



**ATLAS
SKILLTECH
UNIVERSITY**

ISME

School of Management
& Entrepreneurship



COURSES OFFERED
**CORE COURSES
& ELECTIVE COURSES**

MASTER IN BUSINESS MANAGEMENT

2 Year Full Time Program

ACADEMIC YEAR

2024-26

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 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 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.

ABOUT THE University



Established vide ATLAS SKILLTECH University, Mumbai Act, 2021
(Maharashtra Act No. XV of 2021) of the Government of Maharashtra

ATLAS SkillTech University is India's first new-age urban multidisciplinary university. Founded to forge a path to the future, ATLAS is where the confluence of design, technology, strategy, and leadership takes place. We believe in breaking paths and conventions. We are constantly defining, shaping, and redefining the future of education in India right here in the heart of an ever-booming, cosmopolitan, and enterprising Mumbai.

With India's National Education Policy 2020 as the cornerstone, ATLAS endeavours to deliver a multidisciplinary education across 3 new-age streams: Design & Innovation, Management & Entrepreneurship and Digital Technology. It has adopted a futuristic model co-created with an international community of scholars, academicians, industry experts, and world leaders in education. Our undivided focus on academic excellence, world-class faculty,

state-of-the-art infrastructure, global institutional collaborations and unique corporate connect empower students to succeed in Industry 4.0 and become socially-responsible global leaders.

Our vibrant community of ATLAS Fellows has gone on to pursue higher education at top-ranked universities in the world and work shoulder-to-shoulder with leading industry stalwarts. ATLAS Faculty and Fellows have collaborated with the best across the world to solve today's pressing problems. The University's interdisciplinary approach, industry-integrated experiential learning, global exposure and emphasis on 21st Century Skills ensures that the ATLAS students are future-ready to continue to drive global impact in the VUCA World we live in today. This exceptional student outcome and our goal to inspire the next generation of leaders, innovators and entrepreneurs is ATLAS' raison d'être.

Message

From Founding President & Chancellor

DR INDU SHAHANI

Founding President & Chancellor
ATLAS SkillTech University



Dr. Shahani has over four decades of experience in higher education and is a visionary who leads by example. She is the President and Chancellor of three new age educational schools: ISDI – Design and Innovation, ISME – Management & Entrepreneurship and uGDX – Digital Technology.

She carries rich experience and expertise of 25 years as the Principal – HR College of Commerce & Economics which is till date the highest accredited commerce college in the country. Dr Shahani has been instrumental in heralding the Advertising, Media and Communication education in the country.

For her exceptional service to the field of education, Dr Shahani was nominated as the Sheriff of Mumbai for two successful terms 2008 & 2009 and she played a lead role as a Member of University Grants Commission – UGC at the National Level. Dr. Shahani was the first Indian to be appointed Vice-Chair on the Board of the Governors of the International Baccalaureate and has over a decade of experience with the IB worldwide. She has been awarded an Honorary Doctor of Letters (D.Litt) degree by the University of Westminster, London.

Dr. Shahani is an Independent Director on Boards of Key Listed companies such as Colgate Palmolive (India) Limited, United Spirits Limited – Diageo, HSBC Asset Management, Bajaj Electricals Limited and Heubach & Lighthouse Learning. Dr. Shahani has also been the Former Chair of United Way Mumbai, Women's India Trust (WIT) and Member Save the Children.

- **Sheriff of Mumbai: 2008 & 2009**
- **Member UGC: 2011-2014**
- **Principal HR College of Commerce & Economics: 2000 – 2016**

ATLAS is a collaboration of eminent personalities from the academic and corporate world with an objective of leveraging the New Education Policy to address the employability challenge across Maharashtra and the nation.

Our unique model and industry integrated location will enable ATLAS SkillTech University to become a globally ranked Urban Innovation University bringing together renowned faculty, leading companies, talented students and the larger community to deliver resilient education which will transform our students to responsible leaders of tomorrow

Message from **Vice Chancellor**

Dr. Rajan Welukar

Vice - Chancellor

ATLAS SkillTech University



The paradigm of higher education has changed, universities and graduate schools are no longer institutions of fixed knowledge and information, but serve as spaces where students cultivate creative ideas and work flexibly in exploring different ways of utilizing knowledge.

As an educational institution of the 21st century, the ATLAS SkillTech University offers students various combinations of disciplines and opportunities. At ATLAS, we strive for a fusion of diversity as opposed to separation, our approach being expansive rather than reticent. Our aim is to design and provide educational programs for changemakers of the 21st century.

ATLAS University is your university, and our focus is on YOU. Programs have been designed to prepare individuals to thrive in a dynamic, global environment, to appreciate the creativity of humans and to acquire the skills to contribute to ongoing creative processes. We provide a distinctive mix of faculty excellence and individualized attention to create a superb learning environment in which you can excel. At ATLAS, you will learn to critically analyse issues, appropriately apply technology and effectively communicate your ideas. We pride ourselves on providing our students with one-on-one interaction with top faculty in an environment that emphasizes student.

Accomplishment above all else. We seek students of keen intellect and diverse backgrounds who not only show potential for success at ATLAS, but who will also contribute to the educational environment of those around them. We firmly believe that diversity increases the intellectual vitality of education, scholarship, service and community life. Our comprehensive and action-oriented, curriculum, along with a transformative mindset, will capitalize on opportunities, partnerships and experiences that strengthen and more definitively establish our role as a higher education leader in our region. Today, not only are academic and industrial boundaries being merged, national and inter-governmental cultural borders are also being broken. Therefore, we are preparing leaders of tomorrow – excellent scholars and outstanding creative leaders who will doubtlessly contribute to the advancement of communication and arts across the globe.

OUTLINE OF CHOICE BASED CREDITS 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 the following points

- 1.1 All the UG degree programs shall be of either six semesters or eight semesters of duration unless specified otherwise.
- 1.2 An academic year consists of two semesters: Odd Semester and an 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 credits pattern for a course (L: T:P) shall be decided by the respective Board of Studies (BoS).
- 1.6 Credits 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 credits.
- 1.7 Two-hour session of Practicals per week for 16 weeks amounts to 1 credits 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 (PEO)

PEO 1 (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.

PEO 2 (Entrepreneurship and Innovation)

be equipped with the knowledge and skills to create, develop, and manage innovative business initiatives and entrepreneurship opportunities.

PEO 3 (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 knowledge of management theories and practice to solve business problems.
PO2	Foster analytical and critical thinking abilities for data based decision making.
PO3	Ability to develop value based leadership ability by promoting social responsibility and sustainable business practices.
PO4	Ability to understand, analyze and communicate global economic, legal & ethical concepts of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Utilize technology tools and software for data analysis, business communication, and decision support.
PO7	Enhance communication and presentation skills to prepare graduates for a diverse career landscape in the 21st century.
PO8	Acquire competencies to engage in life -long learning and demonstrate effort to continuously innovate and create breakthrough management practices.



MBA: TWO-YEAR (4-SEMESTER) CBCS

SEMESTER 1

Course Code	Course	Core Type	Period			Cr
			L	T	P	
MBA MGT 117	Professional Communication & Presentation Skills	Core (PCC)	2			2
MBA BA 115	Modern Age Generative AI Tools (Generative AI Tools)	Core (PCC)	1		2	2
MBA ENT 111	Entrepreneurship and Family Business 101	Core (PCC)	2		1	3
MBA LS 101	Career Readiness Program 1	Core (PCC)	3			3
MBA FIN 101	Financial Statement Analysis	Core (PCC)	2		1	3
MBA MKT 111	The 21st Century Marketing	Core (PCC)	2		1	3
MBA DMA 101	Introduction to Digital Marketing	Core (PCC)	2		2	3
MBA MGT 113	Global Business Environment	Core (PCC)	2		1	2
MBA MGT 105	Driving Decisions by Excel	Core (PCC)	1		4	3

Evaluation Scheme :	Marks	L = Lecture	P = Practical
Internal Assessment	50	T = Tutorial	Cr = Credits
End Term Examination	40	DSEC = Discipline Specific Courses	
Class Participation	10	PCC = Program Core Courses	



SEMESTER 2

Compulsory Courses						
Course Code	Course	Core Type	Period			Cr
			L	T	P	
MBA MGT 116	Managing Self and People Skills	Core (PCC)	2			2
MBA MGT 118	Human-Centered Design Thinking	Core (PCC)	2			2
MBA MGT 110	CSR, SDGs & Business Research	Core (PCC)	1			2
MBA LS 104	Career Readiness Program 2	Core (PCC)	2		1	3
Specialization (Any Two)						
Core Type - Specialisation (DSEC) Finance						
MBA FIN 102	Cost and Management Accounting		2		1	3
MBA FIN 211	Taxation in Business Decision-Making		2		1	3
MBA FIN 103	Financial Management		2		1	3
MBA FIN 108	Securities Analysis & Portfolio Management		2		1	3
Core Type - Specialisation (DSEC) Marketing						
MBA MKT 110	Behaviour Based Selling & Negotiation (BBSN)		2		1	3
MBA MKT 216	Product & Brand Management		2		1	3
Core Type - Specialisation (DSEC) Digital Marketing & Advertising						
MBA DMA 106	Media and Advertising Strategy		1		3	3
MBA DMA 108	Social Media & Community Management		1		3	3
Core Type - Specialisation (DSEC) Entrepreneurship & FMB						
MBA ENT 106	New Age Business Models		2		1	3
MBA ENT 104	Family Enterprise Dynamics		2		1	3
MBA ENT 108	Minimum Viable Product		2		1	3
MBA ENT 110	Entrepreneurial Marketing		2		1	3
Core Type - Specialisation (DSEC) Business Analytics						
MBA BA 111	Statistics for Business Managers		1		3	3
MBA BA 106	Decision making through predictive modelling		1		3	3
MBA BA 108	Business analytics using R		1		3	3
MBA BA 215	Data Storytelling		1		3	3
Elective						
Course Code	Course	Core Type	Period			Cr
			L	T	P	
MBA FIN 218	Wealth Management	Elective	2		1	3
MBA MKT 116	Marketing Laws and Ethics	Elective	2		1	3
MBA MKT 118	Marketing for Global Markets	Elective	2		1	3
MBA ENT 109	Strategic Planning for Family Enterprise	Elective	2		1	3
MBA ENT 112	Technology Toolkit for Entrepreneurs	Elective	2		1	3
MBA BA 110	Ethics in Artificial Intelligence	Elective	1		3	3
MBA BA 112	Introduction to Power BI	Elective	1		3	3
MBA DMST 112	Skill - AI & Design	Elective	1		2	3

