



**ATLAS SKILLTECH UNIVERSITY
SCHOOL OF MANAGEMENT & ENTREPRENEURSHIP**

**Courses Offered
Core Courses & Elective Courses**

**Masters in Business Management
2 Year Full Time Program**

(Academic Year 2023-24)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of the country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to a lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching–learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce a uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in the grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce a uniform grading system in the entire higher education system in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. Core Course: A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points

1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.

1.2. An academic year consists of two semesters: Odd Semester and Even Semester. 1.3. A semester normally extends over a period of 16 weeks (6-day week) with 90 working days.

1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.

1.5. The credit pattern for a course (L: T:P) shall be decided by the respective Board of Studies (BoS).

1.6. Credit means the unit by which the course work is measured. One-hour session of Lecture or Tutorial per week for 16 weeks' amounts to 1 credit.

1.7. Two-hour session of Practicals per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.

1.8. A course of 3 to 6 credits will be evaluated for 100 marks. A course with less than 3 credits will be evaluated for 50 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. Elective Course:

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

2.1. Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.

2.2. Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.

2.3. Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.

3. Ability Enhancement Courses (AEC): Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). 3.1. AECC courses are mandatory courses based upon the content that leads to knowledge enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.

3.2. SEC courses are aimed at providing hands-on-training, competencies, skills, etc.

Program Educational Objectives (PEOs) :

PEO1: (Leadership and Management) exhibit leadership qualities and the ability to manage teams and projects, with an emphasis on ethical decision-making, communication skills, and adaptability.

PEO2: (Entrepreneurship and Innovation) be equipped with the knowledge and skills to create, develop, and manage innovative business initiatives and entrepreneurship opportunities.

PEO3: (Ethical and Social Responsibility) embrace ethical values and social responsibility to make responsible business decisions that benefit both organizations and society.

PEO4: (Global Perspective) will understand the global business environment, its cross-cultural challenges, and opportunities, and develop competencies to operate in an international context.

Program Outcomes (PO)

PO1 - Apply critical thinking and problem-solving skills to complex business challenges.

PO2 - Analyse business data and information to identify trends and opportunities

PO3 - Demonstrate leadership and interpersonal skills in organizational settings.

PO4 - Assess the ethical and social implications of business decisions.

PO5- Adapt to new technologies and practices in the field of business management.

PO6 - Identify, define, analyze and solve critical business issues and interpret results for driving optimum solutions.

PO7 - Communicate proficiently in oral and written, presentation

PO8 - Understand global issues from different perspectives, be able to learn from and respect different cultures, and be able to apply different forms of communication in different cultural settings.

PO9 - Use appropriate research methods, tools, and techniques for seizing available opportunities for business growth and managing change in the organization.

PO10 - Apply and evaluate alternative strategies through assessment and evaluation of business environment for efficiency, effectiveness and sustainability using techniques of data analytics and predictive modelling

PO11 - Acquire leadership qualities, apply and demonstrate entrepreneurial skills, strategize, mobilize people and resources, create value and convert innovative ideas into business ventures

PO12 - Develop competency for knowledge acquisition for lifelong learning and demonstrate effort to continuously innovate and create breakthrough management practices.

Program Specific Outcomes (PSO's)

PSO1 (FIN)

Demonstrate application of fundamental finance concepts, theories, and models to real world business

PSO2 (MKT)

Demonstrate application of marketing theories and frameworks to real-world business.

PSO3 (BA)

Analyse, Interpret and communicate data-driven findings to support business decision-making.

PSO3 (Entre)

Analyse, Interpret and Evaluate complex business problems to provide innovative business solutions

**MBA: Two-Year (6 Trimester) CBCS
Batch 2023-25**

Course Code	Course	Course Type	Periods			Evaluation Scheme				Credits
			L	T	P	MT	ET	A	Total	
Trimester 1										
MBA MGT 101	Interpersonal Communication	Core	2	-	-	50%	40%	10%	100%	2
MBA BA 107	AI for Business 1	Core	1	-	2	50%	40%	10%	100%	2
MBA ENT 103	Entrepreneurship 101	Core	3	-	-	50%	40%	10%	100%	3
MBA LS 101	Career Readiness Program - I	Core	3	-	-					3
MBA FIN 105	Financial Statement Analysis	Core	3	-	-	50%	40%	10%	100%	3
MBA MKT 109	Marketing in Digital Age	Core	3	-	-	50%	40%	10%	100%	3
MBA DMA 103	Introduction to Digital Marketing	Core	2	-	2	50%	40%	10%	100%	3
MBA MGT 113	Business Challenge 1: The Micro Enterprise	Core	1	-	-	50%	40%	10%	100%	1
MBA MGT 109	Driving Decisions By Excel	Core	1	-	4	50%	40%	10%	100%	3
	TOTAL									23
Trimester 2										
MBA MGT 112	Economics for Managers	Core	2	-	-	50%	40%	10%	100%	2
MBA MGT 114	Personal Branding & Business Story Telling	Core	2	-	-	50%	40%	10%	100%	2

MBA MGT 110	CSR SDG's & Social Impact Sprint	Core	1	-	-	50%	40%	10%	100%	1
MBA LS 102	Career Readiness Program 2	Core	3	-	-					3
	Specialization (Any Two)									
MBA FIN 102	Cost and Management Accounting	Specialization - Finance	3	-	-	50%	40%	10%	100%	3
MBA FIN 104	Basics of Financial Management	Specialization - Finance	3	-	-	50%	40%	10%	100%	3
MBA MKT 106	Consumer Buying Behavior	Specialization - Marketing	3	-	-	50%	40%	10%	100%	3
MBA MKT 108	Advanced Marketing Strategy	Specialization - Marketing	3	-	-	50%	40%	10%	100%	3
MBA MKT 102	Meta Business and Google Suits	Specialization – Digital Marketing & Advertising	1	-	4	50%	40%	10%	100%	3
MBA DMA 104	Introduction to Design Tools – I	Specialization – Digital Marketing & Advertising	1	-	4	50%	40%	10%	100%	3
MBA ENT 106	New Age Business Model	Specialization – Entrepreneurship	3	-	-	50%	40%	10%	100%	3

		& FMB								
MBA ENT 104	Family Enterprise Dynamics	Specialization – Entrepreneurship & FMB	3	-	-	50%	40%	10%	100%	3
MBA BA 102	Data Analytics for Modern Enterprise	Specialization – Business Analytics	1	-	4	50%	40%	10%	100%	3
MBA BA 211	Modern Age AI Tools	Specialization – Business Analytics	1	-	4	50%	40%	10%	100%	3
	Total									20
Trimester 3										
MBA BA 111	Statistics for Business Managers	Core	2	-	-	50%	40%	10%	100%	2
MBA BA 113	AI for Business 2	Core	2	-	2	50%	40%	10%	100%	2
MBA ENT 105	Business Challenge 2 - Street Entrepreneurship	Core	1	-	-	50%	40%	10%	100%	1
MBA MGT 115	Business Research & Ethics	Core	3	-	-	50%	40%	10%	100%	3
MBA FIN 107	Financial Modelling for Business	Specialization - Finance	3	-	-	50%	40%	10%	100%	3
MBA FIN 109	Security Analysis and Portfolio Management	Specialization - Finance	3	-	-	50%	40%	10%	100%	3
MBA FIN 111	Investment Banking	Specialization - Finance	3	-	-	50%	40%	10%	100%	3
MBA FIN 113	Derivatives & Risk Management	Specialization - Finance	3	-	-	50%	40%	10%	100%	3
MBA MKT 111	Negotiation Strategy	Specialization - Marketing	3	-	-	50%	40%	10%	100%	3
MBA MKT 113	Product Management	Specialization -	3	-	-	50%	40%	10%	100%	3

		Marketing								
MBA MKT 115	Advertising Strategy	Specialization - Marketing	3	-	-	50%	40%	10%	100%	3
MBA MKT 117	Marketing for Rural Markets	Specialization - Marketing	3	-	-	50%	40%	10%	100%	3
MBA DMA 103	Advanced SEO & SEM Strategy	Specialization – Digital Marketing & Advertising	2	-	2	50%	40%	10%	100%	3
MBA ENT 107	Startup Alchemy- Mastering Lean Methodologies	Specialization - Entrepreneurship	3	-	-	50%	40%	10%	100%	3
MBA ENT 109	Strategic Planning for Family Enterprise	Specialization - Entrepreneurship	3	-	-	50%	40%	10%	100%	3
MBA ENT 111	Audience Architects- Mastering Marketing in the Digital Age	Specialization - Entrepreneurship	3	-	-	50%	40%	10%	100%	3
MBA ENT 113	Legal Compliance and Leadership in Family Enterprise	Specialization - Entrepreneurship	3	-	-	50%	40%	10%	100%	3
MBA BA 115	Business Intelligence and Visualization	Specialization – Business Analytics	1	-	4	50%	40%	10%	100%	3
MBA BA 109	ML Algorithms for Managers	Specialization – Business Analytics	1	-	4	50%	40%	10%	100%	3
MBA BA 119	AI Design Thinking - 1	Specialization –	1	-	4	50%	40%	10%	100%	3

MBA 1st Year
Trimester 1
Interpersonal Communication (MBA MGT 101)

L	T	P
2	-	-

Course Name: Interpersonal Communication
Course Credit Hours: 2

Course Contact Hours: 2
Course Code: MBA MGT 101

Course Objectives:

1. The primary aim of this course is to provide students with a clear understanding of different models and frameworks which they can use to make their communication effective and impactful.
2. The course is designed to provide students with a detailed understanding of underlying principles of effective communication in various modes i.e. verbal, nonverbal digital.

Course Description: Interpersonal Communication course explores some of the fundamental theories, models, and concepts from the domain of intrapersonal, interpersonal, and mass communication. The course focuses on exploring ways and methods to help students learn an effective form of communication in verbal and non-verbal format.

Course Contents:

Unit Modules

Fundamentals of Communication

- 1 Understanding the key principles & variables that influence communication:
 - 1.1 Clarity
 - 1.2 Self Confidence
 - 1.3 Contextual understanding
 - 1.4 Self-Awareness
- 2 Models and Framework for Effective Communication
 - 2.1 Golden Circle by Simon Sinek
 - 2.2 SUCCESS Framework (Simple, Unexpected, Credible, Concrete, Emotional, Story.
 - 2.3 The Hero's Journey of Story Telling
 - 2.4 Storytelling models – The Mountain, The False Start, Nested Loop
- 3 Digital Communication
 - 3.1 Writing effective emails
 - 3.2 LinkedIn and Twitter content creation
 - 3.3 Content creation for personal branding
 - 3.4 Writing an effective blog

- 4 Visual Communication
 - 4.1 Creating effective presentation decks
 - 4.2 Effective use of Canva
 - 4.3 Data storytelling
 - 4.4 Infographics

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Understand the key drivers and principles fuelling effective communication.
2. Learn models and frameworks necessary for creating an impact while communicating.
3. Learn various content creation strategies necessary for personal branding in the digital space.
4. Learn to use various tools and software for content creation and personal branding.

References:

- Heath C, (2007)., Made to Stick, Random House Publications
- Dicks M. (2014). Story worthy: Engage, Teach, Persuade, and Change Your Life Through the Power of Storytelling. New World Library Publications

MBA 1st Year
Trimester 1
AI for Business 1 (MBA BA 107)

L	T	P
1	-	2

Course Name: AI for Business 1
Course Credit Hours: 3

Course Contact Hours: 2
Course Code: MBA BA 107

Course Objectives:

1. The objective of this course is to excite the student about the potential of Analytics through a gentle non-mathematical introduction.
2. The course is case study oriented and hence provides real world relationships effectively.

Course Description: This course is for all management students, and it helps gain an understanding of how the new-age technologies like Analytics are transforming various industry practices.

Course Contents:

Unit Modules

1. Introduction to Disruptive Business Technologies
 - 1.1 What are Disruptive Business Technologies
 - 1.2 Examples and discussion on DBT
2. Analytics
 - 2.1 Evolution of Analytics from Statistics to AI
 - 2.2 How do you classify business problems?
 - 2.3 What are the roles of analytics in each type of problem
3. Data and types
 - 3.1 Structured data (Numeric, Categorical and Ordinal)
 - 3.2 Unstructured data
 - 3.3 Hybrid data and Data Sets
4. Introduction to Azure
 - 4.1 Exposure to Azure UI
 - 4.2 How to Build AI applications using Azure
 - 4.3 Understanding Azure outputs & Practical: Azure ML demo
5. Case Study
 - 5.1 How do HR departments solve current problems?
 - 5.2 HR Case Study 1
 - 5.3 HR Case Study 2 and 3
 - 5.4 How do HR departments solve current problems?

5.5 Supply Chain Department: The role it plays and common problems

Course Outcomes (COs): After completion of the course, you should be able to:

1. Understand Analytics and types of data.
2. Evaluate different analytic techniques.
3. Apply analytics techniques to solve problems.
4. Solve business problems using Azure ML

References:

- Davenport, T. H., Harris, J. G., & Morison, R. (2010). *Analytics at work: Smarter decisions, better results*. Harvard Business Review Press.
- Mason, H., & Patil, D. J. (2015). *Data-driven: Creating a data culture*. O'Reilly Media.
- Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media. (Pre-read: First 2 chapters)

MBA 1st Year
Trimester 1
Entrepreneurship 101 (MBA ENT 103)

L	T	P
3	-	-

Course Name: Entrepreneurship 101
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA ENT 103

Course Objectives:

1. Understand the Entrepreneurial Mindset: Equip students with the understanding of what it means to think like an entrepreneur, fostering creativity, risk-taking, and problem-solving skills.
2. Master Key Entrepreneurial Concepts: Provide a comprehensive understanding of essential entrepreneurial concepts such as market sizing, value proposition, and startup jargon, enabling students to apply these principles in real-world scenarios.
3. Develop Business Planning Skills: Guide students through the process of creating a viable business plan, including market analysis, financial planning, and strategic development, to turn an idea into a feasible business opportunity.
4. Foster Collaboration and Leadership: Encourage teamwork and leadership through group projects and case studies, enhancing students' ability to work effectively in diverse teams and lead entrepreneurial initiatives.

Course Description: Entrepreneurship 101 at ATLAS SkillTech University introduces MBA students to the foundational concepts of entrepreneurship, including market sizing and value proposition. Through engaging lectures and practical exercises, students will learn the essential tools to transform innovative ideas into successful business ventures

Course Contents:

Unit Modules

- 1 Foundations of Entrepreneurship
 - 1.1 Introduction to Entrepreneurship
 - 1.2 The Entrepreneurial Mindset
 - 1.3 Market Analysis and Sizing
 - 1.4 TAM SAM SOM
- 2 Problem Canvas and idea Generation
 - 2.1 Creative Thinking and Brainstorming Techniques
 - 2.2 Identifying and Analyzing Problem
 - 2.3 Developing and Evaluating Solutions

- 2.4 Creating a Problem Canvas and Mapping Opportunities
- 3 Business Model Creation
 - 3.1 Identifying Key Components of a Business Model
 - 3.2 Designing Value Chains and Supply Networks
 - 3.3 Revenue Models and Pricing Strategies
 - 3.4 Partnerships and Strategic Alliances
- 4 Lean Start up Techniques
 - 4.1 Introduction to Lean Startup Methodology
 - 4.2 Build-Measure-Learn Feedback Loop
 - 4.3 Minimum Viable Product (MVP) Development
 - 4.4 Validated Learning and Continuous Improvement

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Students will be able to apply key entrepreneurial concepts such as market sizing and value proposition to real-world business scenarios, demonstrating a practical understanding of how to launch and grow a startup.
2. Students will develop the skills to create a robust business plan, encompassing market analysis, financial projections, and strategic planning, ready for implementation in a real business environment.
3. Students will gain experience in collaboration and leadership through group projects, enhancing their ability to lead and work within diverse teams in an entrepreneurial context.
4. Through case studies and hands-on exercises, students will cultivate critical thinking and problem-solving abilities, essential for identifying opportunities, overcoming challenges, and making informed decisions in the dynamic field of entrepreneurship.

References:

- Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Business.
- Blank, S. (2013). *The startup owner's manual: The step-by-step guide for building a great company*. K&S Ranch
- Thiel, P., & Masters, B. (2014). *Zero to one: Notes on startups, or how to build the future*. Crown Business.
- Christensen, C. M. (2016). *The innovator's dilemma: When new technologies cause great firms to fail*. Harvard Business Review Press.

MBA 1st Year
Trimester 1
Financial Statement Analysis (MBA FIN 105)

L	T	P
3	-	-

Course Name: Financial Statement Analysis
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA FIN 105

Course Objectives:

1. The course is aimed at acquainting the students with accounting mechanics, processes and systems.
2. It will lay an emphasis on building knowledge of financial accounting concepts and their managerial implications.
3. The course will also develop the skills of the learners in interpreting financial statements.

