using dplyr and tidyr - String handling with stringr - Basic statistical operations: mean, median, SD, correlation - Inferential statistics: t-test, ANOVA.		
UNIT IV	**Linear & Logistic Regression Models**	**6 hrs.**
Linear regression: simple and multiple - Logistic regression - Model diagnostics: residual plots, R^2, AIC - Cross-validation basics		
UNIT V	Advanced Models	**6 hrs.**
Neural networks: basics of artificial neural networks, activation functions, training and evaluation - Time Series: trend analysis, seasonality, moving averages, ARMA basics - Clustering: k-means, hierarchical clustering.		

REFERENCES	1. Jared P. Lander, R for Everyone: Advanced Analytics and Graphics, Addison Wesley, 2015. 2. Sandip Rakshit, R Programming for Beginners, McGraw Hill Education, 2017. **3.** Seema Acharya, **Data Analytics Using R,** McGraw Hill Education India, 2018 4. Robert I Kabacoff , R in action, DreamTech Press, 2018
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Assignment, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	One of the online courses from Swayam / NPTEL is available during the semester https://www.coursera.org/learn/r-programming https://swirlstats.com/
Prepared by:	Dr. S. Thirupparkadal Nambi
Approved by:	Dr. K B Sridevi

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4B04	**Natural Language Processing**	**Elective**	**1**	**1**	**1**	**3**
Course Description	Natural Language Processing (NLP) is at the forefront of artificial intelligence, enabling machines to understand, interpret, and generate human language in a meaningful way. The "Natural Language Processing (NLP)" course provides an in-depth exploration of the techniques and technologies for processing and analysing textual data. This course equips students with the skills to develop NLP applications and leverage language data for various practical uses.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Apply the basic concepts of NLP	**K3**
CO2	Explain the fundamentals of text mining in NLP	**K3**
CO3	Prepare and apply word embedding	**K3**
CO4	Devise sentiment analysis with logistic regression	**K4**
CO5	Support NLP through Python	**K5**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	2	3		2		
CO 2	3	3	2	3		2		
CO 3	3	3	2	3		2		
CO4	3	3	2	3		2		
CO5	3	3	2	3		2		
Average	**3**	**3**	**2**	**3**		**2**		

1- Low 2- Medium 3- Strong

Syllabus	Natural Language Processing	
UNIT 1	**Introduction**	**6 hrs.**
Introduction to text mining & NLP – Purpose of using text for analysis - Text mining vs NLP - Challenges in NLP - Syntaxes Semantics - Introduction to language models - NLP methods & Workflow - Applications of NLP		
UNIT II	**Fundamentals of Text Mining**	**6 hrs.**
Data extraction – Why pre-process text? - Steps in text pre-processing - Tokenisation – Stop Words removal - Removing HTML tags, emoji, smileys, etc. - Stemming & Lemmatisation - Text vectorisation and DTM - TFIDF and Topic modelling - Text visualisation		
UNIT III	**Word Embedding**	**6 hrs.**
Introduction to Word embedding - Limitations of count vectorizers - Cosine Similarity - Co-occurrence Matrix - Pre-trained word embedding - Applicationsof word embedding – Vector space models – Manipulating words in Vector spaces		
UNIT IV	**Sentiment Analysis with Logistic Regression**	**6 hrs.**
Supervised ML & Sentiment Analysis - Vocabulary & Feature Extraction - Negative and Positive Frequencies - Feature Extraction with Frequencies – Preprocessing - Logistic Regression – Training and Testing – Visualising Tweets and building Logistic Regression Models		
UNIT V	**Application of Python for Natural Language Processing**	**6 hrs.**
Application of Python for NLP – Processing Text files – PDF files – Utilising regular expressions for pattern searching – Tokenisation using Python – Vocabulary matching with Spacy – Speech Tagging – Entity recognition – Chatbots – Natural language generation		

REFERENCES	1. Understanding Natural Language Processing (Machine Learning and Deep Learning Perspectives), T V Geetha, Pearson Education, 2024. 2. Deep Learning in Natural Language Processing, Li Deng, Yang Liu, Springer. 2018 3. Hands-on Natural Language Processing with Tensorflow: Concepts and Applications, Michael Walker, AI Sciences LLC, 2018 4. Natural Language Processing with Python, Steven Bird, Ewan Klein, Edward Loper, O'Reilly Media, 2009
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Assignment, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	One of the Swayam/ online courses is available during the semester.