SEMESTER 3

Compulsory Courses						
Course Code	Course	Core Type	Period			Cr
			L	T	P	
MBA MGT 208	Organisational Behaviour & Universal Human Values	Core (PCC)	2			2
MBA BA 221	Cyber Security Management	Core (PCC)	2			2
MBA MGT 203	Economics for Decision Making	Core (PCC)	2			2
MBA LS 202	Career Readiness Program 3	Core (PCC)	2		1	3
MBA IT 201	Internship and Dissertation	Core			33	6
Specialization (Any Two)						
Core Type - Specialisation (DSEC) Finance						
MBA FIN 203	Financial Modelling		2		1	3
MBA FIN 202	Corporate Finance & Valuation		2		1	3
MBA FIN 111	Investment Banking		2		1	3
MBA FIN 113	Derivatives & Risk Management		2		1	3
Core Type - Specialisation (DSEC) Marketing						
MBA MKT 213	Marketing Analytics for Managers		2		1	3
MBA MKT 215	Legal and Ethical Aspects of Marketing		2		1	3
Core Type - Specialisation (DSEC) Digital Marketing & Advertising						
MBA MKT 217	Sales and Distribution Management		1		3	3
MBA MKT 205	B2B Marketing		1		3	3
Core Type - Specialisation (DSEC) Entrepreneurship & FMB						
MBA ENT 232	IPR , Startup Laws & ecosystems		2		1	3
MBA ENT 228	Innovation and Technological adaption in Family Enterprise		2		1	3
MBA ENT 230	Fundraising for Startups		2		1	3
MBA ENT 226	The Startup Sales Playbook: Business Development Breakthroughs		2		1	3
Core Type - Specialisation (DSEC) Business Analytics						
MBA BA 223	Machine Learning for Managers		1		3	3
MBA BA 225	Introduction to Python programming.		1		3	3
MBA BA 227	Analytics for Sustainability management		1		3	3
MBA BA 229	Cyber Security for Managers		1		3	3
Elective						
Course Code	Course	Core Type	Period			Cr
			L	T	P	
MBA FIN 215	Stock Markets & Technical Analysis	Elective	2		1	3
MBA FIN 217	Finance for Entrepreneurship	Elective	2		1	3
MBA MKT 219	Behavioural Science	Elective	2		1	3
MBA MKT 221	Marketing of Luxury Brands	Elective	2		1	3
MBA ENT 221	Growth Hacking	Elective	2		1	3
MBA ENT 110	Entrepreneurial Marketing	Elective	1		3	3
MBA BA 231	Predictive Analytics	Elective	1		3	3
MBA BA 233	Data Visualization with Tableau	Elective	1		3	3
MBA DMST 2113	Skill – Data Analytics with Design Visualisations & Infographics	Elective	1		3	3

SEMESTER 4

Compulsory Courses						
Course Code	Course	Core Type	Period			Cr
			L	T	P	
MBA MGT 216	Corporate Governance, Professional Ethics and Law	Core (PCC)	2			2
MBA BA 232	Supply Chain Analytics	Core (PCC)	2			2
MBA MGT 218	Corporate Strategy	Core (PCC)	2			2
MBA LS 201	Career Readiness Program 4	Core (PCC)	2		1	3
Specialization (Any Two)						
Core Type - Specialisation (DSEC) Finance						
MBA FIN 220	Corporate Valuation		2		1	3
MBA FIN 222	FinTech Ventures and Innovation		2		1	3
MBA FIN 224	Banking, NBFC and Insurance/BFSI		2		1	3
MBA FIN 206	Financial Analytics		2		1	3
Core Type - Specialisation (DSEC) Marketing						
MBA MKT 210	International Marketing		2		1	3
MBA MKT 230	Sustainable Marketing in Practice		2		1	3
Core Type - Specialisation (DSEC) Digital Marketing & Advertising						
MBA MKT 232	Marketing for the Hinterlands		2		1	3
MBA MKT 204	Services Marketing		2		1	3
Core Type - Specialisation (DSEC) Entrepreneurship & FMB						
MBA ENT 234	Strategic People Dynamics		2		1	3
MBA ENT 236	Corporate Compliance & Ethical Leadership		2		1	3
MBA ENT 217	Scaling Startups - Strategies for Growth		2		1	3
MBA ENT 219	Family Enterprise Consultancy		2		1	3
Core Type - Specialisation (DSEC) Business Analytics						
MBA BA 234	Business Intelligence using Power BI		2		1	3
MBA BA 236	SQL Programming		1		3	3
MBA BA 226	Text and Social Media Analytics		1		3	3
MBA BA 238	Ethics & Moral Issues in adopting AI		1		3	3
Elective						
Course Code	Course	Core Type	Period			Cr
			L	T	P	
MBA FIN 226	Sustainable Finance	Elective	2		1	3
MBA FIN 228	Behavioral Finance	Elective	2		1	3
MBA MKT 234	Creator Economy	Elective	2		1	3
MBA MKT 236	Chanakya's Arthshastra	Elective	2		1	3
MBA ENT 232	IPR, Startup Laws & Ecosystem	Elective	2		1	3
MBA ENT 238	Innovation & Technological adaptation in Family Enterprise	Elective	2		1	3
MBA BA 240	Machine Learning Fundamentals	Elective	1		3	3
MBA BA 242	Python Coding	Elective	1		3	3
MBA DMST 214	Skill - Interface Design	Elective	1		3	3



MBA 1ST YEAR

SEMESTER 1

MBA 1st Year
Semester 1
Professional Communication and Presentation Skills (MBA MGT 117)

L	T	P
2	-	-

Course Name: Professional Communication and Presentation Skills

Course Credits: 2

Course Code: MBA MGT 117

Course Objectives:

1. Strategic Communication Leadership
2. Maximizing Business Impact
3. Crisis Communication Proficiency
4. Socially Responsible Messaging
5. Effective Presentation Mastery

Course Description: This course delves deep into various facets of professional communication and presentation skills, including crisis management, organizational cohesion, and strategic alignment. Through in-depth analysis of real-world scenarios, students will gain insight into adapting their communication style to effectively lead during times of change, collaborate seamlessly across teams, and manage high-stakes situations.

Furthermore, participants will explore the application of communication strategies in key business areas such as marketing, sales, leadership, and branding. By understanding how to craft compelling narratives that resonate with clients, customers, and stakeholders, students will be primed to drive growth and enhance brand reputation.

Course Contents:

Unit Modules

Fundamentals of Communication

1. Preliminaries to Interpersonal Communication and Presentation
 - 1.1 Foundations of Interpersonal Communication
 - 1.2 The Impact of self-concept
 - 1.3 Influence that cultural diversity and gender have on self-concept.
 - 1.4 Perception of the Self and Others, perceptual barriers in Interpersonal Communication
 - 1.5 Effective presentations
2. Interpersonal Messages
 - 2.2 Verbal and Non-Verbal Messages
 - 2.3 Listening in Interpersonal Communication
 - 2.4 Emotional and Conversational Messages
 - 2.5 Power and Influence
 - 2.6 Interpersonal Conflict and Conflict Management
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. Implement advanced communication strategies to lead and inspire teams, fostering a culture of effective collaboration and innovation.
2. Craft and convey messages that resonate with clients, customers, and partners, resulting in heightened engagement and measurable business growth.
3. Expertly manage communication during critical moments, mitigating potential damage and upholding organizational reputation.
4. Create and disseminate socially conscious communication that aligns with corporate values, fostering positive societal change and enhancing brand loyalty.
5. Deliver impactful presentations across various mediums, captivating audiences, driving action, and achieving communication objectives.

References:

- Required Resources
- The Anatomy of Story by John Truby.
- Recommended Resources:
- 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
- TED TALKS Storytelling Techniques. Master the One Thing All Great TED Talks have in common, Akash Karia.
- The Story Teller's Secret by Carmine Gallo.

MBA 1st Year
Semester 1
Modern Age AI Tools (Generative AI Tools) (MBA BA 115)

L	T	P
1	-	2

Course Name: Modern Age AI Tools (Generative AI Tools)

Course Credits: 2

Course Code: MBA BA 115

Course Objectives:

1. Understand AI tools' theoretical foundations and practical applications in managerial decision-making.
2. Critically assess the impact of AI technologies on business operations and strategic planning.
3. Develop proficiency in utilizing AI tools for data-driven insights and innovation in business management.
4. Analyze ethical implications and regulatory considerations associated with AI tool adoption in organizational contexts.
5. Explore emerging trends in AI technologies and their potential implications for future managerial practices.
6. Foster collaborative skills through group projects involving AI tool integration in business scenarios.

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, Gemini, and Adobe Firefly, 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 Modules

Fundamentals of Communication

1. Introduction to AI: History of AI, AI in Businesses
 - 1.1 Introduction to AI, its history, and evolution
 - 1.2 Overview of AI applications in various business domains
 - 1.3 Case studies of AI implementation in businesses
2. NLP, ML, and Generative AI
 - 2.1 Basics of NLP and its business applications
 - 2.2 Introduction to Machine Learning and Predictive Analytics
 - 2.3 Understanding Generative AI and its uses in business
3. Text Generation Tools and Prompt Engineering
 - 3.1 Overview of Text Generation Tools
 - 3.2 Prompt engineering: Components of a Prompt, Customizing Prompts

3.3 Hands-on Practice

4. Introduction to text to Image Tool and text to infographics tools
 - 4.1 Overview of text to image tools
 - 4.2 Introduction to text to infographics tools
 - 4.3 Practical Applications and Hands-on
 - 4.4 Group Project: Integrating AI Tools for a Specific Business Case
5. Ethical and Legal Considerations
 - 5.1 AI Bias and Fairness
 - 5.2 Data Privacy and Security
 - 5.3 Legal Frameworks and Ethical Guidelines for AI Tool Usage
6. Future Trends and Innovations
 - 6.1 Emerging AI Tools and Technologies and additional AI tools
 - 6.2 AI in Marketing, Healthcare, and Education
 - 6.3 Preparing for Future AI Tool Adoption and final projects

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

1. Analyze the historical context and business applications of AI.
2. Evaluate the role of NLP, ML, and Generative AI in management.
3. Implement text generation tools and prompt engineering for managerial tasks.
4. Utilize text-to-image tools to create business infographics.
5. Address ethical and legal considerations in AI tool usage.
6. Anticipate future trends and prepare for AI tool adoption in management.