Course Description:

As accounting is the language of any business, it is important to familiarise management students with financial statements, the principles underlying them and the techniques to analyse the annual reports of various listed companies.

Course Contents:

Unit Modules

1. Introduction to Accounting and Accounting Concepts
 - 1.1 Types of Accounting
 - 1.2 Introduction to Financial Accounting
 - 1.3 Discussion on Generally Accepted Accounting Principles
 - 1.4 Methods of Depreciation and Inventory Valuation
2. Accounting Mechanics and Financial Statements
 - 2.1 Process of Accounting
 - 2.2 Preparation of Multi-Step Profit and Loss Statement
 - 2.3 Understanding a Corporate Balance Sheet
 - 2.4 Understanding a Corporate Cash Flow Statement
3. Financial Tools for Analysis
 - 3.1 Common-size Financial Statement
 - 3.2 Financial Ratios
 - 3.3 Cash flow Statement Analysis
4. Accounting Standards
 - 4.1 Understanding AS, IND AS and IFR

4.2 IND AS

4.3 IND AS 1, 2, 16, 8, 38, 115, 109, 116, 40

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Comprehend the components of annual report (including financial reporting and sustainability reporting), methods of depreciation and inventory valuation
2. Understand the recording of financial transactions based on dual aspect and other generally accepted accounting principles
3. Read corporate financial statements and convert them into analysis-friendly format.
4. Apply financial tools to analyse a firm's past performance to provide information that is useful for estimating its future performance.

References

- Narayanaswamy, R. (2017). Financial accounting: A managerial perspective (6th ed.). PHI Learning Private Limited.
- Rankine, G. (2014). Identify the industry: Analysis of financial statement data. Harvard Business School Publishing.
- Narayanan, V., & Srinivasan, S. (2017). Financial accounting reading: Analyzing financial statements. Harvard Business School Publishing.
- Gibson, C. H. (2012). Financial reporting & analysis. South-Western Cengage Learning (13th ed.) Wadsworth Publishing Co Inc.
- CFA Institute. (2023). CFA program study guide for 2023 Level I CFA exam.
- Journal of financial reporting and accounting. Emerald Insight Publishing.
- International Financial Reporting Standards (IFRS). Retrieved from <https://www.ifrs.org/>

MBA 1st Year
Trimester 1
Marketing in Digital Age (MBA MKT 109)

L	T	P
3	-	-

Course Name: Marketing in Digital Age
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA MKT 109

Course Objectives:

1. To provide students with the basics of Marketing Management with the help of foundational concepts around Marketing Management and Consumer Behaviour in the digital age.
2. To expose students to the changing role of Marketing in businesses
3. To sensitize students with the evolution of consumer buying behaviour in the digital age
4. To understand the role of marketing communication in the contemporary times
5. To discuss the role of channel strategy in success of businesses
6. To sensitize students on integration of technology in the marketing function

Course Description:

The course Marketing Management in the Digital Age equips students with the essential knowledge and skills to navigate the rapidly evolving landscape of marketing in today's digital world. This course builds upon the fundamental principles of marketing management and focuses on harnessing the power of digital platforms and mediums to create impactful marketing strategies. The course explores the profound impact of digital technologies on consumer behavior, market dynamics, and the overall marketing ecosystem. The course is designed to build foundation for students looking to build career in the management streams, especially Marketing, including Digital Marketing.

Course Contents:

Unit Modules

- 1 Introduction to Marketing
 - 1.1 Introduction to Marketing Management
 - 1.1.1 Wants, Needs and Demand
 - 1.1.2 Defining Value
- 2 Identifying Value
 - 2.1 Market Research
 - 2.2 Consumer and Competitor
 - 2.3 Secondary and Primary Research
- 3 Creating Value
 - 3.1 Product Strategy
 - 3.2 Product Planning

- 3.3 Product Design
- 4 Communicating Value
 - 4.1 Communication Strategy
 - 4.2 STP
 - 4.3 Marketing Mix Modeling
- 5 Deliver Value
 - 5.1 Channel Strategy
 - 5.2 Channel Design
 - 5.3 Omni-channel Strategy
- 6 Relationship Marketing
 - 6.1 Community
 - 6.2 Customer Lifetime Value
- 7 Technology and Marketing
 - 7.1 How technology influences Marketing function

Course Outcomes (COs): After completing the course, the student shall be able to:

1. Illustrate and compare the consumer journey in physical and digital environment
2. Apply Marketing Mix to solve real-life marketing problems
3. Devise communication strategy for achieving marketing goals for a business
4. Design a channel strategy for a business based on channel requirement

References:

1. Marketing Management by Philip Kotler et. al (16th Edition) (Available in Library)
2. Consumer Behaviour by Shiffman 12th Edition (Available in Library)

MBA 1st Year
Trimester 1
Introduction to Digital Marketing (MBA DMA 103)

L	T	P
2	-	2

Course Name: Introduction to Digital Marketing
Course Credit Hours: 4

Course Contact Hours: 3
Course Code: MBA DMA 103

Course Objectives: The primary aim of this course is to provide students with a clear understanding of various Digital Marketing techniques & their benefits.

1. To help students promote products through online medium to generate demand
2. To expose students with connecting with audience, creating value for brand, and generating good revenue for the business
3. Generate more leads · Improve your conversion rate · Increase your sales · Boost your traffic
4. Digital Marketing Course will equip you with the right tools and knowledge to grow your business online.

Course Description:

Digital marketing is a dynamic and influential strategy that leverages the power of the internet and digital technologies to reach and engage with a wide audience. It encompasses a range of activities such as search engine optimization (SEO), social media marketing, content creation, email campaigns, and online advertising. Through precise targeting and data-driven analysis, Digital Marketing enables businesses to connect with their target customers in a personalized and cost-effective manner. Step into the ever-evolving realm of online marketing, where the potential to skyrocket your productivity and expand your business knows no bounds. Unleash the power of Search Engine Optimization (SEO), Social Media Marketing (SMM), and Google Ad Words—the ultimate trinity of tools that can revolutionize your digital presence. In today's competitive landscape, Digital Marketing has become an indispensable requirement for organizations, both big and small, looking to thrive in the digital age.

Course Contents:

Unit Modules

1. Intro to Digital Marketing
2. Website planning & creation
 - 2.1. Role of website, domain, host
 - 2.2. Website analysis & tools for the same
3. SEO – Search Engine Optimization – On Page
 - 3.1. Html
 - 3.2. Flyer Creation

- 3.3. SEO Techniques
- 4. SEO – Search Engine Optimization – OFF Page
 - 4.1. Link Building
 - 4.2. Directory Submission
 - 4.3. Article/ Blog Submission
 - 4.4. Google Business
 - 4.5. Local Citation Sites
- 5. SMM- Social Media Marketing
 - 5.1. Facebook, Instagram, YouTube
- 6. PPC Marketing / Influence Marketing/Email Marketing / Google Adwards

Course Outcomes (COs): After completing the course, the student shall be able to:

- 1. Understand the role of Digital Marketing in the overall Marketing domain.
- 2. Discuss various digital marketing components that form together the digital marketing universe
- 3. Understand the basics of SEO, SEM, and Website Management from SEO perspective
- 4. Discuss various social media platforms from the digital marketing perspective

References:

- 1. www.datapointcoputermulund.com
- 2. www.travelright.net.in
- 3. Hubspot.com
- 4. Socialmediaexaminer.com

MBA 1st Year
Trimester 1
Driving Decision by Excel (MBA MGT 109)

L	T	P
1	-	4

Course Name: Driving Decision by Excel
Course Credit Hours: 5

Course Contact Hours: 3
Course Code: MBA MGT 109

Course Objectives:

1. To Explain why probability is important to statistics and data science.
2. See the relationship between conditional and independent events in a statistical experiment.
3. Calculate the expectation and variance of several random variables and develop some intuition.

Course Description: The objective of this course is to develop an understanding on using Microsoft Excel as an application for doing business analytics right from reading and representing data to getting visual insights, data manipulation and filtering techniques, and coming up with meaningful and actionable insights that help businesses make data-driven decisions.

Course Contents:

Unit Modules

1. 1.1 Introduction to the tool, various options and functionalities.
 1.2 Introduction to Business Analytics and the importance of Excel for Business Analytics
 1.3 Representation of data types, formats and different ways of reading data into Excel and reviewing it
2. 2.1 Understanding different data types in Excel Type conversion
 2.2 Arithmetic and statistical operations using in-built functions
 2.3 Writing Formulae using in-built functions
3. 3.1 Data cleansing methods
 3.2 Understanding different options in copying-pasting
 3.3 Formatting, Conditional Formatting
 3.4 Deriving new features by writing formulae
 3.5 String Manipulations
 3.6 Date Manipulations
 3.8 Cross-sheet functionalities
 3.8 Exploring options from all sections of menu bar
 3.9 Data Standardisation
4. 4.1 Writing custom functions
 4.2 Filtering using functions, custom functions, subtotals etc.

- 4.3 Data filtering and aggregations using Pivot tables, VLOOKUP etc.
- 4.4 Optimisation
- 5. 5.1 Understanding when to plot what charts
- 5.2 Plotting charts in Excel
- 5.3 Plotting charts from Pivot tables
- 5.4 Creating dashboards and coming up with meaningful insights

Course Outcomes (COs): After completion of the course, you should be able:

1. To be able to understand the tools and working functionalities of Microsoft Excel for basic data manipulation.
2. To be able to understand advanced data wrangling and filtering methods to do data mining and gain meaningful insights.
3. To be able to visualize data and get meaningful insights.
4. To be able to understand the impact of certain features on a target outcome by doing basic regression analyses

References:

1. Business Analytics: Data Analysis & Decision Making, 6th Edition, S.) Albright (Author), Wayne) Winston
2. Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals, Danielle Stein Fairhurst
3. <https://support.microsoft.com/en-us/excel>
4. <https://support.microsoft.com/en-us/office/excel-video-training-9bc05390-e94c-46af-a5b3-d7c22f6990bb>
5. LinkedIn Learning material for 'Excel for Business Analysts', by Michael McDonald

MBA 1st Year
Trimester 2
Economics for Managers (MBA MGT 112)

L	T	P
2	-	-

Course Name: Economics for Managers
Course Credit Hours: 2

Course Contact Hours: 2
Course Code: MBA MGT 112

Course Objectives:

1. Co-integrating Economics theory into business applications and practices.
2. Understand how tools of standard price theory can be employed to formulate a decision problem.
3. Provide students with a clear understanding of microeconomic theory and applications.
4. Develop the ability to apply the concepts, tools, and techniques of economics in analysing and interpreting business decisions.

Course Description: This course is an introduction to microeconomic theory in business with real world examples. The main theme of the course modules focuses on How households, firms, and governments make decisions of what goods and services to produce, how to produce the goods and for whom to produce them.

Course Contents:

Unit Modules

- 1 Introduction to business and microeconomics
 - 1.1 Economics and the world of business
 - 1.2 Business organizations
 - 1.3 Business and Markets
 - 1.4 The working of competitive markets
 - 1.5 Business in a market environment
 - 1.2 Demand and Supply – Theory and Practice
 - 1.3 Demand and the consumer
 - 1.4 Demand and the firm
 - 1.5 Products, marketing and advertising
 - 1.6 Costs of production
 - 1.7 Revenue and profit
- 2 Revenue and profit in competitive market
 - 2.1 Profit maximisation under perfect competition and monopoly
 - 2.2 Supply: Alternative Strategies
 - 2.3 An introduction to business strategy – Game Theory
 - 2.4 Alternative theories of the firm

- 2.5 Growth strategy
- 2.6 Pricing strategy
- 3 Game Theory
 - 3.1 Game Theory: Scope and Depth
 - 3.2 Strategic Form Games
 - 3.3 Nash Equilibrium
 - 3.4 Cooperation and Conflict

Course Outcomes (COs): After completion of the course, you should be able to:

1. Understand principles of Economics and how it is related to the world of business.
2. Associating demand and supply mechanism in price determination in a competitive market and imperfect markets
3. Identify whether an industry is best described as perfectly competitive, a monopoly, monopolistically competitive, or an oligopoly. And discuss the implications of each of these market structures.
4. Apply normal form and extensive form representations of games under oligopoly to formulate strategic decisions including pricing, advertising, coordination, innovation etc.

References:

1. Sloman, J., Garratt, D., Guest, J., & Jones, E. (2016). Economics for business. Pearson Education.
2. Baye, Michael and Jeffrey Prince (2017). Managerial Economics and Business Strategies, Ninth edition, McGraw hill Education (New York)
3. Mankiw, N.G. (2016), Principles of Microeconomics, 8th edition, CENGAGE Learning, Stamford, USA.
4. Mankiw, N.G. (2013), Macroeconomics, 8th edition, Worth Publishers, New York, USA.
5. Game Theory: Interactive Strategies in Economics and Management, 1st edition Cambridge University Press 2012

MBA 1st Year
Trimester 2
Personal Branding & Business Storytelling (MBA MGT 114)

L	T	P
2	-	-

Course Name: Personal Branding & Business Storytelling
Course Credit Hours: 2

Course Contact Hours: 2
Course Code: MBA MGT 114

Course Objectives:

1. Becoming a powerful storytelling leader
2. Crisis management through storytelling
3. Produce a favourable social impact through storytelling
4. Develop the necessary skills needed to produce and present captivating stories.
5. Authentic Personal Brand Development
6. Impactful Storytelling Techniques and Enhancing Digital and Social Media Presence
7. Storytelling for Effective Networking and advanced Personal Brand Presentation Skills

Course Description: This course offers a comprehensive exploration of Personal Branding and Storytelling, emphasizing the creation and cultivation of a unique personal brand. Students will delve into techniques for crafting and conveying compelling stories that reflect their individual identity and values. This process will enable them to stand out in competitive environments and establish a memorable presence. Moreover, the course covers practical strategies for integrating storytelling into personal branding efforts, particularly in digital and social media contexts. By learning how to effectively communicate their personal journey, skills, and experiences, students will develop the ability to connect with audiences, influence perceptions, and build a strong professional network. This course is essential for anyone seeking to enhance their personal brand and impact through the power of storytelling.

Course Contents:

Unit Modules

1. Building Your Personal Brand
 - 1.1 Defining and Articulating Your Personal Brand
 - 1.2 Personal Branding in the Digital Age
 - 1.3 Putting the Arthur Page principles of communication through Story telling in action through the Idea to Impact Project
 - 1.4 Implementing Pillars of Storytelling through the Idea to Impact Project
 - 1.5 The Psychology of Personal Branding
 - 1.6 Ethics and Authenticity in Personal Branding
2. Tools for Personal Branding and Impact to Idea Concept

- 2.1 Personal Branding with Blogging
- 2.2 Podcasting for Personal Branding
- 2.3 LinkedIn for Professional Branding
- 2.4 Effective Use of Twitter for Personal Branding
- 2.5 Email Marketing and Personal Branding
- 2.6 Journey of complicated business ideas and concepts to implementation in storytelling
- 3. Strategies for Personal Branding and Storytelling
 - 3.1 Launching and Growing a YouTube Channel
 - 3.2 Leveraging Social Media for Personal Branding
 - 3.3 Mastering Visual Branding on Instagram
 - 3.4 Use crisis management in story telling projects
- 4. Advanced Techniques for Personal Branding
 - 4.1 LinkedIn for Professional Branding
 - 4.2 Effective Use of Twitter for Personal Branding
 - 4.3 Email Marketing and Personal Branding
 - 4.4 Use storytelling strategies in marketing, leadership, and brand communication, among other business situations

Course Outcomes (COs):

1. Master Personal Brand Narratives: Implement strategies to create and maintain a distinctive personal brand that inspires and influences others, driving professional growth and opportunities.
2. Engage and Connect with Diverse Audiences: Develop the ability to craft and share stories that resonate deeply with various groups, building stronger connections and expanding your influence.
3. Navigate Branding Challenges with Finesse: Gain proficiency in managing your personal brand during critical situations, effectively mitigating risks while maintaining a positive public image.
4. Promote Socially Responsible Branding: Learn to incorporate values and social responsibility into your personal branding, creating a positive impact on society and enhancing trust and loyalty among your audience.
5. Excel in Diverse Presentation Formats: Acquire skills to deliver engaging and compelling presentations in multiple formats, ensuring your personal brand story is impactful and memorable.
6. Convey the journey from idea to impact via storytelling.
7. Use storytelling strategies in marketing, leadership, and brand communication, among other business situations.