Prepared by:	Dr. K B Sridevi
Approved by:	Dr. A G V Narayanan

Course Code	Course Title	Category	Lecture (L)	Tutorial (T)	Practical (P)	Credits (C)
26MB4B05	**Spreadsheet Modelling**	**Elective**	**1**	**1**	**1**	**3**
Course Description	This course provides a practical foundation in using Microsoft Excel to build and interpret spreadsheet-based models across key business functions—finance, marketing, operations, and human resources. Students will learn how to develop structured, data-driven models that support business analysis, forecasting, decision-making, and reporting.					

CO Number	Course Outcome (CO) Statement	Bloom's Taxonomy Knowledge levels
CO1	Discover the spreadsheet environment and develop basic models to represent key business processes.	**K3**
CO2	Apply logical and lookup functions to build decision-support tools for business functional tasks.	**K3**
CO3	Analyze business data and develop forecasting models using Excel tools like Goal Seek and Solver.	**K4**
CO4	Appraise and solve linear programming problems to optimize resource allocation and planning decisions.	**K5**
CO5	Design dashboards and visualize business performance metrics using PivotTables and charts	**K6**

Mapping Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2		1	1	2		
CO 2	3	2		1	1	3		
CO 3	3	3		2	2	3	1	1
CO4	3	3		1	1	3		1
CO5	2	2		3	2	3	1	1
Average	**3**	**2**		**2**	**1**	**3**	**1**	**1**

1- Low 2- Medium 3- Strong

Syllabus	Spreadsheet Modelling	
UNIT 1	**Introduction To Spreadsheets and Modeling Concepts**	**6 hrs.**
Spreadsheet environment – Basic functions and formulas – Formatting, referencing and ranges – Introduction to business models – Conceptualizing spreadsheet models		
UNIT II	**Built-In Excel Functions & Decision Model**	**6 hrs.**
Excel Library functions - Using logical functions (IF, AND, OR, NOT) – Lookup functions (VLOOKUP, HLOOKUP, INDEX-MATCH) – Data validation – Scenario analysis – Decision models using spreadsheets.		
UNIT III	**Data Analysis and Forecasting**	**6 hrs.**
Descriptive statistics – Sorting, filtering, and summarizing data – What-if analysis – Goal Seek and Solver – Forecasting using moving averages and exponential smoothing.		
UNIT IV	**Linear Programming and Optimization**	**6 hrs.**
Formulating linear programming models – Using Solver for optimization – Sensitivity analysis – Resource allocation and product mix problems.		
UNIT V	**Dashboards and Visualization**	**6 hrs.**
Creating charts and graphs – Pivot Tables and Pivot Charts – Interactive dashboards – Best practices in spreadsheet design and error checking.		

REFERENCES	1. Winston, Wayne L., *Microsoft Excel Data Analysis and Business Modelling*, Microsoft Press, 2019. 2. Ragsdale, Cliff T., *Spreadsheet Modelling & Decision Analysis*, Cengage Learning, 2017. 3. John F. Barlow Excel Models for Business and Operations Management, 2nd Ed. Wiley India, 2006
PEDAGOGY AND ASSESSMENT	**Pedagogy**: Lectures, Practical **Assessment**: Assignment, Presentation, Practical work, Mid-term evaluation, End Semester Exams
ONLINE CONTENT	1. NPTEL: *Spreadsheet Modelling for Business Decision Making* (IIT Roorkee). 2. Harvard Business School Online, *Business Analytics Coursepack: Spreadsheet Decision Models*.
Prepared by:	Dr S. Thirupparkadal Nambi
Approved by:	Dr. K B Sridevi