References:

- Recommended Resources
- "Artificial Intelligence: A Modern Approach" by Stuart Russell and Peter Norvig (Book)
- "The Ethics of Artificial Intelligence" (Stanford Encyclopedia of Philosophy)

MBA 1st Year
Semester 1
Entrepreneurship And Family Business 101 (MBA ENT 111)

L	T	P
2	-	1

Course Name: Entrepreneurship And Family Business 101

Course Credits: 3

Course Code: MBA ENT 111

Course Objectives:

1. Gain a comprehensive view of the entrepreneurial journey, from idea conception to market validation and fundraising.
2. Develop practical skills for product-market fit assessment, market sizing, and consumer persona development, to create and position successful products and services.
3. Build a competitive advantage and ensure sustainability by identifying their business's unique value proposition, analyzing competition, and creating a minimum viable product (MVP) for early market testing.
4. Build a compelling brand through crafting a brand story that resonates with customers and using market validation techniques to test their brand's appeal and refine strategies.
5. Master the art of pitching and fundraising, developing effective communication skills, and gaining practical experience through presentations and exercises.

Course Description: The Entrepreneurship and Family Managed Business 101 course equips students with the essential knowledge and skills to navigate the entrepreneurial landscape. Students will gain a holistic understanding of the entrepreneurial journey, from problem identification to idea conception to market validation and fundraising. They will learn to identify and analyze significant business problems, applying root cause analysis to develop effective solutions and also have a brief introduction to family managed business.

The course delves into the processes of ideation, product-market fit, and market sizing, providing students with practical tools for creating and positioning successful products. Students will master the creation of consumer personas, identifying competitive advantages, and developing minimum viable products. Additionally, they will learn techniques for market validation and crafting compelling brand stories.

The course also helps in the understanding of the art of pitching and fundraising,

Course Contents:

Unit Modules

1. Understanding Entrepreneurship and Problem Identification
2. Ideation, Market Fit, Market Sizing
3. ICP, Competition Analysis, Moat, MVP
4. Market Validation & Brand Story
5. Pitching/Fundraising Introduction to Family Managed Business.

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

1. Students will be able to understand the journey of an Entrepreneur, the process of identification of significant problems in a business context and assessing the Root Cause Analysis of the problems identified
2. Students will be able to understand the process of Ideation, Product Market Fit, Founder Market Fit, Channel Market Fit and Market Sizing
3. Students will master the concepts of Consumer Persona (ICP), Moat, Competition Analysis and creation of a Minimum Viable Product (MVP)
4. Students will learn the techniques of Market Validation and Creation of a Brand Story
5. Students learn the essence of Pitching and the art of Fundraising, through experiential learning exercises and presentations.

References:

- Required Resources
- Fall In Love With The Problem, Not The Solution: A Handbook for Entrepreneurs (2023) Uri Levine
- Sinek, S. (2009). Start with Why: How Great Leaders Inspire Everyone to Take Action.
- Ain't no EUREKA: Your idea to enterprise journey (2024) - Aneesh Khanna
- Daily Coffee and Start up Fundraising (2022) - Sarthak Ahuja
- Mason, H., & Mattin, D. (2015). Trend-Driven Innovation: Beat Accelerating Customer Expectations. Wiley.
- Recommended Resources
- Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Wiley.
- Berger, J. (2013). Contagious: How to Build Word of Mouth in the Digital Age. Simon & Schuster.
- Master Opportunity and Make it Big (2017) Rothman Richard

MBA 1st Year
Semester 1
Career Readiness Program 1 (MBA LS 101)

L	T	P
3	-	-

Course Name: Career Readiness Program 1

Course Credits: 3

Course Code: MBA LS 101

Course Objectives:

1. Enable students to craft effective resumes and cover letters that highlight academic achievements and extracurricular activities, setting the foundation for successful job applications.
2. Guide participants in creating and optimizing LinkedIn profiles, fostering strategic networking skills and establishing a strong online presence for career advancement.
3. Foster public speaking and storytelling skills, ensuring participants can convey information with impact and engage audiences both in-person and through digital platforms.
4. Equip students with a diverse skill set, including advanced time management, leadership, financial literacy, critical thinking, and technology integration, for comprehensive professional development.

Course Description: Career Readiness providing a comprehensive skill set to thrive in the dynamic professional landscape. Students will embark on a transformative journey covering diverse aspects, including resume and LinkedIn profile building, public speaking, time management, leadership, financial literacy, critical thinking, and technology integration.

Through practical workshops, engaging discussions, and hands-on activities, students will not only gain essential career tools but also cultivate a holistic professional identity, preparing them for success in their chosen fields. The program emphasizes strategic personal branding, fostering adaptability, and instilling ethical decision-making for well-rounded professional development.

Course Contents:

1. **Unit Modules** Introduction Orientation
 - 1.1 Introduction to Placements
 - 1.2 Introduction to Career Services team
 - 1.3 Placement Policy
2. Public Speaking and the Art of Storytelling
 - 2.1 Understanding Public speaking
 - 2.2 Mastering the Art of story telling
3. Effective Communication Workshop
 - 3.1 Active Listening techniques
 - 3.2 Verbal and non-verbal communication
 - 3.3 Constructive feedback methods
 - 3.4 Clarity and conciseness in messaging
4. Presentation Techniques Workshop

- 4.1 Slide design and visual aids
- 4.2 Storboarding for presentations
- 4.3 Handling Q&A sessions
- 4.4 Delivering impactful conclusions
- 5. Personal Branding Workshop
 - 5.1 Identifying unique value propositions
 - 5.2 Crafting a personal brand statement
 - 5.3 Leveraging social media for branding
 - 5.4 Consistency in personal and professional image
- 6. Resume and Cover Letter Writing
 - 6.1 Tailoring resumes for specific roles.
 - 6.2 Crafting compelling cover letters.
- 7. Interview Skills Workshop
 - 7.1 Behavioral and situational interview techniques.
 - 7.2 Answering common interview questions.
- 8. Internship Preparation
 - 8.1 Setting clear internship goals.
 - 8.2 Networking and securing opportunities.
 - 8.3 Maximizing learning during the internship.
 - 8.4 Reflecting on and documenting experiences.
- 9. Goal Setting Workshop
 - 9.1 Aligning personal and professional aspirations.
 - 9.2 Reviewing and adjusting goals regularly.
- 10. Job Role Mapping
 - 10.1 Identifying potential career paths.
 - 10.2 Analyzing job descriptions.
 - 10.3 Matching skills and qualifications to roles.
 - 10.4 Creating a roadmap for career progression.
- 11. Sector Research Workshop
 - 11.1 Understanding industry trends.
 - 11.2 Identifying key players and companies.
 - 11.3 Analyzing sector-specific skills demand.
 - 11.4 Resources for continuous industry research.
- 12. Company Research Workshop
 - 12.1 Understanding company culture
 - 12.2 Researching financial performance
 - 12.3 Analyzing Competition and market position
 - 12.4 Preparing questions based on research.
- 13. Effective Communication Workshop-2
 - 13.1 Negotiation techniques.
 - 13.2 Conflict resolution strategies.
 - 13.3 Persuasive communication.
 - 13.4 Building rapport in professional settings.
- 14. Networking Strategies Workshop
 - 14.1 Leveraging LinkedIn and professional networks.
 - 14.2 Approaching networking events effectively.
 - 14.3 Building and maintaining professional relationships.
 - 14.4 Following up and staying connected.

15. Personal Development Planning

- 15.1 Self-assessment and reflection.
- 15.2 Setting personal growth objectives.
- 15.3 Developing a skills improvement plan.
- 15.4 Tracking progress and milestones.

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

1. Create refined resumes and cover letters, mastering the art of professional written communication.
2. Excel in strategic networking on LinkedIn, leveraging the platform for professional connections and opportunities.
3. Exhibit captivating public speaking and storytelling prowess, leaving a lasting impact on diverse audiences.
4. Excel in advanced time management, tailoring workflows for optimal productivity and focus.
5. Gain essential leadership skills, enhancing communication, team motivation, and effective decision-making.
6. Showcase financial understanding, from taxation to budgeting, and grasp basic investment principles for informed decision-making.

References:

- The Art of War by Sun Tzu

The Art of Public Speaking by Dale Carnegie

MBA 1st Year
Semester 1
Financial Statement Analysis (MBA FIN 101)

L	T	P
2	-	1

Course Name: Financial Statement Analysis

Course Credits: 3

Course Code: MBA FIN 101

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 familiarize management students with financial statements, the principles underlying them and the techniques to analyse the annual reports of various listed companies

Course Contents:

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 Principle
 - 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 Statements
 - 3.2 Financial Ratios
 - 3.3 Cash flow Statement Analysis
4. Accounting Standards
 - 4.1 Understanding AS, IND AS and IFRS
 - 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 accounting principles Read corporate financial statements and convert them into analysis-friendly format.
3. Work individually and in a group to synthesize information related to Indian Accounting Standards (IND AS)
4. Apply financial tools to analyse a firm's past performance to provide information that is useful for estimating its future performance.