References:

1. The Anatomy of Story by John Truby
2. Clark, D. (2013). Reinventing You: Define Your Brand, Imagine Your Future. Harvard Business Review Press.
3. Long, S. (2020). LinkedIn for Personal Branding: The Ultimate Guide. Post Road Consulting.
4. Kang, K. (2013). BrandingPays: The 5-Step System to Reinvent Your Personal Brand. Branding Pays Media.

MBA 1st Year
Trimester 2
CSR SDG's & Social Impact Sprint (MBA MGT 110)

L	T	P
1	-	-

Course Name: CSR SDG's & Social Impact Sprint
Course Credit Hours: 1

Course Contact Hours: 1
Course Code: MBA MGT 110

Course Objectives:

1. Knowledge Acquisition: Develop a deep understanding of CSR principles, SDGs, and their interconnectedness.
2. Practical Skills: Acquire hands-on skills in designing, implementing, and managing CSR projects.
3. Critical Thinking: Foster critical thinking to analyze and address complex social and environmental challenges.
4. Collaboration and Leadership: Enhance collaboration and leadership skills within diverse project teams.

Course Contents:

Unit Modules

1. Overview of CSR, ESG, Shared Value Strategy & SDG's
 - 1.1 Corporate Social Responsibility & Amendment in Companies Act 2013
 - 1.2 ESG & BRSR
 - 1.3 Shared Value Strategy
 - 1.4 Context setting SDGs
2. CSR Project & Students as Change makers
 - 2.1 Why Me?
 - 2.2 Case Study of Project Shuddhi
3. SDG's
 - 3.1 17 UN SDG's
 - 3.2 Challenges
 - 3.3 Interconnections between SDG's
 - 3.4 Solutions
4. Problem Statement Allocation- Team Orientation
 - 4.1 Overview of problem statements and project areas
 - 4.2 Allocation of project teams and faculty mentors
 - 4.3 In-depth exploration of assigned problem statements
 - 4.4 Defining project scopes and objectives
5. Stakeholder Interactions

- 5.1 Identifying Stakeholders
- 5.2 RACI Matrix for Stakeholders
- 5.3 Interactions with Stakeholders – challenges and solutions
- 5.4 Establishing Collaborations
- 6. Design Thinking for Innovative Solutions
 - 6.1 Empathize, Define, Ideate, Prototype, Test
 - 6.2 Group activity applying design thinking to a realworld problem- Stakeholder need
 - 6.3 Interview simulation & Role to practice stakeholder-centric empathy & questioning
- 7. Ideation for Sustainable solutions for Action Projects
 - 7.1 Ideation for Sustainable Solutions
 - 7.2 Importance of rapid prototyping
 - 7.3 Iterative testing and refinement
 - 7.4 Peer Review & Stakeholder Feedback
- 8. Implementation
 - 8.1 Strategies for effective implementation of design thinking solutions
 - 8.2 Addressing scalability and sustainability
 - 8.3 Assessing the impact – SROI, EROI of innovative solutions
 - 8.4 Preparing for project showcases and presentations

Course Outcomes (COs): After completion of the course, you should be able:

1. Demonstrate a comprehensive understanding of CSR principles and SDGs.
2. Apply strategic thinking and innovation to address real-world environmental and social challenges.
3. Effectively collaborate within interdisciplinary teams and with stakeholders to achieve sustainability goals
4. Evaluate the ethical implications of CSR initiatives and propose responsible solutions.
5. Revelation of how Individual action impacts SDG's and responsibility as leader & change maker

References:

1. Corporate Social Responsibility and Sustainable Development in Emerging Economies (Globalization and Its Costs), by Dhirendra K. Vajpeyi (Editor, Contributor), Roopinder Oberoi (Editor, Contributor), et al, Lexington Books
2. Creating a Sustainable and Desirable Future: Insights from 45 Global Thought Leaders, Robert Costanza, Ida Kubiszewski, and Philip Lawn, World Scientific Publishing Co Pte Ltd
3. Ted Talk by Simon Sinek – Golden Circle
<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiMzYbr6IaDaxURT2wGHUeSB0IQtwJ6BAgUEAI&url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DJeg3IIK8lro&usg=AOvVaw0QZUFNUcfCWuEHMZRnUIIa&opi=899784495>
4. 17 UN SDG's
<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=video&cd=&cad=rja&uact=8&ved=2ahUKEwi6ZK6YaDaxVLe2wGHZs9AvEQtwJ6BAgPEAI&url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DHW76iOQ7qVQ&usg=AOvVaw3DYkUMD7mpMwyJVB3WpSD3&opi=89978449>

5. Social Action Projects <https://www.youtube.com/watch?v=zOA6csn-Vlo>

MBA 1st Year
Trimester 2
Cost and Management Accounting (MBA FIN 102)

L	T	P
3	-	-

Course Name: Cost and Management Accounting
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA FIN 102

Course Objectives:

1. Explain the fundamental elements and classifications of costs, including cost-volume-profit analysis, activity-based costing, and variance analysis, vital for effective decision-making in modern businesses.
2. Explore the strategic relevance of cost and management accounting techniques in dynamic business environments, highlighting their role in informed decision-making processes.
3. Introduce learners to cutting-edge financial models as tools to grasp the latest methodologies in cost and management accounting practices.
4. Equip students with the skills to utilize cost and management accounting techniques as integral components for strategic decision-making in the contemporary business landscape

Course Description: Organizations have to manage revenues and costs to maximize their profits. The amount of revenue generated is largely market-determined and hence, it is very vital for organizations to understand how to control costs. This course aims to provide the learners with an understanding of cost and management accounting concepts related to functions of planning, controlling, and decision-making. To achieve this, it introduces an application of cost and management accounting fundamentals and tools.

Course Contents:

Unit Module

1. Introduction to Accounting and Cost Concept
 - 1.1 Types of Accounting
 - 1.2 Introduction to Cost and Management Accounting
 - 1.3 Cost Terms, Concepts and Classification
 - 1.4 Elements of Cost in Manufacturing and Service Organizations
2. Managerial Accounting Techniques and Decision-making
 - 2.1 Marginal Cost and Marginal Costing
 - 2.2 Break-even Point (BEP) Analysis
 - 2.3 Cost-volume-profit (CVP) Analysis (single-product and multi-product)
 - 2.4 Margin of Safety
 - 2.5 Relevant Costs and Revenues for Decision-making
3. Traditional and Contemporary Cost Accounting Approaches

- 3.1 Process Costing
- 3.2 Traditional overhead allocation
- 3.3 Cost Drivers - Activity-based Costing (ABC)
- 3.4 Comparison of Traditional and ABC Systems
- 4. Planning, Control and Performance Measurement
 - 4.1 Budgeting Process and Variance Analysis
 - 4.2 Strategic Cost Management
 - 4.3 Financial Ratios
 - 4.4 DuPont Analysis
 - 4.5 Common-size Statement

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Explain and compare traditional and contemporary cost accounting approaches for decision-making.
2. Apply standard costing and budgetary control for planning and controlling.
3. Implement various cost accounting methods and managerial accounting techniques to a range of businesses.
4. Articulate and analyse information for making strategic, such as fixing selling price, profit planning, make or buy etc.
5. Apply various financial analysis techniques, including ratios, DuPont analysis, common-size statements, and cash flow analysis, to interpret and evaluate financial statements effectively, enabling informed decision-making.

References:

1. Book Colin Drury, 2018, Cost and Management Accounting, 9th Edition, Cengage Learning.
2. Case Study Tenalpina Tools: The Entrepreneur's Dilemma, BAB276, May 2015, Babson College, Harvard Business School Publishing
3. Case Study Tenalpina Tools: Product Line Expansion, BAB278, May 2015, Babson College, Harvard Business School Publishing
4. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan, 2015, Cost Accounting: A Managerial Emphasis, 15th Edition, Pearson.
5. Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg, 2014, Introduction to Management Accounting, 16th Edition. US: Pearson Education.
6. Arora, M.N., 2016, Cost Accounting: Theory, Problems and Solutions, 3rd Edition, Himalaya Publishing House.
7. Online Journal: <http://icmai-rnj.in/>
8. Online Publication: <https://www.cgma.org/learn/publications.html>

MBA 1st Year
Trimester 2
Basics of Financial Management (MBA FIN 104)

L	T	P
3	-	-

Course Name: Basics of Financial Management
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA FIN 104

Course Objectives:

1. The course is intended to explain the role of corporate finance in an organization.
2. It will discuss the techniques and terminologies used in financial decision-making and give a detailed overview of long-term investment decisions, financing decisions and dividend decisions in the corporate set up.

Course Description: In a commercial setup, corporate managers are required to understand and communicate using financial information. As a fundamental prerequisite, they have to make inbound and outbound financial decisions that have a huge impact on the organization's business value. For this purpose, this course aims to enable the learners with a thorough understanding of the basics of corporate finance.

Course Contents:

Unit Module

1. Time Value of Money
 - 1.1 Time preference for money
 - 1.2 Future value of a Single cashflow
 - 1.3 Future value of an annuity
 - 1.4 Present value of a single cash flow
 - 1.5 Present Value of an annuity
2. Capital Budgeting and Financial Decision Making
 - 2.1 Introduction to corporate finance
 - 2.2 Net Present Value
 - 2.3 IRR
 - 2.4 Discounted Payback Period
 - 2.5 Payback Period
 - 2.6 Accounting Rate of Return
 - 2.7 IRR
3. Capital Structure and Cost of Capital
 - 3.1 Introduction to Capital structure
 - 3.2 Cost of equity

- 3.3 Cost of debt
- 3.4 Cost of preferred capital
- 3.5 WACC
- 4. Working Capital Management
 - 4.1 Concept of working capital
 - 4.2 Operating cycle
 - 4.3 Determinants of working capital
 - 4.4 Estimation of working Capital
- 5. Equity and Debt Markets
 - 5.1 Debt Market Overview
 - 5.2 Debt Market Instruments
 - 5.3 IPO and Book Building Process
 - 5.4 Secondary Markets & SEBI
 - 5.5 Stock exchanges and Indexes

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Understand the major financial decisions of an organization and the role of financial manager.
2. Develop an understanding of Time Value of Money
3. Apply investment appraisal techniques for evaluating financial viability of long-term projects
4. Comprehend the capital structure decisions and dividend decisions
5. Understand and estimate the working capital requirements

References:

1. Khan, M. Y. 2018, Financial Management: Text Problems and Cases, 8th Edition, Tata McGraw-Hill Publishing Company Limited.
2. Pandey, I. M. 2016, Financial Management, 11th Edition, Vikas Publishing House Pvt. Ltd.
3. Damodaran Aswath , Corporate Finance -Theory and practice , Wiley Publications
4. Chandra P. 2019, Financial Management: Theory and Practice, 10th Edition, McGraw-Hill Education (India) Private Limited.
5. Brigham, E. F. & Houston J. F. 2021, Fundamentals of Financial Management, 14th Edition, Cengage Learning India Private Limited.
6. Online Journal: <https://onlinelibrary.wiley.com/journal/1755053x>
7. Online Publication: <https://www.fm-magazine.com/>

MBA 1st Year
Trimester 2
Consumer Buying Behavior (MBA MKT 106)

L	T	P
3	-	-

Course Name: Consumer Buying Behavior
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA MKT 106

Course Objectives: Student will be able to:

1. Gain comprehensive insights into the varied consumer categories and their unique decision making processes. Explore how different demographics and segments approach product acquisition and service utilization.
2. Highlight the pivotal role of Consumer Behavior in shaping branding and advertising strategies. Showcase how consumer insights influence marketing tactics and brand perception.
3. Delve into the multifaceted viewpoints surrounding Consumer Behavior and Consumer Insights within the marketing landscape. Analyze diverse perspectives and their implications on marketing strategies.
4. Implement effective marketing strategies geared towards understanding and influencing consumer preferences and purchasing behavior. Focus on practical methodologies aimed at shaping consumer decisions.
5. Apply acquired knowledge and insights into real-world scenarios. Emphasize the practical application of Consumer Behavior theories to devise and execute marketing plans that resonate with diverse consumer segments

Course Description:

The semester will revolve around studying Consumer Behavior, Consumer Research, and Consumer Insights. These subjects aim to delve into the various factors that shape how consumers make purchasing decisions. The coursework will emphasize hands-on learning, allowing students to apply theoretical knowledge to real-world scenarios. This practical approach aims to bridge the gap between theory and practical implementation. Students will have the opportunity to examine industry best practices. This exposure will enable them to develop effective strategies for comprehending and influencing consumer behavior based on real industry experiences and successful methodologies. A core aspect of the coursework will involve a deep dive into consumer psychology. This will involve studying the psychological aspects that drive consumer decision-making, providing insight into understanding their motivations and behaviors. Through conducting in-depth consumer research and analyzing findings, students will develop strong analytical skills. They'll learn to interpret data effectively, enabling them to make informed and strategic decisions in the realm of consumer behavior and insights.

Course Contents:

Unit Module

1. Understanding Consumer Behaviour
 - 1.1 Introduction to Consumer Behaviour
 - 1.2 Consumer Buying Process Model
 - 1.3 Howard-Sheth model and Psychoanalytical Model of Consumer Behavior
 - 1.4 Types of Consumers and Consumer involvement
 - 1.5 Understanding Demarketing and consumer behaviour case study
2. Determinants of Consumer Behaviour
 - 2.1 EBM model
 - 2.2 Internal / Individual factors (psychological) – needs, motivation, personality, perception
 - 2.3 External / Environmental factors – family, sociocultural, economic and group dynamics
 - 2.4 Behavioural Decision Theory
3. Foundations of Consumer Research
 - 3.1 What is Consumer Research?
 - 3.2 Importance and types of Consumer Research
 - 3.3 Understanding the Consumer Research Process
 - 3.4 Tailoring Marketing efforts to specific Consumer Segments
4. Introduction to Consumer Insights
 - 4.1 What are Consumer Insights. Market research v/s customer insights
 - 4.2 Stages of Consumer Insights.
 - 4.3 Applications of Consumer Insights in Marketing
 - 4.4 Case Studies of Successful Brands that have used Consumer Insights
 - 4.5 Turning Consumer Insights into Action

Course Outcomes (COs): After completion of this course, student shall be able to:

1. Students will demonstrate the ability to categorize and differentiate diverse consumer segments based on their decision-making processes through assessments and case studies. They will articulate an understanding of various consumer behaviors across demographics.
2. Students will analyze and interpret the influence of consumer behavior on branding and advertising strategies. They'll demonstrate comprehension by explaining how specific consumer behaviors impact brand perception and advertising effectiveness.
3. Students will critically evaluate and compare various viewpoints related to consumer behavior and consumer insights in the marketing landscape. They will analyze different perspectives, recognizing their implications on marketing strategies through research projects or critical papers.
4. Students will apply acquired knowledge to devise and execute marketing strategies aimed at understanding and influencing consumer preferences. They will develop and present marketing plans that integrate consumer behavior theories into practical strategies.
5. Students will synthesize and integrate consumer insights into real-world scenarios through simulation exercises or case studies. They'll create innovative marketing solutions that apply consumer behavior theories effectively to address specific market segments or challenges

References:

1. Kumar, S.R. (2017) Consumer Behaviour: The Indian Context, 2e, Noida: Pearson.
2. Consumer Behaviour 11/e, Schiffman / Wisenblit / Kumar, Pearson Education India
3. Marketing Management 16/e, Philip Kotler. Kevin Lane Keller/ Chernev/ Sheth, G. Shainesh, Pearson
4. Consumer Behavior (Text and Cases), Kapoor & Madichie, McGraw Hill Education
5. Consumer Psychology (Paperback Import), Cathrine V. Jansson-Boyd, Open University Press; 1 edition (1 January 2010)
6. The Making of the Consumer: Knowledge, Power and Identity in the Modern World, Frank Trentmann Berg, Oxford University Press 2006
7. Advertising and the Mind of the Consumer: What Works, What Doesn't, and Why, Max Sutherland Allen & Unwin, 2008 Google Books
8. Consumer Behavior: Building Marketing Strategy by David L. Mothersbaugh and Del I. Hawkins
9. Consumer Behavior: Buying, Having, and Being by Michael R. Solomon
10. Consumer Behavior by Wayne D. Hoyer, Deborah J. MacInnis, and Rik Pieters

MBA 1st Year
Trimester 2
Advanced Marketing Strategy (MBA MKT 108)

L	T	P
3	-	-

Course Name: Advanced Marketing Strategy

Course Contact Hours: 3

Course Credit Hours: 3

Course Code: MBA MKT 108

Course Objectives: The primary aim of this course is to provide students with the basics of Marketing Strategy with the help of foundational concepts around Marketing. Major objectives of the course are:

1. To expose students to the research required for building Marketing Strategy
2. To help students understand strategies around the 4 Ps of Marketing
3. To discuss the role of competitive strategies for businesses
4. To discuss expansion and optimization marketing strategies through underlying frameworks

Course Description: The course aims to provide a comprehensive understanding of the principles and practices involved in creating and executing effective marketing strategies for businesses and organizations back by research. The course covers a range of topics that equip students with the knowledge and skills necessary to make strategic marketing decisions. Key areas covered are product strategy, pricing strategy, channel strategy, and communication strategy.

Course Contents:

Unit Module

1. Fundamental Research for Building Strategy
 - 1.1 Remote Analysis
 - 1.2 Industry Analysis
2. Strategies Around Marketing Mix
 - 2.1 Product Strategy
 - 2.2 Pricing Strategy
 - 2.3 Place Strategy
 - 2.4 Communication Strategy
3. Competitive Strategy
 - 3.1 Porter's Generic Strategy
 - 3.2 Competitive Strategies
4. Expansion and Optimization Strategies
 - 4.1 Ansoff Matrix
 - 4.2 BCG Matrix
5. New Age Strategies
 - 5.1 Experiential Marketing

Course Outcomes (COs):

1. Apply industry research frameworks on any given industry before building strategy
2. Design marketing strategies around marketing mix to achieve marketing objectives
3. Devise competitive strategies for brands based on competitive status in the market
4. Apply strategic frameworks for business expansion and optimization
5. Design Experiential Marketing Campaigns for brands to achieve objectives

References:

1. Marketing Management by Philip Kotler et. al 16e, Pearson
2. Competitive Advantage: Creating and Sustaining Superior Performance by Michael Porter
3. Marketing Warfare by Jack Trout and Al Ries

MBA 1st Year
Trimester 2
Meta Business and Google Suits (MBA DMA 102)

L	T	P
1	-	4

Course Name: Meta Business and Google Suits
Course Credit Hours: 5

Course Contact Hours: 3
Course Code: MBA DMA 102

Course Objectives:

1. To acquaint students to the vast tools offered by Google Workspace and Meta Business Suite.
2. To expose the students towards these various tools and techniques and help increase efficiency in their work especially with campaigns for social media
3. To help students integrate Google Workspace and Meta Business Suite seamlessly into their daily workflows, demonstrating advanced proficiency in time management, task organization, and project coordination.
4. To explain the nature of various concepts within both Google Workspace and Meta Business Suite intricately.

Course Description: This course has two components: (i) Google Workspace (ii) Meta Business Suite which are very essential tools that are required in the day-to-day activities of a Digital Marketer. The course objective for Google Workspace as a tool is to teach students its various apps and how it is easy for people to stay connected, get organized and achieve more together. Google Workspace helps increase efficiency of work by providing several tools under one roof. It could help with everyday work to organising meetings to even helping entrepreneurs run keep a tab on the on goings of their business.

Course Contents:

Unit Module

1. Mastering the Foundations of Google Workspace
 - 1.1 In-depth exploration of Google Workspace applications
 - 1.2 Uncovering the seamless integration of apps
2. Innovative Collaboration and Project Coordination with Google Workspace
 - 2.1 Exploring advanced collaboration features across applications
 - 2.2 Implementing innovative project coordination strategies for enhanced team productivity and outcomes
3. Advanced Collaborative Document Management with Google Docs
 - 3.1 Realizing the full potential of real-time collaboration
 - 3.2 Implementing version control and maximizing document sharing capabilities
4. Strategic Time Mastery with Google Calendar

- 4.1 Tactical scheduling and event organization
- 4.2 Harnessing the power of integrated calendars for optimal time management
- 5. Meticulous File Organization and Collaboration with Google Drive
 - 5.1 Mastering file uploading, sharing, and organization
 - 5.2 Elevating collaborative file editing and insightful commenting
- 6. Data Analysis and Team Optimization with Google Sheets
 - 6.1 Advanced data analysis and visualization techniques
 - 6.2 Leveraging collaborative spreadsheet functions for project excellence
- 7. Dynamic Presentations and Collaborative Editing with Google Slides
 - 7.1 Crafting impactful presentations with advanced features
 - 7.2 Collaborative editing and sophisticated presentation techniques
- 8. Unlocking the Potential of Google Workspace
 - 8.1 Exploring advanced tools such as Google Forms, Google Meet, and more
 - 8.2 Integrating specialized tools for complex tasks and projects
- 9. Fortifying Security and Privacy Protocols in Google Workspace
 - 9.1 Implementing robust security measures for Google Workspace accounts
 - 9.2 Understanding and optimizing privacy settings and permissions in collaborative environments
- 10. Workshop
 - 10.1 Hands-on workshop to experience the Workspace and work and produce results efficiently
- 11. Introduction to Meta Business Suite
 - 11.1 The Social Media Landscape
 - 11.2 Understanding People's and a Brand's social media behaviour
- 12. Meta Ads
- 13. Customer Journey & Copywriting
- 14. FB Business Manager
- 15. Creative Optimisation
 - 15.1 Dynamic Creative Optimisation
 - 15.2 Power of Engagement
- 16. Ads for Local Business
 - 16.1 Meta ads for local Business
 - 16.2 Meta Lead Generation ads
- 17. Targeting
 - 17.1 Meta Traffic ads
 - 17.2 Details Targeting
- 18. Creative Hub
 - 18.1 Meta Creative Hub and Insights
 - 18.2 Meta Creative Reporting

Course Outcomes (COs): After completion of this course, student shall be able to:

1. Analyse competitor's social media strategies, evaluate their own strategies and then apply concepts taught and their own creativity to executing social media campaigns.
2. Students will understand the online behaviour of social media user and be able to create social media calendars, relevant posts, receive insights and analyse the feedback.
3. One will be able to apply their learnings in creating engaging content for successful community management, small/medium brands and businesses
4. Students will adeptly navigate and utilize a range of Google Workspace applications and learn to optimise them for efficient communication, file management, and collaborative document creation
5. Participants will be proficient users of Google Workspace and Meta Business Suite and then in turn will be able to apply strategic implementation, leverage its full functionality to enhance collaboration, streamline processes, and achieve collective business objectives.

References:

1. Digital Marketing for Dummies by Ryan Deiss and Russ Henneberry Edition: Paperback – 25 June 2020 Publisher: Wiley (25 June 2020)
2. Social Media Marketing All-in-One for Dummies by Michelle Krasniak (Author), Jan Zimmerman (Author), Deborah Ng (Author) Edition: 5th edition (9 March 2021) Publisher: For Dummies

MBA 1st Year
Trimester 2
Introduction to Design Tools – I (MBA DMA 104)

L	T	P
1	-	4

Course Name: Introduction to Design Tools-I
Course Credit Hours: 5

Course Contact Hours: 3
Course Code: MBA DMA 104

Course Objectives: Student will be able to:

1. In this course students will learn how visual design and digital marketing are correlated
2. How to create meaningful designs that should convey the message to the target audience
3. To create a design which causes maximum conversion.
4. To develop design execution and technical skills
5. How to design social media assets This is a practical design course meant to teach students tools, techniques and skills by producing real world projects.

Course Description: This course teaches students how to use the industry standard software, applications, tools & processes alongside the principles and elements of design that help them understand what is a designer's role and responsibilities in marketing. We will first talk about the designer's role in marketing and digital marketing assets and dive deep into creating marketing creatives.

Course Contents:

Unit Module

1. Image Editing Techniques: Adobe Photoshop
 - 1.1 Photoshop - Interface, Exploration
 - 1.2 Photoshop - Using Layers, Masking & Text
 - 1.3 Creating Basic Layout with Text and Images
2. Layout Design & Composition: Adobe Illustrator / Figma
 - 2.1 Illustrator - Interface, Working in Vector, Layers
 - 2.2 Illustrator - Making assets, compositions - Layouts & exports
3. Design Elements & Principle
 - 3.1 Application of design elements and principles into layout designing
 - 3.2 Color Harmony - Color Theory
4. Working Across Applications: Image editing + composition
 - 4.1 The Final Project – Research Phase
 - 4.2 The Final Project - Ideation, prototyping & mockups
 - 4.3 The Final Project - The Making Phase

Course Outcomes (COs): After completion of this course, student shall be able to:

1. Design artworks with strategy in mind
2. Incorporate Design Elements and Principles in Marketing Assets
3. Design & the user experience - Usability, Utility and accessibility
4. Converting data into Infographics
5. Image editing and composition skills

References:

1. Graphic Design and Print Production Fundamentals by Wayne Collins, et al. - <https://opentextbc.ca/graphicdesign/>
2. Abstract: The Art of Design, Netflix
3. <http://lthscomputerart2.weebly.com/the-elements--principles-of-graphic-design.html>
4. <https://youtu.be/BpHtWOQINoo>
5. <https://www.adobe.com/in/creativecloud/buy/students.html>
6. <https://inkscape.org/>
7. <https://www.figma.com/>
8. <https://www.photopea.com/>

MBA 1st Year
Trimester 2
New Age Business Model (MBA ENT 108)

L	T	P
3	-	-

Course Name: New Age Business Model

Course Contact Hours: 3

Course Credit Hours: 3

Course Code: MBA ENT 108

1. Course Objectives: The course aims to comprehensively understand and critically assess the mechanisms, scalability, and innovation potential of new-age business models in the contemporary digital economy.

Course Description: This course offers an in-depth examination of emerging business models in the context of technological advancements and changing market dynamics. Students will critically analyze the structure and operational mechanisms of models such as SaaS, Cloud Kitchens, and Agritech, among others. The curriculum emphasizes the intersection of technology and entrepreneurship, fostering an understanding of value creation in digital and tech-centric sectors. Through a combination of theoretical frameworks and case studies, participants will gain insights into the scalability, sustainability, and innovation that characterize these new-age business models. The course culminates in evaluative modules that assess the practical implications and future trajectory of these business paradigms.

Course Contents:

Unit Module

1. Introduction to New Age Business Models
 - 1.1 Overview of digital transformation
 - 1.2 Defining SaaS and Consumer Apps
 - 1.3 The rise of subscription-based models
2. FoodTech and Cloud Kitchen
 - 2.1 The Cloud Kitchen model
 - 2.2 Technology's role in FoodTech
 - 2.3 Case studies of successful FoodTech startups
3. Influencer and Content Creation Platforms
 - 3.1 Economics of content creation
 - 3.2 Monetization strategies for influencers
 - 3.3 Platform-based business models
4. Agritech Innovations
 - 4.1 Technology in sustainable agriculture
 - 4.2 Business models in Agritech

- 4.3 Impact of data analytics in farming
- 5. Generative AI in Business
 - 5.1 Understanding Generative AI
 - 5.2 Applications in various industries
 - 5.3 Ethical considerations and business implications
- 6. Immersive Experiences: VR and AR
 - 6.1 Market analysis of VR and AR
 - 6.2 Use cases in different sectors
 - 6.3 Developing VR/AR business models
- 7. The Internet of Things (IoT) and Big Data
 - 7.1 IoT ecosystem and business opportunities
 - 7.2 Big data analytics and decision-making
 - 7.3 Security and privacy concerns
- 8. Wearable Tech and Personal Health Devices
 - 8.1 Trends in wearable technology
 - 8.2 Health and wellness data utilization
 - 8.3 Regulatory environment and market potential
- 9. The Business of Gaming and E-Sports
 - 9.1 Overview of the gaming industry
 - 9.2 E-sports ecosystems and revenue models
 - 9.3 Brand partnerships and community building
- 10. Tourism Tech: Innovation in Travel
 - 10.1 Digital nomadism and remote work tourism
 - 10.2 VR in tourism
 - 10.3 Sustainable tourism technologies

Course Outcomes (COs): After completion of this course, student shall be able to:

1. Critically evaluate the structure and viability of new-age business models.
2. Understand the market forces and consumer trends influencing these business models.
3. Identify the drivers of innovation and their impact on business sustainability.
4. Comprehend the role of technology in enhancing the efficiency and scalability of businesses.
5. Apply theoretical concepts to practical cases, demonstrating strategic thinking in business development.

References:

1. Business Model Generation by Alexander Osterwalder & Yves Pigneur: A comprehensive guide on innovative business models with visual and practical approaches.
2. The Lean Startup by Eric Ries: Insights into how today's entrepreneurs use continuous innovation to create radically successful businesses.
3. Journal of Business Models: Peer-reviewed articles focusing on business model design, innovation, and transformation.

MBA 1st Year
Trimester 2
Family Enterprise Dynamics (MBA ENT 104)

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Course Name: Family Enterprise Dynamics
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA ENT 104

Course Objectives:

1. Analyse the key features, benefits and challenges of family-managed businesses in India.
2. Evaluate various models and frameworks for managing family enterprise dynamics.
3. Develop various strategies for succession planning and leadership transition in family businesses.
4. Implement best practices for governance, communication and conflict resolution within family enterprises.
5. Assess, formulate and apply practical solutions to real-life challenges faced by family enterprises.

Course Description: This course aims to provide students with a comprehensive understanding of the unique challenges and opportunities faced by family-managed businesses in India. Students will learn the complex structure of family businesses using a practical and industry-oriented approach, with an emphasis on successful methods for sustainability, growth and succession planning.

Course Contents:

Unit Module

1. Fundamentals of Family Enterprises
 - 1.1 Overview of family enterprises
 - 1.2 Challenges in family businesses
 - 1.3 Successful family enterprises
 - 1.4 Diverse industries examples
2. Leadership and Governance in Family Businesses
 - 2.1 Leadership roles and responsibilities
 - 2.2 Family councils, governance models and boards
3. Succession Planning and Transition
 - 3.1 Importance of succession planning
 - 3.2 Succession models and conflict management
 - 3.3 Implementing successful transitions
 - 3.4 Communication and emotional Intelligence
4. Practical Solutions to Family Business Challenges
 - 4.1 Dealing with family disputes
 - 4.2 Crisis management

- 4.3 Business continuity planning
- 4.4 Ethical dilemmas and social responsibilities

Course Outcomes (COs): After completion of this course, student shall be able to:

1. Develop a comprehensive understanding of family enterprise dynamics.
2. Critical and proficient application of governance and leadership strategies
3. Possess the skills to design and implement successful succession plans for family enterprises.
4. Demonstrate strategic thinking and conflict management techniques essential for smooth leadership transition.
5. Apply advanced communication skills and proficiency in conflict resolution, backed by an understanding of emotional intelligence.

References:

1. Chrisman, J. J., Chua, J. H., & Sharma, P. (2005). "Trends and directions in the development of a strategic management theory of the family firm."
2. Sharma, P., Chrisman, J. J., & Chua, J. H. (1997). "Strategic management of the family business: Past research and future challenges."
3. Reports from industry associations like the Confederation of Indian Industry (CII) and Federation of Indian Chambers of Commerce and Industry (FICCI) on family business trends in India.
4. "Indian Family Businesses: Survival to Succession" - A publication providing insights into the challenges and successes of Indian family businesses.

MBA 1st Year
Trimester 2
Data Analytics for Modern Enterprise (MBA BA 102)

L	T	P
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Course Name: Data Analytics for Modern Enterprise
Course Credit Hours: 5

Course Contact Hours: 3
Course Code: MBA BA 102

Course Objectives:

1. Understand the importance of data in the enterprise. They will learn about the value of data as a strategic asset and how it can drive decision-making, innovation, and competitive advantage.
2. Learn data management principles and best practices: Students will explore the fundamentals of data management, including data governance, data quality, data integration, and data security.
3. Develop skills in data analysis and visualization and learn to effectively present data insights using visualization tools and techniques.
4. Explore emerging trends in enterprise data

Course Description: The objective of the course is to provide students with a comprehensive understanding of data management principles, strategies, and technologies in the context of enterprise environments. Throughout the course, students will explore various aspects of data management, including data governance, data quality, data integration, data warehousing, and data analytics. The course will delve into the challenges and opportunities associated with managing data in large-scale enterprise systems, considering both structured and unstructured data.