References:

- Required Resources
- Narayanaswamy R., 2017, Financial Accounting A Managerial Perspective, 6th Edition, PHI Learning Private Limited.
- Recommended Resources:
- 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
- CFA Program Study Guide for 2023 Level I CFA Exam.
- Financial Reporting & Analysis, Charles H. Gibson.
- Journal of Financial Reporting and Accounting, Emerald Insight Publishing.
- Online Resource: <https://www.ifrs.org/>

MBA 1st Year
Semester 1
The 21st Century Marketing (MBA MKT 111)

L	T	P
2	-	1

Course Name: The 21st Century Marketing

Course Credits: 3

Course Code: MBA MKT 111

Course Objectives:

1. To expose students to the changing role of Marketing in businesses
2. To sensitize students with the evolution of consumer buying behavior
3. To understand the role of customer and competitor research in businesses
4. To discuss the role of Marketing Mix in Marketing strategies
5. To discuss the role of competitive strategies for businesses

Course Description: The 21st Century Marketing equips students with the essential knowledge and skills to navigate the rapidly evolving landscape of marketing in today's world. This course builds upon the fundamental principles of marketing management and focuses on harnessing the power of physical and online platforms and mediums to create impactful marketing strategies. It further aims to provide a comprehensive understanding of the principles and practices involved in creating and executing effective marketing strategies for businesses and organizations backed by research. The course is designed to build foundation for students looking to build career in the management streams, especially Marketing

Course Contents:

1. Introduction to Marketing
 - 1.1 Introduction to Marketing Management
 - 1.2 Wants, Needs and Demand
 - 1.3 Defining Value
2. Identifying Value
 - 2.1 Market Research
 - 2.2 Consumer
 - 2.3 Competitor
3. Marketing Mix
 - 3.1 Marketing Mix
 - 3.2 Marketing Mix Strategies
4. PLC
 - 4.1 Product Lifecycle
5. STP
 - 5.1 Segmenting
 - 5.2 Targeting

- 5.3 Positioning
- 6. Competitive Strategies
 - 6.1 Porter's Generic Strategies
 - 6.2 Competitive Strategies
- 7. Expansion and Optimization Frameworks
 - 7.1 Ansoff Matrix
 - 7.2 BCG Matrix

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

1. Conduct Competitor and Customer Research for problem solving
2. Apply Marketing Mix strategies to achieve set marketing objectives
3. Use Product Lifecycle to adapt marketing strategies in each of the stages
4. Build Marketing strategies using Segmenting, Targeting and Positioning (STP)
5. Apply strategic frameworks for business expansion and optimization
6. Use competitive strategies for brands to achieve marketing objectives

References:

- Marketing Management by Philip Kotler et. al (16th Edition) (Available in Library)
- Competitive Advantage: Creating and Sustaining Superior Performance by Michael Porter (Available in Library)
- Consumer Behaviour by Shiffman 12th Edition (Available in Library)
- Marketing Warfare by Jack Trout and Al Ries (Available in library)

**MBA 1st Year
Semester 1**

Introduction to Digital Marketing (MBA DMA 101)

L	T	P
2	-	2

Course Name: Introduction to Digital Marketing

Course Credits: 3

Course Code: MBA DMA 101

Course Objectives:

1. Provide students with a fundamental understanding of digital marketing concepts, tools, and strategies.
2. Explore key digital marketing channels such as SEO, social media, email, and content marketing.
3. Develop students' ability to create and implement digital marketing campaigns for brand awareness and lead generation.
4. Analyze data-driven marketing techniques and performance metrics to optimize digital strategies.

Course Description:

This course introduces students to the core principles of digital marketing and its role in the modern business landscape. Students will explore the evolution of digital marketing, customer behavior in online spaces, and various digital channels, including search engine optimization (SEO), pay-per-click (PPC) advertising, social media marketing, and email marketing.

Through case studies and practical exercises, students will learn how to develop digital marketing strategies, create engaging content, and measure campaign effectiveness using analytics tools. By the end of the course, students will have the skills to apply digital marketing techniques in business contexts and enhance brand visibility.

Course Contents:

Unit Module

1. Fundamentals of Digital Marketing

- 1.1 Introduction to Digital Marketing and its Evolution
- 1.2 Traditional vs. Digital Marketing: Key Differences
- 1.3 Digital Consumer Behavior and Journey
- 1.4 Role of AI and Automation in Digital Marketing

2. Digital Marketing Channels and Strategies

2.1 Search Engine Optimization (SEO): On-page & Off-page Optimization

2.2 Pay-Per-Click (PPC) and Google Ads

2.3 Social Media Marketing (Facebook, Instagram, LinkedIn, Twitter)

2.4 Influencer Marketing and Affiliate Marketing

3. Content and Email Marketing

3.1 Creating Engaging and Value-Driven Content

3.2 Blogging and Video Content Strategies (YouTube, Reels, Shorts)

3.3 Email Marketing: Lead Generation and Nurturing

3.4 Copywriting and Persuasive Messaging

4. Data Analytics and Performance Measurement

4.1 Introduction to Web Analytics (Google Analytics, UTM Tracking)

4.2 Conversion Rate Optimization (CRO) and A/B Testing

4.3 ROI Measurement in Digital Campaigns

4.4 Ethical Considerations in Digital Marketing

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understand the fundamentals of digital marketing and its various components.
2. Develop and implement strategic digital marketing campaigns.
3. Utilize SEO, social media, and email marketing for brand growth.
4. Measure and optimize digital marketing performance using analytics.

References:

Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing: Strategy, Implementation, and Practice. Pearson.

Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.

Ryan, D. (2020). Digital Marketing: The Essential Guide to Marketing in a Digital World. Kogan Page.

Kaushik, A. (2019). Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity. Wiley.

MBA 1st Year
Semester 1
Global Business Environment (MBA MGT 113)

L	T	P
2	-	1

Course Name: Global Business Environment

Course Credits: 2

Course Code: MBA MGT 113

Course Objectives:

1. Understand the dynamics of global markets and trade: Gain insights into international trade theories, global market integration, and the role of multinational corporations in shaping global economic interactions.
2. Evaluate strategies for enhancing global competitiveness: Analyze factors influencing global business decisions, such as market entry strategies, foreign direct investment, and global supply chain management.
3. Demonstrate knowledge of key stakeholders in global business: Explore the roles and interactions of stakeholders including multinational corporations, governments, international organizations, and local communities in global business operations.
4. Critically appraise contemporary issues and challenges: Examine current global business challenges such as trade wars, supply chain disruptions, environmental sustainability, and ethical considerations in global business practices.

Course Description: Global business dynamics offers students a comprehensive understanding of the interconnected world economy. This course equips students with analytical skills and critical thinking necessary to navigate complex global markets. It delves into the study of international trade, multinational corporations, global supply chains, and the strategic interactions between firms, governments, and international organizations.

Course Contents:

Unit Modules

1. Introduction to Global Business Dynamics
 - 1.1 Overview of Globalization
 - 1.2 Criticisms of Globalisation
 - 1.3 Future of Globalisation
2. Theories of International Business and Trade
 - 2.1 Adam Smith's model, Ricardian model, H-O theory, National Competitiveness theory
 - 2.2 New Trade, Gravity model, Product life cycle theory, Global Strategic Rivalry theory
3. Cross-Cultural Management and Global HRM
 - 3.1 Understanding Culture and its Impact on Business
 - 3.2 Cross-Cultural Communication
 - 3.3 Global Leadership and Management and HRM Practices
4. Case Studies

- 4.1 Curious rise of China and its' impact on global Economy
- 4.2 Emergence of AI in the global economy
- 4.3 Domination of US in the global economy

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

1. Understand the fundamental concepts and theories of global business.
2. Critically analyse international business theories.
3. Apply international business theories in a real world setting
4. Examine and analyse global business problems based on modelling frameworks and relevant data.
5. Identify and understand contemporary regional, national and global business problems.
6. Analyse and interpret global business trends and dynamics

References:

- Required Text Reading
- "The World Is Flat: A Brief History of the Twenty-First Century" by Thomas L. Friedman
- Recommended References
- Global Business Today" by Charles W. L. Hill and G. Tomas M. Hult
- "Globalization and Its Discontents" by Joseph E. Stiglitz
- "Managing Across Borders: The Transnational Solution" by Christopher A. Bartlett and Sumantra Ghoshal

MBA 1st Year
Semester 1
Driving Decisions by Excel (MBA MGT 105)

L	T	P
1	-	4

Course Name: Driving Decisions by Excel

Course Credits: 3

Course Code: MBA MGT 105

Course Objectives:

1. Gain a comprehensive view of the entrepreneurial journey, from idea conception to market validation and fundraising.
2. Develop practical skills for product-market fit assessment, market sizing, and consumer persona development, to create and position successful products and services.
3. Build a competitive advantage and ensure sustainability by identifying their business's unique value proposition, analyzing competition, and creating a minimum viable product (MVP) for early market testing.
4. Build a compelling brand through crafting a brand story that resonates with customers and using market validation techniques to test their brand's appeal and refine strategies.
5. Master the art of pitching and fundraising, developing effective communication skills, and gaining practical experience through presentations and exercises.

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. Introduction

1.1 Introduction to Business Analytics and the importance of Excel for Business Analytics

1.2 Data types, formats, and different ways of reading data into Excel and reviewing its functionalities.

2. Proofing, Formatting, Printing and Workbook view

2.1 Formatting Cells with Number formats, Font formats, Alignment, Borders.

2.2 Basic conditional formatting

2.3 Printing Workbooks: Setting Up Print Area, Customizing Headers & Footers

3. Functions and Absolute Referencing

3.1 Basic Functions

3.2 Text Functions

3.3 Arithmetic Functions

3.4 Time and Date Functions

3.5 Absolute Reference

4. Paste Special Techniques, Data Validation, Data Cleaning

4.1 Paste special options

4.2 Number, Date & Time Validation, Dynamic Dropdown List Creation using Data Validation

4.3 Data Cleaning

5. Logical Analysis, Filtering and Sorting

5.1 If Function, Nested If, If with Logical functions

5.2 Filtering on Text, Numbers & Colors, Sorting Options

6. Lookup Functions

6.1 Vlookup / HLookup

6.2 Vlookup with Helper Columns

6.3 Index and Match

7. Charts and dashboards

7.1 Pivot Table and charts

7.2 Calculated Items, and Field

7.3 Creating slicers and dashboards and coming up with meaningful insights

8. What-If Analysis

8.1 Goal Seek

8.2 Data Tables

8.3 Scenario Manager

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

1. Understand the significance of Microsoft Excel tools and working functionalities for business analytics.
2. Use different data types, formats, type conversion and functions in excel, understand Filtering.
3. Use LOOKUP and VLOOKUP to unlock hidden patterns and make informed decisions from complex data sets.
4. Create classic pivot tables, build calculations, and group data by numbers and dates to extract meaningful insights.
5. Create Pivot charts, dashboards in Excel to visualize data and get meaningful insights.
6. Implement robust validation techniques, construct dynamic scenarios, and perform goal-oriented analysis to ensure data accuracy and support informed decision-making.