Course Contents:

Unit Module

1. Evolution of Data & Introduction of Data Science and Analytics in the Enterprise
 - 1.1 Introduction to flat file formats and their limitations
 - 1.2 Relational databases and structured data management
 - 1.3 The emergence of big data, NoSQL databases, and unstructured data
 - 1.4 Introduction to data lakes, data warehouses, and cloud-based data platforms
 - 1.5 Overview of data science and Its Role in enterprise decision-making
 - 1.6 Key challenges and opportunities of working with data in an enterprise context
2. Data Management in the Enterprise
 - 2.1 Introduction to data governance and data management frameworks
 - 2.2 Data quality management and data cleansing techniques
 - 2.3 Data integration and data transformation processes
3. Business Intelligence and Data visualization
 - 3.1 Introduction to business intelligence tools and technologies

- 3.2 Designing effective dashboards and reports for enterprise data analysis
- 3.3 Visualizing data to support business decision-making
- 3.4 Data warehousing concepts and Architecture in an enterprise setting
- 3.5 Extract, Transform, Load (ETL) processes and data integration strategies
- 3.6 Managing data pipelines and data flow in an enterprise environment
- 4. Data Analysis and Decision-Making in the Enterprise using Excel
 - 4.1 Excel fundamentals for data analysis in an enterprise context
 - 4.2 Advanced Excel functions and formulas for data manipulation
 - 4.3 Pivot tables and data analysis tools in Excel
 - 4.4 Ethical Considerations in handling enterprise data
 - 4.5 Privacy regulations and compliance (e.g., GDPR, CCPA)
 - 4.6 Data security measures and best practices in an enterprise context
- 5. Data Governance and Data Lineage in the Enterprise
 - 5.1 Data governance frameworks and Practices in an enterprise setting
 - 5.2 Establishing data lineage and traceability for enterprise data
 - 5.3 Ensuring data quality and accountability in the enterprise
 - 5.4 Capstone Project or Case Studies - Apply data analytics skills to solve real-world enterprise data challenges
 - 5.5 Analyze case studies and develop data-driven solutions for enterprise scenarios.
 - 5.6 Present findings and recommendations to stakeholders

Course Outcomes (COs): After completion of the course, the student should be able to:

- 1. Illustrate the significance of Data and its lineage
- 2. Understand the principles of data management in an enterprise
- 3. Implement data integration and warehousing solutions
- 4. Utilize data analytics techniques
- 5. Apply data governance strategies

References:

- 1. Data Management for Researchers: Organize, Maintain and Share Your Data for Research Success" by Kristin Briney
- 2. "Enterprise Data Management: An Essential Guide for IT Professionals" by Bonnie O'Neil, Lowell Fryman, and Traci Lorenz.

MBA 1st Year
Trimester 2
Modern Age AI Tools (MBA BA 211)

L	T	P
1	-	4

Course Name: Modern Age AI Tools
Course Credit Hours: 5

Course Contact Hours: 3
Course Code: MBA BA 211

Course Objectives:

1. Help students understand modern AI tools and get an overview of the current state of AI technology.
2. Assess the functionality and applications of ChatGPT as an AI tool, exploring its capabilities and potential uses in different contexts.
3. Examine the features and applications of BARD as an AI tool, elucidating its capabilities and potential impact in relevant domains.
4. Help understand DALL-E, Mid journey, and Adobe Firefly by exploring their features and uses in AI.
5. Help everyone understand how to protect data, follow the law, and use AI tools ethical

Course Description: Explore the cutting-edge realm of AI with our Modern Age AI Tools course. From understanding the evolution of AI to hands-on integration of tools like ChatGPT, BARD, and DALL-E, delve into real-world applications across industries. Address ethical considerations, legal frameworks, and prepare for the future of AI tool adoption in this dynamic and practical learning experience.

Course Contents:

Unit Module

1. Introduction to Modern AI Tools
 - 1.1 Overview of AI in the Modern Age
 - 1.2 The Role of AI Tools in Business
 - 1.3 Historical Perspective and Evolution of AI Tools Unemployment
2. Introduction to ChatGPT
 - 2.1 Overview NLP
 - 2.2 Prompt engineering: Components of a Prompt, Customizing Prompts
 - 2.3 Responsibility in Prompt Design
 - 2.4 Hands-on Practice
3. Introduction to BARD
 - 3.1 Background and development of Bard
 - 3.2 Key features of Bard

- 3.3 Ethical Considerations
- 4. Overview of DALL-E /adobe firefly
- 5. AI Tool Integration
 - 5.1 Combining AI Tools
 - 5.2 Building Custom Solutions for Business
 - 5.3 Group Project: Integrating AI Tools for a Specific Business Case
- 6. Ethical and Legal Considerations
 - 6.1 AI Bias and Fairness
 - 6.2 Data Privacy and Security
 - 6.3 Legal Frameworks
 - 6.4 Ethical Guidelines for AI Tool Usage
- 7. Future Trends and Innovations
 - 7.1 Emerging AI Tools and Technologies
 - 7.2 AI in Marketing, Healthcare, and Education
 - 7.3 Preparing for Future AI Tool Adoption
- 8. Final Project Development and Presentation
 - 8.1 Students work on their final projects with guidance and support.

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Provide a concise overview of modern AI tools, their historical evolution, and their pivotal role in contemporary business settings.
2. Assess the functionality and applications of ChatGPT as an AI tool, exploring its capabilities and potential uses in different contexts.
3. Evaluate the advanced capabilities of BARD as an AI tool, examining its applications, features, and potential contributions in various domains.
4. Provide an understanding of DALL-E, Midjourney, and Adobe Firefly, offering insights into their features and applications in the field of AI.
5. Ensure a clear understanding of data privacy and security, legal frameworks, and ethical guidelines for the usage of AI tools.

References

1. "Artificial Intelligence: A Modern Approach" by Stuart Russell and Peter Norvig (Book)
2. "The Ethics of Artificial Intelligence" (Stanford Encyclopedia of Philosophy)
3. Other readings (including, for instance, relevant journal articles) will be informed or perhaps made available prior to each lecture should the need arise.

MBA 1st Year
Trimester 3
Statistics for Business Managers (MBA BA 111)

L	T	P
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Course Name: Statistics for Business Managers

Course Contact Hours: 2

Course Credit Hours: 3

Course Code: MBA BA 111

Course Objectives:

1. Learn the concepts of random variables and probability distributions, including discrete and continuous distributions.
2. Develop skills in hypothesis testing, including formulating null and alternative hypotheses, choosing appropriate test statistics, and determining significance levels.
3. Apply theoretical knowledge to real-world problems through case studies, and practical exercises, fostering critical thinking and problem-solving skills.
4. Develop skills to analyze the data using advance features of Microsoft Excel and learn to organize, visualize and derive valuable insights from data.

Course Description: This course is for students with a fundamental statistics background. It is an intermediate course on business statistics. It reviews and builds on basic statistical concepts, covered in statistics & mathematics and used in business.

Course Contents:

Unit Module

1. Fundamentals of Probability & Random Variables
 - 1.1 Important concepts of Probability
 - 1.2 Random Variables
 - 1.3 Probability Mass Function
 - 1.4 Discrete Distribution Function
2. Probability Distribution
 - 2.1 Discrete Probability Distribution
 - 2.2 Expectation & Variance of Probability Distribution
 - 2.3 Binomial Probability Distribution
 - 2.4 Poisson Probability Distribution
 - 2.5 Normal Probability Distribution
3. Hypothesis Testing
 - 3.1 Rationale for Hypothesis Testing
 - 3.2 General Procedure for Hypothesis Testing

- 3.1 Errors in Hypothesis Testing: Type I and Type II
- 3.2 P-Value Approach to Test the Hypothesis 3.5 Z-Test (One-Sample Mean & Two-Sample Mean)
- 3.3 t-Test (ne-Sample Mean & Two-Sample Mean)
- 4. Data Analysis Using Excel
 - 4.1 Probability & Probability Distribution
 - 4.2 Binomial & Poisson Probability Distribution
 - 4.3 Normal Probability Distribution
 - 4.4 Hypothesis Testing

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Define, explain & solve problems on Probability and Random variables.
2. Explain the properties and characteristics of discrete probability distributions and solve problems on Binomial and Poisson distributions.
3. Understand the characteristics and properties of the normal probability distribution, including its shape, symmetry, and central tendency and learn to calculate probabilities percentiles associated with the normal distribution using standard normal tables and MS Excel.
4. Explain and conduct hypothesis tests using the z-test for population means including determining test statistics and critical values, and interpreting results.
5. Understand and Apply t-test for small sample sizes, understand the necessity of using the t-distribution when the population standard deviation is unknown.
6. Apply hypothesis testing techniques to analyse real-world data sets across various disciplines. Rearrange and Interpret data and draw insights with the help of MS Excel.

References:

1. J.K. Sharma. Business Statistics (fifth edition)(2021).Vikas Publication.
2. I. Levin Richard, H. Siddiqui Masood , S. Rubin David , Rastogi Sanjay Statistics for Management (eighth edition) (2017). Pearson
3. David M. Levine, Kathryn A. Szabat, David F. Stephan, P.K. Viswanathan. Business Statistics-A First Course (7e). Pearson, (2017)
4. D P Apte. Statistical Tools for Managers-Using MS Excel. Excel Books (2009)

MBA 1st Year
Trimester 3
AI for Business 2 (MBA BA 113)

L	T	P
1	-	2

Course Name: AI for Business 2

Course Credit Hours: 3

Course Contact Hours: 2

Course Code: MBA BA 113

Course Objectives:

1. Explain the role of AI and automation in smart manufacturing
2. Identify applications of sensors, actuators, and mechatronics in industrial settings
3. Analyze how AI improves production planning, quality control, and maintenance
4. Evaluate AI solutions for supply chain and logistics challenges
5. Evaluate the impact of AI and automation on manufacturing jobs and workforce requirements
6. Design AI and automation solutions that enhance worker safety and productivity in industrial environments

Course Description: This course provides an overview of how AI and automation technologies are transforming manufacturing operations and production processes. Students will learn about applications of AI in areas like predictive maintenance, supply chain optimization, robotics, and mechatronics.

Course Contents:

Unit Module

1. Introduction to Smart Manufacturing
 - 1.1 Evolution of manufacturing processes. Craft production, mass production, lean manufacturing
 - 1.2 Rise of automation and robotics Digital transformation and Industry 4.0. AI and the Industry 4.0 revolution
 - 1.3 IoT, big data analytics, AI convergence Cyber-physical systems AI-driven smart factories. Overview of AI capabilities and applications
 - 1.4 Machine learning, deep learning techniques Computer vision, NLP, predictive analytics Use cases - Quality, maintenance, planning etc.
2. Industrial Sensors and Automation
 - 2.1 Types of sensors Force, temperature, pressure, flow, level sensors Proximity, position, motion sensors
 - 2.2 Gas, chemical composition sensors Actuators and control systems Hydraulic, pneumatic, electric actuators
 - 2.3 Feedback control, programmable logic controller's Industrial robotics and mechatronics

- 2.4 Articulated, SCARA, Cartesian, collaborative robot's Robotic arms, automated guided vehicles Integration of mechanics, electronics, control system
- 3. AI for Quality and Maintenance
 - 3.1 Anomaly detection for predictive maintenance Vibration analysis, oil analysis, thermography Detecting early equipment failures
 - 3.2 Computer vision for inspection and quality control Identifying defects, scratches, inconsistencies. Monitoring workflow, inventory levels
 - 3.3 Forecasting equipment failures and downtime Predictive maintenance models Optimizing maintenance schedules
- 4. AI in Production Planning and Control
 - 4.1 Demand forecasting and production scheduling Time series forecasting techniques Optimization algorithms for scheduling
 - 4.2 Inventory and raw material optimization Predictive inventory management Automated re-order and stock tracking
 - 4.3 Overall Equipment Effectiveness (OEE) metrics Using OEE for production performance monitoring
- 5. AI in Logistics and Supply Chain
 - 5.1 Machine Learning (Classification and Regression), Automation, Basic Manufacturing Processes
 - 5.2 Overview of AI, History of AI, Types of AI. Logistics and Supply Chain AI in Route optimization and warehouse automation,
 - 5.3 AI in supply chain management: Automated pickers, AGVs in warehouses
 - 5.4 Automated tracking and tracing Anomaly detection in shipments
- 6. Developing an AI Strategy
 - 6.1 Assessing automation opportunities Process mapping to identify automation potential
 - 6.2 Cost-benefit analysis, Technology adoption challenges
 - 6.3 Building data infrastructure and governance IoT devices
 - 6.4 ERP integration Data collection pipelines, data quality

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Explain how AI and automation are transforming manufacturing into a more connected, flexible, and intelligent system.
2. Identify key applications of sensors, actuators, and mechatronics that enable greater automation and control in industrial settings.
3. Analyze case studies demonstrating how AI improves production planning, quality control, predictive maintenance, and other manufacturing processes.
4. Evaluate the pros and cons of using AI for supply chain optimization, logistics, and autonomous transportation.
5. Assess the impact of AI and automation on manufacturing jobs, skills demands, and future workforce requirements.
6. Design an AI or automation solution that enhances productivity, safety, or ergonomics for a specific manufacturing environment or process.

References:

1. Artificial Intelligence for Manufacturing, Andrew Moore
2. Virtual Labs <https://www.vlab.co.in/>
3. Automation Hero <https://automationhero.ai/>
4. Bardeen <https://www.bardeen.ai/>

MBA 1st Year
Trimester 3
Business Research & Ethics (MBA MGT 115)

L	T	P
2	-	2

Course Name: Business Research & Ethics

Course Contact Hours: 3

Course Credit Hours: 4

Course Code: MBA MGT 115

Course Objectives:

1. Identify ethical issues in business and view issues from more than one point of view
2. Adopt a well-reasoned process by which they can arrive at ethically-defensible decisions
3. Adopt unbiased research approach to identify opportunities
4. Develop research aptitude which will enable them to solve business challenges.

Course Description: This course provides the student with foundational information about ethics and its impact on business. Upon completion, the student should be able to identify ethical issues that arise in business decisions and the principles that apply to them.

Course Contents:

Unit Module

1. Ethics and Moral Reasoning
 - 1.1 Introduction to Ethics, History, Evolution & Theories
 - 1.2 Jeremy Bentham's Theory of Utilitarianism
 - 1.3 Immanuel Kant's Theory of Deontology and Virtue Ethics
 - 1.4 Relationship between Morality, Ethics, Law & philosophical underpinnings
 - 1.5 Moral Reasoning & Cost Benefit Analysis
 - 1.6 Science of Framing Unbiased Questions
 - 1.7 Understanding the impact human biases on Research
2. Ethical Decision Making
 - 2.1 Leader's Decision Making Dilemma: Short Term Gains Vs Long Term Impact
 - 2.2 Models & Frameworks for Ethical Decision Making
 - 2.3 Whistle blowing & ways to promote it in an organization Fundamentals of Business Research
 - 2.4 Types of research methodologies
 - 2.5 Types of research papers
 - 2.6 Identifying right areas for research
 - 2.7 Use of thinking models to understand research gaps.
3. The Ethical Organization

- 3.1 Cultivating & Embracing the culture of Ethical Behaviour in the organization. (Programs & Approaches adopted)
- 3.2 Triple Bottom Line
- 3.3 Thematic Research Paper writing
- 4. Research Paper review
 - 4.1 Thesis including review of literature, research methodology, findings, conclusions, cite sources.

Course Outcomes (COs): After completion of the course, the student should be able to:

- 1. Identify various ethical issues and demonstrate the ability to use various models and frameworks to undertake an ethical decision.
- 2. Appreciate the role of a leader in creating an ethical culture.
- 3. Understand research application to various business goals.
- 4. Be able to use systematic research process to enable business functions.

References:

- 1. AC Fernando. Business Ethics and Corporate Governance. Pearson Publication.
- 2. William G. Zikmund. Business Research Methods. Cengage India Private Limited
- 3. Khankha SS. Business Ethics and Corporate Governance (Principles & Practice). S Chand & Company.
- 4. Larry B Christensen. Research Methods, Design, and Analysis. Pearson Publication.

MBA 1st Year
Trimester 3
Financial Modelling for Business (MBA FIN 107)

L	T	P
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Course Name: Financial Modelling for Business

Course Contact Hours: 3

Course Credit Hours: 3

Course Code: MBA FIN 107

Course Objectives:

1. Equip students with practical skills in utilizing spreadsheets for constructing financial models that address contemporary decision-making challenges encountered by financial managers and professionals.
2. Foster proficiency in employing computer-based models to analyze and solve diverse financial scenarios, enhancing students' ability to make informed decisions.
3. Develop students' management acumen by integrating spreadsheet expertise, enabling them to craft robust financial models crucial for addressing multifaceted challenges encountered in modern financial settings.
4. Enable students to apply hands-on techniques in financial modelling, empowering them to navigate and resolve intricate decision problems confronted by today's financial professionals through adept spreadsheet utilization and strategic modelling approaches.

Course Description: In today's era, financial modelling is the core skill required for many job profiles in the finance arena. The course will cover a variety of models on Microsoft Excel, such as credit risk model and sensitivity and scenario analysis for valuation using discounted cash flow model.

Course Contents:

Unit Module

1. Overview of financial statements and modelling
 - 1.1 Understanding the components of financial statements and their inter-relationship
 - 1.2 Comprehend financial analysis and financial modelling
 - 1.3 Planning and preparation required before building a model
2. Forecast Financial Statements and Working Capital Requirements
 - 2.1 Forecasting operating revenues, expenses and operating profit
 - 2.2 Forecasting non-current components
 - 2.3 Forecasting working capital components
 - 2.4 Forecasting cashflows
3. Discounted Cashflow Valuation
 - 3.1 Scenario Analysis
 - 3.2 Sensitivity Analysis

4. Credit Risk Modelling

4.1 Concept of Credit Rating, Rating Scales and Types of Risk

4.2 Quantitative techniques of credit risk appraisal

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Demonstrate proficiency in employing a structured methodology for financial modeling, ensuring systematic and organized approaches in creating complex models.
2. Apply advanced techniques to accurately forecast financial statements and establish interconnections between them, demonstrating a comprehensive understanding of financial data analysis.
3. Skillfully forecast and evaluate working capital needs, utilizing modeling techniques to anticipate and manage liquidity requirements effectively.
4. Construct comprehensive credit risk assessment models and discounted cash flow (DCF) valuation models, showcasing the ability to develop intricate financial models vital for risk analysis and valuation purposes.
5. Integrate scenario analysis and sensitivity testing within financial models, demonstrating the ability to assess and interpret various outcomes under different conditions, thereby enhancing decision-making capabilities in uncertain financial environments.

References:

1. Danielle Stein Fairhurst, 2017, Financial Modeling in Excel, Wiley
2. Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA

MBA 1st Year
Trimester 3
Security Analysis and Portfolio Management (MBA FIN 109)

L	T	P
3	-	-

Course Name: Security Analysis and Portfolio Management

Course Contact Hours: 3

Course Credit Hours: 3

Course Code: MBA FIN 109

Course Objectives:

1. The aim of this course is to provide a conceptual framework and a sound theoretical base for analysis from an investor's perspective of maximizing return on investment

Course Description: Investment Analysis and Portfolio Management is a comprehensive course that explores the principles, techniques, and strategies involved in making effective investment decisions and managing investment portfolios. This course is designed for developing a deeper understanding of the financial markets, investment instruments, and portfolio management practices.

Course Contents:

Unit Module

1. Investment Alternatives
 - 1.1 Deposits
 - 1.2 Money market instruments
 - 1.3 Bonds, Equity shares
 - 1.4 Mutual funds, Insurance products
 - 1.5 Real estate
2. Basics of Risk and Return
 - 2.1 Basics of return
 - 2.2 Basics of risk
 - 2.3 Risk and return on a single asset
3. Portfolio theory
 - 3.1 Portfolio return – two asset case
 - 3.2 Portfolio risk – two asset case
 - 3.3 Portfolio risk return analysis
4. Beta Estimation
 - 4.1 Determinants of Beta
 - 4.2 Beta Estimation in Practice
 - 4.3 Capital Asset Pricing Model
5. Valuation of bonds

- 5.1 Concept of value
- 5.2 Present value of a bond
- 5.3 Yield to maturity
- 5.4 Valuation of equity shares

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Gain insight into various investment options
2. Value financial assets such as stocks and bonds
3. Measure the risk and return of a stock or a portfolio position
4. Understand the application of beta in risk calculation
5. Evaluate investment advice from brokers and the financial press

References:

1. Pandey, I. M. 2016, Financial Management, 11th Edition, Vikas Publishing House Pvt. Ltd.
2. Chandra. Prasanna, Investment Analysis and portfolio managements, sixth edition, Mcgraw hill
3. Reilly Frank, Keith Brown, Investment Analysis and Portfolio management, Cengage Publications
4. Online Journal: <https://onlinelibrary.wiley.com/journal/1755053x>
5. Online Publication: <https://www.fm-magazine.com/>

MBA 1st Year
Trimester 3
Investment Banking (MBA FIN 111)

L	T	P
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Course Name: Investment Banking
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA FIN 111

Course Objectives: Student will be able to:

1. To help in gaining insights into the area of Investment Banking
2. To provide students with a broad understanding of Corporate Restructuring and understanding the process of Mergers and Acquisition, Take Overs, Amalgamation
3. To introduce students to the concept of Underwriting and its relevance in Equity transaction
4. To equip students with the skills necessary to understand buyback and the delisting issues in the country
5. To introduce students to the global capital market offers
6. To provide students with an understanding of funding the M&A and its financial implications.

Course Description: The main objective of the course is to provide students with the necessary theoretical and conceptual tools used in investment banking. This course will provide an introduction and general understanding of investment banking activities. The objective of this course is to show how corporate governance, ethics and legal considerations factor into investment banking deals. The issues around Corporate Restructuring and the challenges faced in this area in India would be discussed

Course Contents:

Unit Module

1. Introduction & Overview of the Investment Banking Industry
 - 1.1 Concept, evolution of Indian investment banking, regulatory framework
 - 1.2 Merchant Banking V/s Investment Banking
 - 1.3 Core functions of the area
2. Market & Security Issuances
 - 2.1 Introduction- equity and debt market, primary market investors, primary market intermediaries and support services providers, General statutory provision for issuance of securities
 - 2.2 support service providers and regulatory provisions of market and security issuance
3. Underwriting
 - 3.1 Conditions and need for the same
 - 3.2 Assessment of an issue for this purposes

4. Corporate Restructuring & Global Capital Market Offers
 - 4.1 Concept, revival of sick units including asset stripping and role of the IBC and ARCs
 - 4.2 Depository receipts – ADR & GDR and listing overseas

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Understand the Investment Banking process including the capital markets and the security issuances
2. Gain knowledge about the underwriting process and the considerations around this area
3. The students will learn to examine the reasons for buyback and what are the situations which could lead to voluntary or forced delisting
4. Analyze the reasons for Corporate Restructuring and how this plays out in the M & A situation
5. Evaluate the domestic and global capital market offers in terms of listing in the ADR & GDR markets

References:

1. Giri, P (2017), Investment Banking – Concepts, Analyses and Cases, 3rd edition, McGraw Hill
2. Rosenbaum, J & Peatl J (2013), Investment Banking – Valuation, Leveraged Buyouts and Mergers & Acquisitions, 2nd edition, Wiley

MBA 1st Year
Trimester 3
Derivatives & Risk Management (MBA FIN 113)

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Course Name: Derivatives & Risk Management
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA FIN 113

Course Objectives:

1. Understand the theoretical foundations and practical applications of derivative instruments in managing financial risk.
2. Analyze derivative market mechanics, including pricing models and trading mechanisms, to make informed investment decisions.
3. Develop proficiency in designing and implementing risk management strategies using derivative instruments across various asset classes.
4. Evaluate ethical considerations and regulatory frameworks in derivative trading and risk management practices to ensure compliance and integrity in financial decision-making

Course Description: This course explores derivative instruments such as futures, options, and swaps, emphasizing their role in managing financial risk. Students will learn about derivative market mechanics, pricing models, and practical applications for hedging against market volatility and other risks

Course Contents:

Unit Module

1. Basics of Derivatives
 - 1.1 Derivative Markets
 - 1.2 Market Participants
 - 1.3 Type of Derivatives
 - 1.4 Application of Indices
2. Forwards and Futures
 - 2.1 Forward Contracts
 - 2.2 Future Contracts
3. Options
 - 3.1 Basics of Options
 - 3.2 Moneyness, Intrinsic and Time Value
 - 3.3 Option Pricing Models
 - 3.4 Volatility, Pricing and Greeks
 - 3.5 Options Strategies

- 4. Trading, Clearing and Settlement
 - 4.1 Trading Mechanism
 - 4.2 Clearing and Settlement
 - 4.3 Taxation of derivatives transaction in securities

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Ability to assess and mitigate financial risk through the effective use of derivative instruments.
2. Proficiency in analyzing and interpreting derivative pricing models to evaluate investment opportunities and risks.
3. Competence in designing and executing risk management strategies tailored to specific market conditions and organizational objectives.
4. Understanding of ethical principles and regulatory requirements governing derivative trading, promoting integrity and compliance in financial markets.
5. Preparedness to apply theoretical concepts and practical skills to real-world scenarios, making informed financial decisions in dynamic market environments.

References:

1. Fundamentals of Futures and Options Markets, 9th edition Published by Pearson (August 1, 2021) © 2017 John C. Hull University of Toronto
2. Robert A Jarrow (Author), Arkadev Chatterjee (July 2019), Introduction To Derivative Securities, Financial Markets, And Risk Management
3. Derivatives Demystified: A Step-by-Step Guide to Forwards, Futures, Swaps and Options: 452 (The Wiley Finance Series) – Illustrated
4. Other readings (including, for instance, relevant journal articles) will be informed or perhaps made available prior to each lecture should the need arise

MBA 1st Year
Trimester 3
Negotiation Strategy (MBA MKT 111)

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Course Name: Negotiation Strategy
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA MKT 111

Course Objectives:

1. To Understand the fundamental principles and theories of selling and negotiation in the context of modern business environments.
2. To help students Explore various sales techniques and approaches, including consultative selling, solution selling, and relationship selling, to address customer pain points and add value.
3. To help students Explore various negotiation techniques and approaches for how to build rapport and manage emotions during selling and negotiations.
4. Acquire knowledge of negotiation theories, models, and frameworks to navigate complex business negotiations and resolve conflict
5. Enhance critical thinking and decision-making skills by analysing real-world case studies and simulation exercises involving sales and negotiation challenges.

Course Description: The course aims to provide a comprehensive understanding of the principles and practices involved in selling and negotiation skills typically covers various aspects of effective communication, persuasion techniques, understanding buyer behavior, negotiation strategies, and closing sales including seeing objections as opportunities, getting to the bottom, and finding a point of agreement Key areas covered are Selling Skills and Process, Negotiation skills and strategies, Psychology of Negotiation, Conflict Management

Course Contents:

Unit Module

1. Fundamentals of Selling and Process
 - 1.1 Selling and Marketing Concept
 - 1.2 Importance of Selling skills
 - 1.3 Role of communication in selling and negotiations
 - 1.4 Service Selling Vs Business Selling
2. Selling Techniques
 - 2.1 Attributes of a good sales person
 - 2.2 SPANCO Method
 - 2.3 Objection handling in Selling Process

3. Sales Management Process
 - 3.1 Theories of Personal Selling – “Right Set of Circumstances” theory, “Buying Formula” theory of selling
 - 3.2 Sales strategies: (consultative selling, relationship selling, solution selling, etc.)
 - 3.3 Sales forecasting and budgeting
4. Introduction to Negotiations
 - 4.1 Concept and different types of Negotiation
 - 4.2 Steps of Negotiation process
 - 4.3 Body Language for Negotiation & Selling
 - 4.4 Five types of Negotiation styles
5. Advanced Negotiation Skills
 - 5.1 Advanced negotiation techniques (anchoring, framing, probing, etc.)
 - 5.2 ZOPA, BATNA, WATNA
 - 5.3 Building rapport, Managing emotions
6. Conflict Management
 - 6.1 Handling Resistance & Objections
 - 6.2 Levels & Types of conflict
 - 6.3 Managing cross-cultural negotiation
 - 6.4 Handling Customer Complaints and Building Customer Relationships

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Understand comprehensive fundamental principles and theories of selling and negotiation in various business contexts.
2. List various sales and negotiation techniques for prospecting, qualifying leads, and managing the sales pipeline to achieve sales targets and maximize revenue.
3. Apply various sales & negotiation theories, models, and frameworks to navigate complex business negotiations and resolve conflicts effectively.
4. Analyse and evaluate real-world case studies and simulation exercises involving sales and negotiation challenges to enhance critical thinking and decision-making skills.
5. Design and develop ethical selling and negotiation plans by integrating principles of integrity, transparency, and respect for all stakeholders.

References:

1. Jadhav, R., Choudhary, P., (2013). Selling and Negotiation Skills. Vishwakarma Publications. (Available in the library)
2. Sales and Distribution Management by Krishna K Havaldar and Vasant M Cavale (Available in the library)
3. Essentials of Negotiation by Roy J. Lewicki, Bruce Barry and David M. Saunders
4. Negotiations Selling by Sameer Kulkarni – Excel Books
5. Negotiation & Selling by R. K. Srivastava – Excel Books

MBA 1st Year
Trimester 3
Product Management (MBA MKT 113)

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Course Name: Product Management

Course Credit Hours: 3

Course Contact Hours: 3

Course Code: MBA MKT 113

Course Objectives:

The primary aim of this course is to teach Product Management to students which will help in preparing them for the role of Product Manager. The course objectives are:

1. To expose students to various roles and responsibilities of a product manager
2. To understand the importance of customer and competitor analysis in product management
3. To Learn various process functions within Product Management like agile and scrum
4. To understand operational aspects of product management like A/B Testing, MVP and PMF
5. To understand the Integration of product management function with new-age frameworks

Course Description: The Product Management course is designed to provide students pursuing their Master of Business Administration (MBA) degree with comprehensive knowledge and practical skills related to effectively building and managing tech products. The course explores various aspects of product management from the product manager's point of view.

Course Contents:

Unit Module

1. Introduction to Product Management
 - 1.1 Evolution of Product Management
 - 1.2 Current Status of Product Management Function
2. Product Manager
 - 2.1 Role of a Product Manager
 - 2.2 Skills Required to be a Product Manager
3. Market Research in Product Management
 - 3.1 Customer Research
 - 3.2 Competitor Research
4. Product Development
 - 4.1 Product Plan
 - 4.2 Product Roadmap
5. Product Development
 - 5.1 Prioritization Techniques

- 5.2 A/B Testing in Product Management
- 5.3 MVP
- 5.4 Agile
- 5.5 PMF
- 6. New-age Integration in Product Management
 - 6.1 Design Thinking and Product Management
 - 6.2 AI and Product Management

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Understand the role of a product manager in tech-products
2. Conduct customer and competitor analysis with the help of tools
3. Create Product Roadmap for building Tech Products
4. Apply product management processes and techniques to build products
5. Discuss role that new-age technology and frameworks play in product management

References:

1. The Lean Start-up by Eric Ries
2. Inspired by Marty Cagan
3. MOOC/Online: <https://productschool.com/>
4. <https://productplan.com/>

MBA 1st Year
Trimester 3
Advertising Strategy (MBA MKT 115)

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Course Name: Advertising Strategy
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA MKT 115

Course Objectives:

1. To identify the basic functions and key components of advertising.
2. To examine common advertising types, promotional tools, and the roles of key players and agencies.
3. To equip students with skills to develop marketing plans, define communication objectives, and understand target audience and brand identity.
4. To understand message strategies, promotional writing, and challenges in copywriting.
5. To familiarise students with the role of public relations, media relations, and leveraging social media for PR campaigns.
6. To grasp the importance of internal communication in PR and effective press release writing.

Course Description: The Advertising and Public Relations course offers a comprehensive exploration of the dynamic and evolving fields of advertising and PR. Students delve into strategic communication, brand management, and media relations. The curriculum covers the development of effective advertising campaigns, emphasizing creativity and audience engagement. Additionally, students learn about social media strategies, and the ethical considerations within the industry. Practical exercises, and case studies would provide hands-on experience, preparing students for the fast-paced and competitive landscape of advertising and public relations. Upon completion, graduates are equipped with the skills to navigate the ever-changing communication landscape and make impactful contributions to the success of brands and organizations.

Course Contents:

Unit Module

1. Introduction to Advertising
 - 1.1 Advertising basic functions & key components
 - 1.2 Common advertising types & other promotional tools
 - 1.3 Key players, types of agencies
2. Strategic Planning
 - 2.1 Strategic planning
 - 2.2 Facets of impact

- 2.3 Role of advertising in IMC
- 3. The Creative Side
 - 3.1 Message strategies
 - 3.2 Promotional writing
 - 3.3 Copywriting challenges
 - 3.4 Visual Communication
- 4. Public Relations
 - 4.1 Introduction of public relations
 - 4.2 Media relations
 - 4.3 Leveraging social media for PR campaigns
 - 4.4 Online reputation management
 - 4.5 Internal communication

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Understand fundamental advertising principles and components.
2. Demonstrate knowledge of various advertising strategies and industry dynamics.
3. Develop comprehensive marketing plans and integrate brand identity in communication strategies
4. Apply creativity in message strategies, and address copywriting challenges.
5. Appraise the importance of public relations, develop media relations skills, and apply social media in PR campaigns.
6. Examine the significance of internal communication, and illustrates proficiency in writing effective press releases.