References:

- Required Text Reading
- Statistical tools for Managers: Using Ms Excel- D.P. Apte
- Recommended References
- Financial analysis with Microsoft excel. Timothy Mayes and Todd M Shank
- Web Resources
- MOOC/Online/<https://vdocument.in/advanced-excel-manual.html?page=2>



MBA 1ST YEAR

SEMESTER 2

**MBA 1st Year
Semester 2**

Managing Self and People Skills (MBA MGT 116)

L	T	P
2	-	-

Course Name: Managing Self and People Skills
Course Credits: 2

Course Code: MBA MGT 116

Course Objectives:

1. **Self-Awareness and Emotional Intelligence:** Develop a deep understanding of one's strengths, weaknesses, and emotional responses, and learn how to use emotional intelligence to manage oneself and interact effectively with others in a professional setting.
2. **Effective Communication:** Enhance communication skills, focusing on both verbal and non-verbal techniques, to improve clarity, persuasion, and active listening in both individual and team settings.
3. **Conflict Resolution and Negotiation:** Learn strategies for managing and resolving conflicts in a constructive manner while also mastering negotiation techniques that foster collaboration and win-win outcomes.
4. **Team Collaboration and Leadership:** Build the skills necessary to work effectively in diverse teams, including leadership, motivation, delegation, and managing team dynamics to achieve collective goals.
5. **Time Management and Productivity:** Understand the importance of prioritization, goal-setting, and self-discipline to effectively manage time and improve personal and team productivity.
6. **Adaptability and Resilience:** Cultivate the ability to adapt to changing environments and remain resilient in the face of challenges; while fostering a growth mindset to continuously improve oneself and one's interactions with others.

Course Description: This core course, "Managing Self and People Skills," is designed for MBA students to enhance their understanding of self-management and interpersonal dynamics within organizational settings. In today's rapidly evolving business environment, the ability to lead oneself and effectively manage relationships with others is paramount. Research indicates that 75% of professional success is attributed to emotional intelligence and interpersonal skills, highlighting their importance in leadership roles. This course focuses on developing essential skills such as self-awareness, emotional regulation, communication, conflict resolution, and team collaboration. Students will learn how to navigate workplace dynamics, motivate and inspire teams, and foster a positive organizational culture. By the end of the course, students will be better

equipped to handle the challenges of leadership, improve their decision-making, and build productive relationships, preparing them for success in both corporate environments and entrepreneurial ventures.

Course Contents:

Unit Modules

- 1 Fundamentals of Self-Management and Emotional Intelligence
 - 1.1 Introduction to Self-Management: Understanding Personal Effectiveness and Emotional Intelligence
 - 1.2 Building Self-Awareness and Self-Regulation for Personal Growth
 - 1.3 The Power of Self-Reflection in Leadership – A Look at Steve Jobs’ Leadership Style
- 2 Mental Health and Emotional Resilience
 - 2.1 Understanding Mental Health: Coping Mechanisms and Managing Stress
Detoxifying Self: Techniques for Clearing Mental and Emotional Clutter
Building Resilience: Strategies for Overcoming Setbacks and Thriving in Challenges
 - 2.2 Deepika Padukone’s Battle with Depression and Her Advocacy for Mental Health Awareness – A Story of Strength and Resilience
- 3 Interpersonal Skills and Building Effective Relationships
 - 3.1 Effective Communication: Active Listening, Feedback, and Assertiveness
Navigating Conflict: Conflict Management and Negotiation Skills
 - 3.2 Dealing with People: Understanding Behavioral Styles and Building Rapport
 - 3.3 Google’s Teamwork Culture – Collaboration and Innovation through Diversity
- 4 Leadership, Ethics, and People Management
 - 4.1 Leadership Styles and Their Impact on Team Dynamics
Ethical Decision-Making: Integrity and Navigating Moral Dilemmas
 - 4.2 Creating a Supportive Work Environment: Leading with Empathy and Emotional Intelligence
 - 4.3 Oprah Winfrey’s Transformational Leadership – Inspiring People through Authenticity and Empathy

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

1. **Self-Awareness and Emotional Intelligence** - Students will develop the ability to assess their strengths, weaknesses, and emotional responses, using emotional intelligence to manage themselves effectively in various professional contexts.
2. **Effective Communication and Interpersonal Skills** - Students will demonstrate the ability to communicate clearly, listen actively, and tailor their communication style to different audiences, fostering productive relationships both personally and professionally.
3. **Conflict Management and Negotiation** - Students will acquire the skills to address and resolve conflicts constructively, using negotiation techniques to foster collaboration and achieve positive outcomes in challenging situations.
4. **Leadership and Team Collaboration** - Students will develop leadership skills that allow them to motivate and guide teams, as well as work collaboratively, leveraging team dynamics to achieve collective goals.
5. **Time Management and Productivity** - Students will learn strategies for prioritizing tasks, setting goals, and managing time effectively to enhance both individual and team productivity in fast-paced environments.

6. **Adaptability and Resilience** - Students will build the capacity to adapt to changing environments and remain resilient in the face of challenges, cultivating a growth mindset to continuously improve their skills and performance.

References:

- Goleman, D. (2006). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam.
- Northouse, P. G. (2018). *Leadership: Theory and Practice* (8th ed.). Sage Publications.
- Cialdini, R. B. (2009). *Influence: The Psychology of Persuasion* (Revised ed.). Harper Business.
- Covey, S. R. (2004). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. Free Press.
- Machi, L. A., & McEvoy, B. T. (2012). *The Literature Review: Six Steps to Success* (3rd ed.). Corwin.
- Robinson, L. (2016). *Time Management: A Guide for the Overwhelmed* (2nd ed.). McGraw- Hill Education.
- Lencioni, P. (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass.
- Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.

MBA 1st Year
Semester 2

Human-Centered Design Thinking (MBA MGT 118)

L	T	P
2	-	-

Course Name: Human-Centered Design Thinking

Course Credits: 2

Course Code: MBA MGT 118

Course Objectives:

1. Develop a comprehensive understanding of the Human-Centered Design Thinking methodology, its principles, and its application in solving complex human-centered needs/problems.
2. Master the five stages of the Human-Centered Design Thinking process and demonstrate the ability to apply tools and techniques at each stage.
3. Cultivate empathy and user research skills through ethnographic research methods, interviewing techniques, and observational studies.
4. Acquire proficiency in problem framing, ideation techniques, and the ability to generate innovative solutions through divergent and convergent thinking.
5. Develop practical skills in prototyping, from quick paper prototypes to more sophisticated digital or physical models and learn effective testing methodologies.
6. Build expertise in gathering and incorporating user feedback through iterative design processes and validation techniques.
7. Demonstrate the ability to effectively communicate design decisions, research findings, and solution proposals through visual, verbal, and written presentations.

Course Description: Human-Centered Design Thinking is a comprehensive course that introduces students to the principles and practices of design thinking as a problem-solving approach centered on human needs and experiences. This course combines theoretical frameworks with hands-on application, enabling students to master the five core stages of design thinking: Empathize, Define, Ideate, Prototype, and Test. Students will learn to approach complex challenges through a human-centered lens, developing deep empathy for users while creating innovative solutions to real-world problems. Through collaborative projects and real-world case studies, students will engage in ethnographic research methods, persona development, journey mapping, and various ideation techniques. The course emphasizes iterative prototyping and testing methodologies, teaching students how to rapidly create and validate solutions while incorporating user feedback. Students will explore various tools and techniques for each stage of the design thinking process, including interview techniques, observation methods, brainstorming frameworks, and low to high-fidelity prototyping approaches. The course integrates contemporary discussions on ethical design, inclusive innovation, and sustainable solution development. Students will work on team projects, culminating in a final innovation challenge where they will address a business problem using the design thinking methodology. Throughout the semester, students will develop a portfolio of their work, documenting their process, insights, and learning journey while building practical skills valued across industries and sectors.

Course Contents:

Unit Modules

- 1 Empathize and Define
 - 1.1 What is the empathize mode
 - 1.2 Why and how to empathize
 - 1.3 What is the Define mode? Why & how to define
- 2 Ideate
 - 2.1 What is the Ideate mode?
 - 2.2 Why & how to ideate?
- 3 Prototype
 - 3.1 What is the Prototype mode?
 - 3.2 Why & How to Prototype?
 - 3.3 Low & High Fidelity Prototypes
- 4 Test
 - 4.1 What is the Test mode?
 - 4.2 Why & How to Test?
 - 4.3 Iterative process

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

1. **Analyze User Needs** - Students will be able to critically analyze user/consumer/human needs and motivations using empathy-building techniques, such as observation, interviews, and empathy mapping to develop human-centered insights.
2. **Formulate Problem Statements** - Students will be able to synthesize gathered information to define focused and actionable problem statements that highlight key user/consumer/human insights and unmet needs.
3. **Generate Innovative Ideas** - Students will demonstrate the ability to ideate a wide range of innovative solutions by leveraging creative problem-solving techniques like brainstorming, mind mapping, and rapid prototyping.
4. **Develop Prototypes** - Students will create and iterate low-to high-fidelity prototypes that test specific hypotheses and address identified user/consumer/human challenges.
5. **Evaluate Solutions Through Testing** - Students will conduct user testing, interpret feedback effectively, and refine solutions to align with user/consumer/human expectations and requirements.
6. **Acquire the 'Human-Centered Design Thinking' Mindset** - Students will develop the human-centered design thinking mindset that helps to solve real-world challenges, collaborating effectively with diverse teams to solve complex, user/consumer/human-centered problems.