References:

1. Moriarty, S., Mitchell, N.D. & Wells, W.D. (2016). Advertising & IMC: Principles and Practice, 10e, Pearson.
2. Batra, R., Myers, J.G., Aaker, D. A. (2009), Advertising Management
3. Belch, G.E., Belch, M.A. & Purani, K (2021), Advertising and Promotion: An Integrated Marketing Communication Perspective, 12th edition, McGraw Hill
4. Baker, J. (2017). Fundamentals of Advertisement Management, Venus Books
5. Building Strong Internal Communications:
<https://www.forbes.com/sites/forbescommunicationscouncil/2023/10/18/building-stronginternal-communications/?sh=2d9c2ab320bf>

MBA 1st Year
Trimester 3
Marketing for Rural Markets (MBA MKT 117)

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Course Name: Marketing for Rural Markets
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA MKT 117

Course Objectives:

1. Understand the dynamics of Rural Marketing Strategies, differentiating them from Urban markets.
2. Demonstrate comprehension of rural consumer behavior and adapt marketing strategies accordingly.
3. Develop skills in market segmentation and targeting specific to rural markets.
4. Grasp the importance of distribution channels and logistics in reaching rural consumers effectively.
5. Leverage digital marketing tools to engage with rural consumers and promote products/services.
6. Design marketing plans that prioritize sustainable development and inclusive growth in rural communities.

Course Description: This course delves into the dynamic realm of rural marketing strategies and consumer behavior, providing learners with a comprehensive understanding of the unique challenges and opportunities inherent in marketing to rural communities. Through a blend of theoretical insights and practical applications, participants will explore the intricacies of reaching and engaging rural consumers effectively.

Course Contents:

Unit Module

1. Introduction to Rural Markets
 - 1.1 Introduction to Rural Marketing
 - 1.2 Rural Marketing Definitions, Importance of Rural Markets in India
 - 1.3 Rural Marketing Environment, Government Policies and schemes impacting Rural Marketing
 - 1.4 Why Companies Go Rural?
2. Rural Consumer Behavior insights

- 2.1 Analyzing Rural Consumer behavior and preference
- 2.2 Determining the potential of Rural Markets by Corporates
- 2.3 From 4P's to 4 A's – The Changing Landscape in Rural Markets of India
- 2.4 Master class on the topic – Local Brand which went Rural and Created stir in the Rural market
- 3. Distribution Channels and Digital marketing
 - 3.1 Recognizing distribution channels and logistics options for reaching rural consumers
 - 3.2 Exploring the challenges and solutions in rural distribution management
 - 3.3 Government policies and schemes with respect to Rural marketing and distribution
- 4. Rural Marketing Strategies
 - 4.1 Understanding the Agricultural & Rural Distribution Strategies
 - 4.2 Video Based Lecture on HUL's Project Shakti (Rural Distribution) & ITC's E-Choupal Model (Agricultural Distribution)
 - 4.3 Adapting product strategies and pricing consideration for rural areas
 - 4.4 Analyzing promotional tactics to enhance rural market penetration

Course Outcomes (COs): After completion of the course, the student should be able to:

- 1. Understand the Concept of Rural Marketing & How it is different from Urban Marketing
- 2. Classify Different Types of Rural Markets
- 3. Apply the Rural Marketing Mix and Entry Strategies
- 4. Design & Develop Rural Marketing Strategies
- 5. Identify Rural Distribution and Communication Strategies and Digital Technology

References:

- 1. The Rural Marketing Book (Text and Practice) by Pradeep Kashyap and Siddhartha Raut
- 2. Rural Marketing: An Introduction by V.K. Bishnoi
- 3. Rural Marketing in India: Texts and Cases by Debarun Chakraborty

MBA 1st Year
Trimester 3
Advanced SEO & SEM Strategy (MBA DMA 103)

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Course Name: Advanced SEO & SEM Strategy

Course Contact Hours: 3

Course Credit Hours: 4

Course Code: MBA DMA 103

Course Objectives:

1. To help students create websites that are not only aesthetically good looking but also grounded in technicalities involving SEO.
2. To teach students key concepts of SEO and SEM like keywords, on-page and off-page optimization, backlinks etc.
3. To train students to structure and optimize website for search engine results
4. To deliver practical, hands-on knowledge to design websites that includes the principles of SEO SEM.

Course Description: This course deals with an important and must-know skill and technical knowledge within the realm of digital marketing. Search Engine Optimization is the process used to optimize a website's technical configuration, content relevance and link popularity so its pages can become easily findable, more relevant and popular towards user search queries in its rankings. Search engine marketing (SEM) refers to the practice of promoting websites by increasing their visibility in search engine results pages (SERPs) primarily through paid advertising.

Course Contents:

Unit Module

1. Module 1: Introduction to SEO & SEM
 - 1.1 Introduction to SEO and SEM
 - 1.2 Key concepts and terminology
2. On-page and off-page optimisation
 - 2.1 On-page SEO optimization
 - 2.2 Off-page SEO optimization
3. Website Development
 - 3.1 Website fundamentals
 - 3.2 Web designing using Wix and Wordpress
4. Website Development
 - 4.1 Web designing using Wix and Wordpress
5. Content Marketing: Optimization & strategy and SEO Copywriting
 - 5.1 Writing compelling and optimized content

- 5.2 SEO-friendly formatting and structure
- 6. Website audit
 - 6.1 Conducting a comprehensive website audit
 - 6.2 Analysing SEO performance metrics
- 7. Pay-Per-Click (PPC) Advertising
 - 7.1 Introduction to PPC platforms (e.g., Google Ads)
 - 7.2 Creating effective PPC campaigns
- 8. Google Search Console
 - 8.1 Display advertising strategies
 - 8.2 Remarketing techniques
- 9. Digital Analysis and Performance Tracking
 - 9.1 Introduction to digital analytics tools
 - 9.2 Tracking metrics: Key metrics and KPIs

Course Outcomes (COs): After completion of the course, the student should be able to:

1. Apply and demonstrate their knowledge and skills through practical application on SEO and SEM projects.
2. Apply their knowledge of SEO and SEM like keywords research, back linking, website creation to both their personal and work projects
3. Ready to contribute effectively by applying their learnings to organizations' digital marketing efforts and drive business success in the digital era.
4. Work on strategies like using best keywords to target and improve rating for a website
5. Pursue careers in digital marketing and contribute in building strategies for digital campaigns at their respective workplaces.

References:

1. Digital Marketing for Dummies by Ryan Deiss and Russ Henneberry Edition, 2020, Wiley
2. Social Media Marketing All-in-One for Dummies by Michelle Krasniak (Author), Jan Zimmerman Deborah Ng, Edition: 5th edition, Publisher: For Dummies

MBA 1st Year
Trimester 3
Startup Alchemy- Mastering Lean Methodologies (MBA ENT 107)

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Course Name: Startup Alchemy- Mastering Lean Methodologies

Course Contact Hours: 3

Course Credit Hours: 3

Course Code: MBA ENT 107

Course Objectives:

1. The course aims to equip students with the knowledge and skills to apply Lean Startup principles for launching successful, customer-centered businesses with agility and innovation.

Course Description: This course introduces FY MBA students to the Lean Startup methodology, a practical approach focused on developing businesses and products faster and more efficiently by validating business concepts, learning from customers, and iterating products based on feedback. It emphasizes the importance of flexibility, rapid prototyping, and the power of validated learning in the entrepreneurial process. Through this course, students will acquire the skills to build scalable and sustainable business models in a risk-mitigated manner.

Course Contents:

Unit Module

1. Introduction to Lean Startup
 - 1.1 Foundations of Lean Startup: Principles and Practices
 - 1.2 Evolution and Philosophy of Lean Startup - Detailed Exploration of Lean Principles
 - 1.3 The Lean Startup Methodology: An Overview
 - 1.4 Integrating Lean Startup with Agile and Scrum Frameworks
2. Customer Discovery
 - 2.1 Customer Discovery and Validation: From Theory to Practice
 - 2.2 Crafting Effective Value Propositions and Customer Hypotheses
 - 2.3 Advanced Techniques for Conducting Customer Interviews and Surveys
 - 2.4 Utilizing Customer Feedback for Continuous Improvement
 - 2.5 Case Studies: Real-World Examples of Customer Validation
3. Minimum Viable Product
 - 3.1 Minimum Viable Product (MVP): Design, Test, and Learn
 - 3.2 Strategies for MVP Development and Iteration
 - 3.3 Leveraging Digital Tools for Rapid Prototyping
 - 3.4 Implementing A/B Testing to Refine Your MVP
 - 3.5 Learning and Adapting from MVP Launches: Successes and Failures

4. Pivot or Preserve
 - 4.1 Pivot or Persevere: Decision-Making in the Lean Startup Process
 - 4.2 Identifying Pivot Points: When to Pivot and When to Persevere
 - 4.3 Methodologies for Effective Pivoting
 - 4.4 Measuring Product-Market Fit and Growth Metrics
 - 4.5 Scaling Your Lean Startup: Best Practices and Pitfalls to Avoid

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Understand and apply the fundamental principles of the Lean Startup methodology.
2. Develop the ability to validate business ideas through customer feedback and iterative learning.
3. Master the art of rapid prototyping to test and refine business concepts efficiently.
4. Acquire skills in building a minimum viable product (MVP) to initiate the product-market fit process.
5. Learn to pivot or persevere strategies based on analytical data and customer insights.

References:

1. Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York, NY: Crown Business.
2. Blank, S., & Dorf, B. (2012). *The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company*. Pescadero, CA: K&S Ranch.
3. Maurya, A. (2012). *Running Lean: Iterate from Plan A to a Plan That Works (Lean Series)*. Sebastopol, CA: O'Reilly Media.

MBA 1st Year
Trimester 3
Strategic Planning for Family Enterprise (MBA ENT 109)

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3	-	-

Course Name: Strategic Planning for Family Enterprise
Course Credit Hours: 3

Course Contact Hours: 3
Course Code: MBA ENT 109

Course Objectives:

1. Understand the dynamics of family business enterprises and their strategic significance.
2. Explain the influence of family dynamics, values, and traditions on strategic decision-making in family businesses.
3. Apply various strategic planning frameworks to analyse and develop strategies for family-managed businesses.
4. Analyse the effectiveness of strategic plans in addressing the unique challenges faced by family businesses in India.
5. Develop skills in formulating, implementing, and adapting strategic plans in the context of family-managed businesses.

Course Description: This course aims to equip students with a complete understanding of strategic planning in family businesses in India. It investigates the distinct difficulties and possibilities confronting family-owned firms and provides students with the information and skills required to develop and implement effective strategic plans.

Course Contents:

Unit Module

1. Strategic Planning Frameworks
 - 1.1 Fundamentals of Strategic Planning
 - 1.2 Strategic Analysis in Family Businesses
 - 1.3 SWOT Analysis / TOWS Matrix
 - 1.4 Identifying Core Competencies
2. Formulating and Implementing Strategy
 - 2.1 Developing Business Models
 - 2.2 Business Model Canvas
 - 2.3 Implementing Strategic Plans
3. Evaluating and Adapting Strategy
 - 3.1 Performance Evaluation and Metrics,
 - 3.2 Key Performance Indicators (KPIs)

- 3.3 Benchmarking and Comparative Analysis
- 3.4 Strategic Adaptation and Flexibility
- 3.5 Organizational Resilience
- 4. Leadership and Legacy
 - 4.1 Leadership Development in Family Businesses
 - 4.2 Developing Next-Generation Leaders
 - 4.3 Managing Intergenerational Differences
 - 4.4 Long-Term Strategic Vision and Planning

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Develop critical thinking skills necessary for strategic decision-making.
2. Apply theoretical knowledge to practical situations in the realm of family business management.
3. Demonstrate effective communication and collaboration skills within a familial business context.
4. Exhibit leadership qualities essential for guiding family business enterprises through strategic challenges.
5. Understand and appreciate the cultural and ethical dimensions of conducting business in India.

References:

1. Book: "Family Business as Paradox" by John L. Ward
2. Case Study: "Reliance Industries: Navigating Through Uncertainty"- Ivey Publishing
3. Research Paper: "Strategic Planning in Family Business: A Powerful Developmental Tool for the Next Generation" by Michael Klein
4. Case Study: "Tata Group: Leading the Charge towards Sustainable Business"- Harvard Business Review
5. Research Paper: "Family Business Succession: A Review of the Literature" by Pramodita Sharma and Jess H. Chua- Family Business Review

MBA 1st Year
Trimester 3
Audience Architects- Mastering Marketing in the Digital Age
(MBA ENT 111)

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Course Name: Audience Architects- Mastering Marketing in the Digital Age

Course Contact Hours: 3

Course Credit Hours: 3

Course Code: MBA ENT 111

Course Objectives:

This course is designed to provide students with a comprehensive understanding of branding principles, emphasizing strategic brand development, digital integration, and practical application.

1. It aims to equip participants with the skills to create unique brand identities, strategically position brands, and engage consumers emotionally.
2. The curriculum also covers measuring and enhancing brand performance, considering cultural sensitivity, ethical aspects, and sustainability.
3. By the end of the course, students will be well-prepared to navigate the complexities of modern branding and contribute strategically to businesses in dynamic market environments.

Course Description: As D2C brands reshape the way products and services reach consumers, understanding the intricacies of strategic branding is paramount. This course delves into the core principles of branding, with a specific focus on its application in the D2C context.

Course Contents:

Unit Module

- 1 What is a Brand and Color psychology
 - 1.1 What is not a brand?
 - 1.2 What is a brand?
 - 1.3 3 a's of brand growth
 - 1.4 Different color attributes and personalities
 - 1.5 When to use various colors
 - 1.6 How to use color psychology in your brand strategy
- 2 Brand Persona and Brand Voice
 - 2.1 What are brand archetypes with examples
 - 2.2 Importance of brand archetypes
 - 2.3 12 personalities
 - 2.4 What is brand voice and its importance

- 2.5 How to create your brand tone of voice?
- 3 Brand storytelling framework and Brand Logos
 - 3.1 Steps to use brand storytelling
 - 3.2 Brand storytelling strategies
 - 3.3 Advantages of competitor analysis
 - 3.4 How to conduct competitive analysis
 - 3.5 What is brand strategy?
 - 3.6 Brand strategy elements with examples
 - 3.7 Logo design elements and principles
 - 3.8 How to Design a Business, Company, or Personal Logo
 - 3.9 World's Best Logos Explained with Their True Meanings
- 4 Brand Awareness to Brand Advocacy and Customer Lifetime Value Index
 - 4.1 Brand awareness strategies
 - 4.2 What is Brand Adoption and its stages
 - 4.3 What is brand advocacy
 - 4.4 How to improve CLV?
 - 4.5 Measuring Models of the Customer Lifetime Value Metric
 - 4.6 CLV Formulae
 - 4.7 Steps to Increase your Revenue using Customer Lifetime Value
- 5 Personal Branding and Brand Audit
 - 5.1 Reasons for personal branding
 - 5.2 Where Personal Branding Has Not Been Successful
 - 5.3 Personal branding tips
 - 5.4 Successful personal branding examples
 - 5.5 What is brand audit and its importance
 - 5.6 Areas a brand audit should cover
 - 5.7 Steps for a successful brand audit
- 6 Brand Valuation + Brand Value chain
 - 6.1 What is brand value?
 - 6.2 How to calculate brand value?
 - 6.3 Brand value methods

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Apply Branding Principles in Strategic Decision-Making
2. Develop and Implement Branding Strategies
3. Craft and Communicate Compelling Brand Narratives
4. Utilize Digital Platforms for Brand Promotion

References:

- "The Brand Called You: Make Your Business Stand Out in a Crowded Marketplace" by Peter Montoya and Tim Vandehey
- The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries

**MBA 1st Year
Trimester 3**

Legal Compliances and Leadership in Family Enterprise (MBA ENT 113)

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Course Name: Legal Compliances and Leadership in Family Enterprise Course Contact Hours: 3
Course Credit Hours: 3 Course Code: MBA ENT 113

Course Objectives:

1. Able to identify and analyse the specific characteristics, challenges, and opportunities inherent in family-owned businesses within the Indian context.
2. Comprehensive knowledge of the legal frameworks governing family enterprises in India, including taxation laws, labour laws, and corporate governance standards, enabling them to ensure compliance and mitigate legal risks effectively.
3. Enhance their leadership capabilities by learning to navigate complex family dynamics, resolve conflicts, and cultivate ethical leadership practices.
4. Exploring strategies for innovation, adaptation to market changes, and long-term visioning, students will be equipped to drive sustainable growth and uphold the legacy of family enterprises in a dynamic business environment.

Course Description: This course gives students a thorough understanding of the legal compliance requirements and leadership principles necessary for managing family businesses in India. Students will investigate diverse legal frameworks, governance arrangements, succession planning techniques, and ethical issues unique to family enterprises. The focus will be on improving critical thinking abilities to analyze legal and leadership difficulties, communication skills to successfully transmit ideas, and ethical awareness to navigate complicated business situations.