References:

- HBR's 10 Must Reads on Design Thinking by Harvard Business Review
- Principles of Human-Centered Design (Don Norman) - <https://www.youtube.com/watch?v=rmM0kRf8Dbk>
- What is Design Thinking? | IDEO U - <https://www.youtube.com/watch?v=ldYzbV0NDp8>
- Aligning desirability with viability and feasibility - <https://www.youtube.com/watch?v=B00TVoRE4do>

- Desirability, Feasibility, and Viability through the Lens of Tesla's Journey - <https://www.youtube.com/watch?v=SKBjDazUuLM>
- Desirability, Feasibility, Viability - A Guide for Questions While Innovating - <https://www.youtube.com/watch?v=d53-vrSKMPE>
- Redefining Design: Building Inclusive and Adaptable Teams | Human Centered Design. - https://www.youtube.com/watch?v=Z9u-jmP_Ri4

MBA 1st Year
Semester 2
CSR, SDGs and Business Research (MBA MGT 110)

L	T	P
1	-	-

Course Name: CSR, SDGs, and Business Research

Course Credits: 2

Course Code: MBA MGT 110

Course Objectives:

1. Understand the theoretical frameworks and principles of CSR and SDGs.
2. Explore the relationship between CSR, SDGs, and economic growth in India.
3. Develop competencies in business research methodologies for impactful decision-making.
4. Equip students with skills to align business strategies with global sustainability goals.

Course Description: This course explores the connection of Corporate Social Responsibility (CSR), Sustainable Development Goals (SDGs), and Business Research. It emphasizes understanding the strategic importance of CSR in the Indian economy, contextualized within the global education system and economic environment. Through case studies, practical applications, and research methods, students will gain skills to drive sustainable and ethical business practices.

Course Contents:

Unit Modules

- 1 Introduction to Business Research
- 2 Identifying Research Problems and Objectives
- 3 Literature Review: Process and Techniques
- 4 Research Design
- 5 Research Methodology: Qualitative vs Quantitative
- 6 Data Collection Methods
- 7 Sampling Techniques and Data Reliability
- 8 Interpreting Data and Drawing Conclusions
- 9 Interpreting Data and Drawing Conclusions
- 10 Writing the Research Paper: Introduction, Literature Review and Methodology
- 11 Writing the Research Paper: Results Section and Discussion Section
- 12 Ethical Issues in Research and Submission
- 13 Research Challenges and Solutions
- 14 Writing the Abstract and Conclusion
- 15 Review and Final Research Paper

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

1. Analyze the role of CSR in enhancing business ethics and sustainability.
2. Evaluate the implementation of SDGs in corporate strategies, particularly within the Indian context.
3. Apply business research methods to identify and address the market challenges. CO4: Design actionable CSR initiatives aligned with organizational goals and SDG frameworks.
4. Critically assess the global impact of CSR activities on economic and social development.
5. Conduct research to develop evidence-based strategies for stakeholder engagement and communication, promoting business practices.

References:

- Banerjee, S. B. (2020). Corporate Social Responsibility: The Good, the Bad and the Ugly. Edward Elgar Publishing.
- David Chandler- Strategic Corporate Social Responsibility: Sustainable Value Creation: SAGE Publications
- Transforming Our World: The 2030 Agenda for Sustainable Development- United Nations
- W. L. Filho, A. Marisa Azul (2022) Sustainable Development Goals in Practice - Springer Research Methodology by C.R. Kothari
- Visser, W. (2020). Thriving: The Breakthrough Movement to Regenerate Nature, Society, and the Economy. Routledge.
- CSR Europe. (2021). Sustainable Value Creation: The Future of Corporate Social Responsibility. CSR Europe.
- Crane, A., Matten, D., & Spence, L. (2021). Corporate Social Responsibility: Readings and Cases in a Global Context. Routledge.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students. Pearson education. Harlow

MBA 1st Year
Semester 2
Career Readiness Program 2 (MBA LS 104)

L	T	P
2	-	1

Course Name: Career Readiness Program 2

Course Credits: 3

Course Code: MBA LS 104

Course Objectives:

1. Develop a professional self-elevator pitch to confidently introduce oneself in formal and informal settings.
2. Build a strong portfolio and personal brand to effectively showcase skills, achievements, and career aspirations.
3. Write impactful cold emails and cover letters to engage job providers and secure professional opportunities.
4. Apply critical thinking and problem-solving techniques to solve guesstimates and analyze case studies.
5. Enhance aptitude skills in verbal, quantitative, and logical reasoning through training and assessments.
6. Implement effective job search strategies to identify, approach, and pursue suitable career opportunities.
7. Demonstrate negotiation skills to confidently handle job offers and achieve favorable outcomes.
8. Exhibit professionalism and clarity in communication across interviews, networking, and written correspondence.

Course Description: The Career Readiness and Professional Development course is designed to prepare students for the demands of today's professional world. The course equips students with foundational skills to create a strong personal and professional identity, starting with self-elevator pitches, portfolio building, and personal branding. Emphasis is placed on networking and cold email writing to help students connect effectively with industry professionals and job providers. To build analytical and problem-solving abilities, the course incorporates aptitude training (verbal, quantitative, and logical reasoning), guesstimate exercises, and case studies of varying difficulty levels. These activities foster critical thinking and strategic decision-making, enabling students to approach business challenges with confidence. Students also learn job search strategies and develop communication tools, such as cover letter writing and negotiation skills, to secure opportunities in a competitive job market. By combining practical training, interactive case discussions, and structured assessments, the course ensures a holistic approach to career readiness. Through this program, students will gain confidence in articulating their value, solving complex problems, and navigating professional environments effectively, making them well-prepared for internships, placements, and future leadership roles.

Course Contents:

Unit	Modules
1	<p>Creating Self Elevator Pitch</p> <p>1.1 Crafting a personalized elevator pitch tailored for MBA professionals.</p> <p>1.2 Showcasing problem-solving expertise with real-world examples.</p> <p>1.3 Highlighting transitions from challenges to solutions and future goals.</p>
2	<p>Portfolio Building</p> <p>2.1 Introduction to portfolio-building platforms for MBA professionals</p> <p>2.2 Building impactful portfolios on Behance platform</p> <p>2.3 Leveraging portfolios to showcase skills and achievements effectively.</p>
3	<p>Personal Branding</p> <p>3.1 How to create a personal brand presence on LinkedIn?</p> <p>3.2 How to increase post engagement on LinkedIn?</p> <p>3.3 LinkedIn Profile Review</p>
4	<p>Networking</p> <p>4.1 Understand the significance of networking in career growth and job search.</p> <p>4.2 Explore key platforms and avenues to build and expand professional networks.</p> <p>4.3 Learn effective networking strategies, including dos and don'ts, to enhance professional presence.</p>
5	<p>Cold Email Writing</p> <p>5.1 Learn to write impactful cold emails to job providers, tailored to specific roles and industries according to specialization. Learn to write impactful cold emails to job providers, tailored to specific roles and industries according to specialization.</p> <p>5.2 Develop writing skills to effectively communicate your value proposition and stand out to potential employers.</p>
6	<p>Case Study 01 (Generic)</p> <p>6.1 Domain-specific challenges, with an emphasis on applying soft skills in problem-solving.</p> <p>6.2 Tackling real-world business scenarios.</p>
7	<p>Aptitude Training</p> <p>7.1 Pre-Test for Aptitude</p> <p>7.2 Aptitude Training in quantitative reasoning, logical thinking, and data interpretation.</p>
8	<p>Critical Thinking (How to think like a CEO)</p> <p>8.1 Learn to approach challenges with a critical- thinking mindset</p> <p>8.2 Insights into how CEOs think while creating products and running companies.</p> <p>8.3 Develop a problem-solving approach, moving beyond a task-oriented mindset to think like leaders.</p>
9	<p>Case study 02 (Domain Specific Difficult Level 01)</p> <p>9.1 Focus on domain-specific challenges with a moderate difficulty level</p> <p>9.2 Develop effective communication, teamwork, and leadership skills while addressing real-world business scenarios.</p>
10	<p>Cover Letter</p> <p>10.1 Importance of a cover letter in showcasing skills</p>

- 10.2 Master steps to craft tailored, impactful cover letters for various industries.
- 10.3 Enhance job applications and boost interview opportunities.
- 11 Verbal Aptitude Training
 - 11.1 Targeted training on comprehension, vocabulary, and sentence correction.
 - 11.2 Verbal Aptitude Test
 - 11.3 Enhance communication skills & boost performance in job assessments and interviews.
- 12 Case study 03 (Domain Specific Difficult Level 02)
 - 12.1 Domain-specific challenges with a moderate difficulty level
 - 12.2 Enhance the ability to apply these skills in real- world business scenarios.
- 13 Job Search Strategy
 - 13.1 Learn to develop a personalized job search strategy
 - 13.2 Identifying key criteria and aligning skills with the right positions.
 - 13.3 Develop a focused job search wish list & apply learnings
- 14 Negotiation Skills
 - 14.1 Master negotiation skills to secure better job offers
 - 14.2 Develop strategies to confidently negotiate salaries, benefits, and workplace terms.
- 15 Quantitative Aptitude Training
 - 15.1 Targeted training in areas like mathematics, data interpretation, and logical reasoning.
 - 15.2 Quantitative Aptitude Test
 - 15.3 Enhance analytical skills

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

1. Create a compelling self-elevator pitch that clearly communicates professional strengths and aspirations in various networking scenarios.
2. Develop a comprehensive portfolio showcasing skills, achievements, and career goals to enhance professional presence.
3. Apply critical thinking to solve complex business problems through case studies and guesstimates, demonstrating strategic decision-making abilities.
4. Write effective cold emails and cover letters that engage job providers and demonstrate clear communication and professionalism.
5. Critically analyze and solve quantitative, verbal, and logical aptitude problems, improving reasoning and problem-solving skills.
6. Apply negotiation techniques to secure job offers, showcasing confidence, strategic thinking, and effective communication in decision-making processes.

References:

- The Art of War by Sun Tzu
- The Art of Public Speaking by Dale Carnegie

MBA 1st Year
Semester 2
Tableau and Advanced Excel (IVAC)

L	T	P
1	-	2

Course Name: Tableau and Advanced Excel (IVAC)

Course Credits: 3

Course Objectives:

1. This program will give the participants a technical overview of using advance features Excel and basic to intermediate level of using Tableau. This is a technical program which will provide a working knowledge of Advanced Excel and Tableau

Course Description: The Advanced Excel course focuses on equipping learners with expertise in Excel's sophisticated features for complex data analysis and reporting. Ideal for students seeking to enhance their skills in areas like data management and business analysis. The Tableau course will teach you how to use Tableau software, business intelligence and a data visualization tool. You will learn to connect to a data source and prepare the data for analysis. Develop skills in creating various tables and chart types, such as bar charts, line graphs, scatter plots, and maps, to effectively communicate data insights. Design dynamic dashboards that allow users to explore data and drill down into specific areas of interest.

Course Contents:

1. Advance Excel
 - 1.1 Lookups (Advanced)
 - 1.2 Pivot Tables with Graphs (Advanced)"
 - 1.3 CountIf & Sumif
 - 1.4 Print / Export / Import
 - 1.5 Power Query
 - 1.6 Prediction using Regression Analysis
 - 1.7 Forecasting using Time Series Analysis
2. Tableau
 - 2.1 Introduction To Visualization
 - 2.2 Tableau - Introduction
 - 2.3 Tableau - Tables
 - 2.4 Tableau - Graphs
 - 2.5 Tableau - Parameters
 - 2.6 Tableau - Dashboard
 - 2.7 Tableau - Interactive Dashboard

Course Outcomes

After completion of the course, the participants will be able to:

In Excel

1. Use advanced features in Lookups

2. Use advanced features in Pivot Tables
3. Carry out Data Analysis using CountIf & Sumif Functions
4. Use Power Query to clean, format and transform data
5. Export Data from Excel and Import Data into Excel in various file formats
6. Carry out predictions on dataset Regression Analysis

In Tableau

1. Understand the Fundamentals and User Interface of Tableau
2. Create Informative Tables with suitable filters for Data Analysis
3. Create Suitable Graphs based on the data for Visual Data Analysis
4. Use Tableau Parameters to make the Table and Graphs interactive and react to user inputs
5. Create Dashboard to provide a single view of the most important data points
6. Use Interactive Dashboard to make one or more Tables or Graphs react to user inputs or selections in another Table or Graph

References:

- Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel by Naveen Mishra
- Mastering Data Visualization with Tableau: Empowering business decisions with Tableau (English Edition) by Dr Arpana Chaturvedi & Prof Praveen Malik

MBA 1st Year
Semester 2
Scaling D2C AND D2B Business Model (IVAC)

L	T	P
1	-	2

Course Name: Scaling D2C AND D2B Business Model (IVAC)

Course Credits: 3

Course Objectives:

- Understand the fundamentals of scaling in D2B (Direct-to-Business) and D2C (Direct-to-Consumer) models.
- Develop skills in market segmentation, branding, and competitive positioning.
- Learn sales funnel strategies, digital marketing techniques, and customer retention methods.
- Gain knowledge of financial planning, supply chain logistics, and compliance requirements.

Course Description: This course provides an in-depth understanding of scaling businesses in D2B and D2C models. Students will explore customer acquisition strategies, brand differentiation, and digital marketing frameworks essential for growth. The course also covers financial planning, logistics, legal compliance, and risk management to ensure sustainable scaling. Through case studies and hands-on activities, students will apply concepts to real-world scenarios.

Course Content:

1. Introduction to Scaling
2. Consumer Behavior & Market Positioning
 1. Marketing and Branding
 2. Competitive Analysis & Market Positioning
3. Sales & Customer Acquisition
 1. Sales
4. Digital Marketing Strategies
 1. Digital Marketing
5. Operational & HR Management
 1. Human Resource
 2. IT and Infrastructure
 3. Logistics
6. Financial & Investment Strategies
 1. Finance

2. Investments
7. Risk Management & Compliance
 1. Legal
8. Advanced Growth Strategies
 1. Business Expansion
 2. Crisis Management
9. Capstone & Review
 1. Application

Course Outcomes (COs): By the end of this course, learners will be able to:

1. Analyze and differentiate between D2B and D2C business models.
2. Develop customer segmentation and acquisition strategies for scaling businesses.
3. Implement effective branding, pricing, and competitive positioning techniques.
4. Design and manage sales funnels, digital marketing campaigns, and retention strategies.
5. Apply financial planning, logistics, and legal compliance for sustainable growth.
6. Formulate crisis management strategies and business continuity plans.

References:

1. Kotler, P., Keller, K. L. (2019). *Marketing Management* (15th Ed.). Pearson.
2. Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
3. Osterwalder, A., Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Wiley.
4. Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press.
5. Harvard Business Review Articles on Digital Marketing, Sales Strategy, and Business Scaling.

MBA 1st Year
Semester 2
Performance Marketing, Campaign & Brand Management (IVAC)

L	T	P
1	-	2

Course Name: Performance Marketing, Campaign & Brand Management (IVAC)

Course Credits: 3

Course Objectives:

1. Equip students with foundational and advanced concepts of performance marketing.
2. Develop skills in digital advertising, analytics, and campaign optimization.
3. Provide hands-on experience in ad copywriting, campaign execution, and data-driven decision-making.
4. Enhance strategic thinking in brand positioning and marketing performance evaluation.

Course Description:

This course introduces students to the core principles of performance marketing, including campaign creation, optimization, and analytics. It covers industry-standard tools such as Google Ads, A/B testing, and data-driven tracking techniques. The advanced module expands into strategic aspects such as brand positioning, high-impact ad copywriting, and retargeting strategies, preparing students for real-world marketing challenges.

Course Content:

First-Year MBA (FYMBA) - Performance Marketing Fundamentals

1. Introduction to Performance Marketing

- 1.1 Overview of performance marketing
- 1.2 Key concepts and industry applications

2. Google Ads Basics

- 2.1 Structure of Google Ads
- 2.2 Keyword research
- 2.3 Bidding strategies

3. Campaign Creation & Ad Copywriting

- 3.1 Writing compelling ad copies
- 3.2 Designing landing pages
- 3.3 Audience targeting

4. Tracking & Analytics

- 4.1 Google Analytics
- 4.2 Conversion tracking
- 4.3 Measuring key performance indicators (KPIs)

5. Campaign Optimization

- 5.1** A/B testing
- 5.2** Improving ad quality score
- 5.3** Refining targeting strategies

6. Final Project & Presentation

- 6.1** Applying learned concepts
- 6.2** Creating and presenting a performance marketing campaign

Second-Year MBA (SYMBA) - Advanced Performance Marketing & Brand Strategy

1. Introduction to Advanced Performance Marketing

- 1.1** Industry applications
- 1.2** Campaign strategy frameworks

2. Advanced Google Ads & Campaign Execution

- 2.1** Advanced bidding techniques
- 2.2** Automated strategies
- 2.3** Retargeting

3. High-Impact Ad Copywriting & A/B Testing

- 3.1** Psychological triggers in advertising
- 3.2** Ad creatives
- 3.3** Testing methodologies

4. Data-Driven Analytics & Performance Tracking

- 4.1** Marketing metrics
- 4.2** Dashboard creation
- 4.3** Attribution modeling

5. Campaign Scaling & Retargeting Strategies

- 5.1** Expanding audience reach
- 5.2** Lookalike audiences
- 5.3** Automated optimization

6. Final Project & Presentation

- 6.1** Creating a comprehensive performance marketing strategy
- 6.2** Executing the campaign

Course Outcomes (COs):

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

1. Design and execute performance marketing campaigns using industry-standard tools.
2. Apply analytical techniques to measure and improve campaign performance.
3. Develop strategic marketing plans incorporating data-driven insights.
4. Optimize ad copy and creative elements for higher engagement and conversion rates.

5. Implement advanced retargeting and campaign scaling techniques.

References:

1. Google Ads Help Center - support.google.com/google-ads
2. HubSpot Digital Marketing Guide - www.hubspot.com
3. Neil Patel's Digital Marketing Blog - www.neilpatel.com
4. Kotler, P., & Keller, K. (2019). *Marketing Management*. Pearson.
5. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing: Strategy, Implementation, and Practice*. Pearson.

MBA 1st Year

Semester 2

Power BI for Managers (IVAC)

L	T	P
1	-	2

Course Name: Power BI for Managers (IVAC)

Course Credits: 3

Course Objectives:

1. Understand the fundamental concepts of data analytics and visualization using Power BI.
2. Import, clean, and transform data from various sources.
3. Create and customize interactive reports and dashboards.
4. Apply DAX (Data Analysis Expressions) to enhance analytics capabilities.
5. Collaborate and share insights using Power BI service.
6. Analyze and interpret data in business contexts, including finance, marketing, and operations.

Course Description: This course provides MBA students with foundational knowledge and hands-on experience in using Microsoft Power BI, a powerful business analytics tool. Designed for future managers, the course emphasizes data visualization, interactive reporting, and data-driven decision-making. Students will explore the entire Power BI workflow, from importing and transforming data to creating dashboards and sharing insights. Practical applications in finance, marketing, and operations will prepare students to leverage data for strategic decision-making in real-world scenarios.

By the end of the course, students will be equipped to independently develop interactive dashboards, generate insights from business data, and contribute to data-driven organizational strategies.