Course Contents:

Unit Module

1. Understanding family enterprise dynamics
 - 1.1 Introduction to family enterprises
 - 1.2 Characteristics of family enterprises
 - 1.3 Challenges faced by family enterprises
 - 1.4 Analyzing Case Studies of Successful and Challenged Family Enterprises
2. Strategic Planning and Succession Management
 - 2.1 Case Studies of Successful Succession Planning in Family Enterprises
 - 2.2 Designing and Implementing a Succession Plan
3. Legal Compliance Framework

- 3.1 Comparison of Legal Structures (e.g., Sole Proprietorship, Partnership, Private Limited Company)
- 3.2 Real-Life Case Studies on Legal Compliance Issues in Family Enterprises
- 3.3 Identifying Strategies for Mitigating Legal Risks and Ensuring Compliance
- 3.4 Apply Legal Compliance Principles to Specific Business Scenarios
- 4. Leadership Dynamics and Communication
 - 4.1 Leadership Challenges Faced by Family Business Leaders
 - 4.2 Engaging Activities to Enhance Leadership Skills (e.g., Team Building Exercises, Decision-Making Scenarios)
 - 4.3 Sharing Personal Stories and Lessons Learned in Managing Family Relationships and Business Responsibilities
 - 4.4 Practicing Effective Communication and Conflict Resolution Skills

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Understanding of legal requirements and governance principles relevant to family enterprises, enabling them to ensure compliance and ethical conduct within these organizations.
2. Demonstrate the ability to navigate complex interpersonal relationships, communicate effectively with stakeholders, and lead with integrity in diverse family enterprise settings.
3. Develop and implement strategic plans tailored to the unique needs and goals of family enterprises, fostering sustainable growth and competitive advantage in the marketplace.
4. Possess the skills to design and execute succession plans, facilitating smooth transitions of leadership and ensuring the long-term continuity and success of family enterprises.
5. Competent at supporting innovation, embracing technology improvements, and cultivating an adaptable culture inside family businesses, hence increasing resilience and ability to prosper in the face of change.

References:

1. Book: "The Family Business Map: Assets and Roadblocks in Long Term Planning" by Morten Bennedson and Joseph P.H. Fan
2. Research Paper: "Succession in Family Businesses: Exploring the Influence of Culture and Gender" by Sharma, P., & Irving, P.
3. "Governance, Leadership Structure and Entrepreneurial Orientation in Indian Family Businesses" by Kavil Ramachandran and Nupur Pavan Bang.
4. Harvard Business Review: Various case studies on family enterprises
5. "Succession Planning in Family Businesses: The Impact of Owner Gender" by Marc van Essen, Mattias Nordqvist, and Pursey P.M.A.R. Heugens.
6. Podcast: "The Family Business Voice" by Tharawat Magazine.
7. Case Study: "Mahindra & Mahindra: Leading with Purpose"
8. "Family Business Succession in India: Challenges and Strategies" by Ramachandran, K., & Jain, T.

MBA 1st Year
Trimester 3
Business Intelligence & Visualization (MBA BA 115)

L	T	P
1	-	4

Course Name: Business Intelligence & Visualization
Course Credit Hours: 5

Course Contact Hours: 3
Course Code: MBA BA 115

Course Objectives:

1. This program gives the participants an overview and an introduction to Business Intelligence & Visualization techniques using Tableau (free to download & use with student license) or Tableau Public (free to download and use) as a business data discovery tool.
2. The participants learn how to create an application that can tell story effectively using data modeling techniques along with best practices in business intelligence &. data visualization.

Course Description: This is an introductory program for Data Visualization & Business Intelligence where basic concepts will be covered prior to use of Data Visualization tolls & its techniques.

Course Contents:

Unit Module

1. Data Visualization Concepts
 - 1.1 Introduction to Data Visualization
 - 1.2 Principles of Visual Perception
 - 1.3 Visualization Good Practices
 - 1.4 What Charts to Use When
2. Working with Tables
 - 2.1 Connecting Tableau to Data Source
 - 2.2 Navigating Tableau
 - 2.3 Simple Table
 - 2.4 Pivots
 - 2.5 Calculated Fields
 - 2.6 Aggregation, Sub Total
 - 2.7 Filters
 - 2.8 Table Calculations
 - 2.9 Drill Down Tables
3. Working with Charts
 - 3.1 Bar Charts & Its Variants
 - 3.2 Line Charts & Its Variants

- 3.3 Pie Charts Its Variants
- 3.4 Dual Axis Chart
- 3.5 Scatter Plot
- 3.6 Tree Map
- 3.7 Geo Point / Geo Area Maps
- 3.8 Heat maps
- 3.9 Histograms
- 4. Important Visualization Activities
 - 4.1 Parameters
 - 4.2 Interactive Charts
 - 4.3 Dashboard

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Understand the basic principles of visualization.
2. Understand the correct chart type to use with the given data
3. Use Tableau to Analyze and Visualize Data
4. Connect Tableau to Datasets
5. Analyze data and perform calculations
5. Visualize Data in the Form of Various Charts, Plots, and Maps
6. Create meaningful Dashboards Competent at supporting innovation, embracing technology improvements, and cultivating an adaptable culture inside family businesses, hence increasing resilience and ability to prosper in the face of change.

References:

1. <https://www.tableau.com/learn/training/>
2. Mastering Tableau 2021, by Marleen Meier (Author), David Baldwin (Author)

MBA 1st Year
Trimester 3
ML algorithms for Managers (MBA BA 117)

L	T	P
1	-	4

Course Name: ML algorithms for Managers

Course Credit Hours: 5

Course Contact Hours: 3

Course Code: MBA BA 117

Course Objectives:

1. Understand the role and significance of machine learning in business decision-making.
2. Students will be able to differentiate between different learning approaches and identify suitable applications for each.
3. Demonstrate proficiency in using Python for data manipulation, analysis, and visualization.
4. Explore and utilize various machine-learning tools such as Weka, Microsoft ML Studio, and python for data analysis, modeling and performance metrics.
5. Implement data cleaning techniques and handle missing values effectively in real-world datasets

Course Description: ML Algorithms for Managers Machine learning (ML) algorithms have revolutionized decision-making processes across industries, offering powerful tools for extracting insights from data and enhancing organizational efficiency and effectiveness. This course is designed to provide managers with a comprehensive understanding of key machine learning algorithms and their applications in business contexts. Through a combination of theoretical insights, practical examples, and case studies, participants will learn how to leverage ML algorithms to make informed decisions, drive innovation, and gain a competitive advantage in today's data-driven world.

Course Contents:

Unit Module

1. Introduction to Machine Learning
 - 1.1 Overview of machine learning concepts and applications in business
 - 1.2 Understanding supervised, unsupervised, and reinforcement learning
 - 1.3 Introduction to Python for data analysis and visualization
 - 1.4 Introduction to Various Machine Learning Tools-Weka, Microsoft ML Studio, KNIME
2. Exploratory Data Analysis for Machine Learning
 - 2.1 Data cleaning and handling missing values.
 - 2.2 Exploratory Data Analysis (EDA) techniques and Python Libraries
 - 2.3 Performance Metrics-Confusion metrics, Precision, Recall, F1 Score
 - 2.4 Hands-on exercises using real-world datasets
3. Supervised Learning Algorithms

- 3.1 Overview of supervised learning algorithms (classification and regression)
- 3.2 Implementation of algorithms such as Linear Regression, Logistic Regression, Decision Trees, and Random Forests using Python
- 3.3 Evaluation of model performance and interpretation of results Using Weka and Python
- 4. Unsupervised Learning and Dimensionality Reduction
 - 4.1 Introduction to unsupervised learning techniques (clustering and dimensionality reduction)
 - 4.2 Implementation of algorithms such as K-Means Clustering and Principal Component Analysis (PCA) using Python
 - 4.3 Model evaluation and validation techniques using Weka and Python
- 5. Advanced Machine Learning Concepts & Project
 - 5.1 Overview of RL, its applications, and differences from supervised and unsupervised learning, Basic components of RL: agent, environment, actions, states, and rewards
 - 5.2 Ensemble methods: Bagging, Boosting (concept)
 - 5.3 Anomaly detection and novelty detection(concept)
 - 5.4 Projection Concepts of ML

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Understand and Gain a solid understanding of fundamental concepts of machine learning for managers.
2. Select and apply appropriate machine learning algorithms based on specific business objectives, data characteristics, and problem domains.
3. Identify and evaluate business use cases where machine learning algorithms can be applied to solve real-world problems
4. Perform exploratory data analysis, including data cleaning, handling missing values, and using performance metrics for model evaluation.
5. Learn techniques for evaluating the performance of machine learning models, including accuracy assessment, cross-validation, and model selection.
6. Learn and implement various machine-learning tools such as Weka, Python, Microsoft ML Studio, and Python for data analysis and model development.

References:

1. Machine Learning for Business by Doug Hudgeon and Richard Nichol Wiley (First Edition) 2020
2. Artificial Intelligence for Business Leaders: ARTIFICIAL INTELLIGENCE and MACHINE LEARNING BOOK FOR MANAGERS, LEADERS || ZERO CODING WITH SIMPLE Explanation by Ajit K Jha Kindle Edition
3. <https://www.geeksforgeeks.org/introduction-data-science-M1>
4. <https://www.edureka.co/blog/what-is-data-science/>
5. <https://www.w3schools.in/python-data-science/>

MBA 1st Year
Trimester 3
AI Design Thinking - 1 (MBA BA 119)

L	T	P
1	-	4

Course Name: AI Design Thinking - 1

Course Credit Hours: 5

Course Contact Hours: 3

Course Code: MBA BA 119

Course Objectives:

1. Recognize machine learning problems within business contexts.
2. Translate business problems into well-defined machine learning tasks Datasets
3. Plan project teams and execution strategies for machine learning initiatives.
4. Evaluate the need for explainability in machine learning models.
5. Develop deployment strategies for machine learning solutions.
6. Apply systematic approaches to data analysis and preparation for machine learning tasks.

Course Description: This course offers a comprehensive exploration of Design Thinking principles as applied to the development and deployment of machine learning solutions. Spanning seven modules, participants gain insight into spotting and translating machine learning problems, planning team dynamics and execution strategies, understanding the crucial need for explainability in AI, planning deployment strategies, systematically approaching data considerations, and presenting project outcomes. Through a blend of theoretical instruction, practical exercises, and real-world case studies, learners not only grasp the intricacies of applying Design Thinking to AI projects but also develop the skills necessary for effective problem-solving and deployment in machine learning contexts, fostering a holistic understanding of the intersection between design principles and machine learning methodologies.

Course Contents:

Unit Module

1. Introduction to Design Thinking and AI Design Thinking
 - 1.1 Overview of Design Thinking
 - 1.2 Overview of AI Design Thinking
 - 1.3 Understanding the Course objective
2. Spotting and Translating ML Problems
 - 2.1 Introduction to applied machine learning
 - 2.2 Identifying machine learning opportunities in business contexts
 - 2.3 Translating business problems into machine learning tasks
 - 2.4 Case studies and examples
3. Planning Team and Execution

- 3.1 Team composition and roles in machine learning projects
- 3.2 Agile methodologies for machine learning development
- 3.3 Project management tools and techniques
- 3.4 Industry perspectives on team dynamics in ML projects
- 4. Understanding Explainability Needs
 - 4.1 Importance of explainability in machine learning models
 - 4.2 Techniques for model interpretation and explanation
 - 4.3 Ethical considerations in explainable AI
 - 4.4 Hands-on exercises: Model interpretation tools and frameworks
- 5. Planning Deployment
 - 5.1 Deployment strategies for machine learning solutions
 - 5.2 Infrastructure considerations for deployment
 - 5.3 Continuous integration and deployment (CI/CD) pipelines
 - 5.4 Case study: Deployment challenges and best practices
- 6. Thinking About Data Systematically
 - 6.1 Data collection and preprocessing for machine learning tasks
 - 6.2 Data quality assessment and improvement techniques
 - 6.3 Feature engineering and selection
 - 6.4 Practical exercises: Data preprocessing and feature engineering tasks
- 7. Project Presentations and Wrap-Up
 - 7.1 Student presentations: Applying course concepts to realworld scenarios
 - 7.2 Reflection on key learnings and takeaways
 - 7.3 Future trends and directions in applied machine learning

Course Outcomes (COs): At the end of the course, the students will be able to:

- 1. Identify and translate machine learning problems from business contexts.
- 2. Plan and execute machine learning projects, considering team dynamics and execution strategies.
- 3. Understand the importance of explainability in machine learning models.
- 4. Develop deployment plans for machine learning solutions.
- 5. Systematically analyse and prepare data for machine learning tasks.

References:

- 1. "Artificial Intelligence: A Modern Approach" by Stuart Russell and Peter Norvig (Book)
- 2. "The Ethics of Artificial Intelligence" (Stanford Encyclopedia of Philosophy)
- 3. Other readings (including, for instance, relevant journal articles) will be informed or perhaps made available prior to each lecture should the need arise.

MBA 1st Year
Trimester 3
Decision Making through Predictive Models (MBA BA 121)

L	T	P
1	-	4

Course Name: Decision Making through Predictive Models
Course Credit Hours: 5

Course Contact Hours: 3
Course Code: MBA BA 121

Course Objectives:

1. Formulate Business Objectives: Articulate key steps in predictive modeling business objective formulation. Align initiatives with overarching business goals.
2. Master Data Handling: Evaluate and select data sources for predictive modeling. Demonstrate proficiency in data preparation and cleaning. Apply processing techniques for enhanced dataset quality.
3. Design and Implement Models: Design models aligned with specific business goals. Build models using SPSS Modeler and appropriate techniques. Evaluate model performance using relevant metrics. Implement and integrate models effectively.
4. Compare Modeling Techniques: Analyze and compare modeling techniques, considering strengths and limitations.
5. Evaluate suitability for various business scenarios.
6. Select Appropriate Approaches: Identify and justify modeling approaches based on business requirements. Demonstrate the ability to choose the most suitable technique.
7. Apply SPSS Modeler: Gain proficiency in using SPSS Modeler for implementation. Apply hands-on skills to navigate and use SPSS Modeler features. Translate business requirements into actionable steps.

Course Description: This course equips participants with practical skills in predictive modeling using Software Modeler for business applications. Covering the entire modeling lifecycle, from formulating objectives to implementation, students gain proficiency in data selection, preparation, and processing, as well as evaluating various modeling techniques. Through hands-on exercises, learners will effectively design, build, and integrate models, aligning decision-making with business goals

Course Contents:

Unit Module

1. Introduction to Data Mining
 - 1.1 Introduction, what is Data Mining? Concepts of Data mining, Technologies Used
 - 1.2 Data Mining Process, Mining on various kinds of data
 - 1.3 Applications of Data Mining, Challenges of Data Mining

2. Data attributes
 - 2.1 Data Objects and Attribute Types
 - 2.2 Basic Statistical Descriptions of Data
 - 2.3 Practical with various attributes.
3. Data handling
 - 3.1 Data visualization, distributions and summary
 - 3.2 Statistics, relationships among variables, extent of missing data
 - 3.3 Outlier detection
 - 3.4 Practical on handling data
4. Model development
 - 4.1 Model selection
 - 4.2 Model Development Techniques, (linear regression, multilinear regression, logistic regression)
 - 4.3 Practical on modelling data
5. Model Evaluation
 - 5.1 Assessing Model Performance (Linear, multilinear, logistic),
 - 5.2 Updating a Model using relevant metrics
 - 5.3 Practical on model evaluation using various metrics
6. Time series forecasting
 - 6.1 Time series forecasting,
 - 6.2 Basics of Time-series Forecasting,
 - 6.3 Additive and Multiplicative Time-series
 - 6.4 Practical with Time-Series data

Course Outcomes (COs): At the end of the course, the students will be able to:

1. Understand the process of formulating business objectives, data selection/collection,
2. Preparation and process to successfully design, build, evaluate and implement predictive models for various business applications.
3. Compare the underlying predictive modeling techniques.
4. Select appropriate predictive modeling approaches to identify cases to progress with.
5. Apply predictive modeling approaches using a suitable package such as SPSS Modeler
6. Interpret Predictive Models: Translate model outputs into actionable insights as well as effectively communicate findings to diverse stakeholders.

References:

1. "Predictive Analytics for Business" by Eric Siegel
2. "Data Science for Business" by Foster Provost and Tom Fawcett:
3. "Predictive Modeling with SAS Enterprise Miner" by Kattamuri S. Sarma:
4. "Applied Predictive Modeling" by Max Kuhn and Kjell Johnson "Machine Learning Yearning" by Andrew Ng:
5. Web Resources: Kaggle (<https://www.kaggle.com/>)
6. UCI Machine Learning Repository (<http://archive.ics.uci.edu/ml/index.php>):
7. Towards Data Science (<https://towardsdatascience.com/>)