. Course Contents:

Unit Modules

1 Introduction to Power BI

- 1.1 Overview of Business Intelligence and Analytics
- 1.2 Introduction to Power BI: Features and Benefits

1.3 Power BI Ecosystem: Power BI Desktop, Service, and Mobile

1.4 Installing and Setting Up Power BI Desktop

2 Data Import and Transformation

2.1 Connecting to Various Data Sources (Excel, CSV, SQL, Web, etc.)

2.2 Data Cleaning and Transformation Using Power Query

2.3 Merging and Appending Data

2.4 Understanding and Managing Data Relationships

3 Data Modeling

3.1 Basics of Data Modeling in Power BI

3.2 Introduction to DAX (Data Analysis Expressions)

3.3 Calculated Columns and Measures

3.4 Aggregations, Filters, and Time Intelligence Functions

3.5 Creating and Managing Data Relationships

4 Visualizations and Reports

4.1 Overview of Visualization Options in Power BI

4.2 Creating Interactive Reports: Filters, Slicers, and Drillthrough

4.3 Designing Effective Dashboards

4.4 Customizing Visuals and Theme

5 Advanced Analytics and Collaboration

5.1 Using DAX for Advanced Calculations

5.2 Data Segmentation and Clustering

5.3 Implementing What-If Scenarios

5.4 Introduction to AI Visuals (Key Influencers, Decomposition Tree)

5.5 Publishing Reports to Power BI Service

5.6 Sharing and Collaborating on Dashboards

6 Capstone Project and Industry Applications

6.1 Capstone Project: Creating a Comprehensive Dashboard for a Hypothetical Business Scenario

6.2 Discussion on Power BI Applications in Different Domains (Finance, Marketing, HR, Operations)

Course Outcomes (Cos)

1 Apply data transformation techniques using Power Query to clean, shape, and integrate data from multiple sources into Power BI models for effective analysis.

2 Analyze complex datasets to uncover patterns, trends, and relationships, and create insightful visualizations using Power BI's suite of reporting tools.

3 Evaluate business scenarios and metrics by leveraging DAX expressions to generate calculated measures and columns for decision-making.

4 Plan and design interactive dashboards and reports that address specific business requirements, incorporating advanced visuals, slicers, and drill-through functionality.

5 Examine real-world case studies and identify how Power BI can be used to solve data-driven challenges in various industries such as marketing, finance, and operations.

6 Demonstrate the ability to deploy Power BI reports and dashboards in collaborative environments through the Power BI Service, ensuring secure and efficient data sharing.

References:

- Required Resources Software:
- 1. Microsoft Power BI Desktop (Free download)
 - a. Installation link: Power BI Desktop
- 2. Microsoft Power BI Service (Free and Pro options; Pro may be required for group projects, provided via student licenses if applicable).
- Books: Devin Knight, Mitchell Pearson, Bradley Schacht, Erin Ostrowsky (2020). Microsoft Power BI Quick Start Guide, Packt Publishing.
- Marco Russo and Alberto Ferrari (2020), Author(s). (Year of Publication). The Definitive Guide to DAX: Business Intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel (Business Skills). Pearson Education
- Recommended Resources
- Adam Aspin, (2020), Pro Power BI Desktop: Self-Service Analytics and Data Visualization for the Power User, Apress Publishing.
- Teo Lachev (2020), Applied Microsoft Power BI: Bring Your Data to Life, Prologika Publishing.

MBA 1st Year
Semester 2
Analysis of Stock Market Valuation (IVAC)

L	T	P
1	-	2

Course Name: Analysis of Stock Market Valuation (IVAC)

Course Credits: 3

Course Objectives:

- Introduce students to fundamental and technical stock market valuation techniques.
- Develop skills in financial modeling, data analysis, and valuation methodologies.
- Equip students with knowledge of discounted cash flow (DCF), comparable company analysis (CCA), and precedent transactions.
- Enable students to interpret financial statements and analyze key market indicators.
- Provide hands-on experience in stock market analysis using real-world datasets.

Course Description: This course offers an in-depth exploration of stock market valuation techniques, covering both fundamental and technical analysis. It focuses on the key methodologies used in financial modeling, valuation, and investment decision-making. Students will learn to assess financial statements, apply valuation models, and make data-driven investment decisions. The course includes case studies, hands-on projects, and real-world financial data analysis.

Course Contents

1. Introduction to Stock Market Valuation
 - 1.1 Basics of Equity
 - 1.2 Market Dynamics
2. Financial Statement Analysis
 - 2.1 Income Statement
 - 2.2 Balance Sheet
 - 2.3 Cash Flow
3. Valuation Techniques
 - 3.1 DCF Analysis
 - 3.2 WACC
 - 3.3 Terminal Value Calculation
4. Relative Valuation
 - 4.1 Comparable Company Analysis (CCA)
 - 4.2 Precedent Transactions
5. Risk Assessment in Stock Markets
 - 5.1 Beta Calculation

- 5.2 Market Risk Premium
- 5.3 Sensitivity Analysis
- 6. Advanced Technical Analysis
 - 6.1 Moving Averages
 - 6.2 MACD
 - 6.3 RSI
 - 6.4 Bollinger Bands
- 7. Industry & Economic Analysis
 - 7.1 Market Trends
 - 7.2 Economic Indicators
 - 7.3 Sector Performance
- 8. Behavioral Finance & Investment Strategies
 - 8.1 Investor Psychology
 - 8.2 Market Bubbles
 - 8.3 Value Investing
- 9. Private Equity & Venture Capital Valuation
 - 9.1 Valuing Startups
 - 9.2 Discounted Cash Flow for Private Firms
- 10. Capstone Project
 - 10.1 Real-World Stock Market Valuation Analysis
 - 10.2 Final Presentation: Stock Investment Report

Course Outcomes (COs): By the end of this course, learners will be able to:

1. Analyze and interpret financial statements for stock valuation.
2. Apply fundamental and technical analysis to assess stock prices.
3. Develop financial models to forecast company performance.
4. Evaluate stocks using DCF, CCA, and precedent transaction methodologies.
5. Assess market risks and economic trends affecting stock valuation.
6. Utilize data-driven techniques to make informed investment decisions.

References:

1. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset* (3rd ed.). Wiley.
2. Koller, T., Goedhart, M., & Wessels, D. (2020). *Valuation: Measuring and Managing the Value of Companies* (7th ed.). McKinsey & Company.
3. Graham, B., & Dodd, D. (2009). *Security Analysis* (6th ed.). McGraw-Hill.
4. Hull, J. C. (2017). *Options, Futures, and Other Derivatives* (10th ed.). Pearson.
5. Bloomberg Market Data & Financial Reports.
6. CFA Institute Research & Market Analysis Reports.

MBA 1st Year

Semester 2

Cost and Management Accounting (MBA FIN 102)

L	T	P
2	-	1

Course Name: Cost and Management Accounting

Course Credits: 3

Course Code: MBA FIN 102

Course Objectives:

1. To introduce fundamental concepts of cost accounting and equip students with the ability to classify costs and understand their implications in managerial decision-making.
2. To familiarize students with budgeting techniques and their applications in planning, controlling, and decision-making processes within an organization.
3. To develop an understanding of standard costing, including the identification and analysis of variances to improve cost control and performance measurement.
4. To provide insights into activity-based costing (ABC) as an advanced cost management tool, highlighting its relevance to modern business practices.
5. To explore cost-volume-profit (CVP) analysis and its role in evaluating business decisions, such as pricing, production levels, and product mix strategies.
6. To enable students to apply theoretical concepts to practical scenarios, fostering analytical and critical thinking skills in cost and management accounting.

Course Description: Effective management of business and industrial enterprises requires the strategic execution of fundamental functions to achieve organizational objectives. A critical aspect of this process involves making well-informed decisions about cost management.

This course in Cost Accounting and Management Accounting is designed to provide students with a comprehensive understanding of cost analysis as a vital component of business decision-making. Through a structured approach, students will explore the concepts, methods, and applications of cost accounting, empowering them to make informed decisions that drive organizational efficiency and profitability.

The curriculum focuses on fostering a decision-making and control-oriented perspective of managerial accounting. By the end of this course, students will gain the analytical skills and practical knowledge required to address real-world business challenges, enabling them to contribute meaningfully to the financial and operational success of an enterprise.

Course Contents:

Unit	Modules
1	Introduction to Cost Accounting

- 1.1 Cost classification
- 1.2 Basic Concepts of Cost & Management Accounting
- 2 Budgeting and Budgetary Control
 - 2.1 Concept of budget, merits, and limitations
 - 2.2 Functional Budgets such as Sales Budget, Production Budget, Consumption Budget, Purchase budget, Labor budget
 - 2.3 Fixed and flexible budgets
 - 2.4 Cash Budget & Basic concept of master budget
- 3 Standard Costing & Variance Analysis
 - 3.1 Meaning of standard cost and standard Costing
 - 3.2 Variance analysis – material, labor, overhead variance, sales variance, sales margin variance
- 4 Activity Based Costing
 - 4.1 Introduction to Activity based costing
 - 4.2 Cost driver and cost object
- 5 CVP Analysis & Decision Making
 - 5.1 Break-even analysis (Including multiple breakeven point), PV Ratio, MOS, Indifference point Shut Down Point
 - 5.2 Product Mix

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

1. Students will be able to classify various types of costs and articulate the differences between cost accounting, financial accounting, and management accounting.
2. Students will demonstrate the ability to prepare and analyze different types of budgets, including sales, production, cash, and master budgets.
3. Students will acquire the skills to compute and interpret variances for material, labor, overhead, and sales, using them for effective performance evaluation.
4. Students will understand the principles of activity-based costing and be able to identify cost drivers and cost objects for improved cost allocation.
5. Students will effectively perform CVP analysis, calculate break-even points, and analyze their implications for strategic decision-making.
6. Students will integrate cost accounting concepts to solve complex business problems, make informed decisions, and propose viable solutions for cost optimization and profitability.

References:

- S.P.Jain, K.L.Narang and Simi Agrawal 2016 (25th Edition), Cost Accounting Principles and Practice, Kalyani Publisher
- M. N. Arora (11th Edition) A Textbook of Cost and Management Accounting, Vikas Publishing House
- ICAI Resource for Cost and Management Accounting
https://www.icai.org/post.html?post_id=17759

MBA 1st Year

Semester 2

Taxation in Business Decision Making (MBA FIN 211)

L	T	P
2	-	1

Course Name: Taxation in Business Decision Making

Course Credits: 3

Course Code: MBA FIN 211

Course Objectives:

1. This course helps students to understand the basic principles and concepts of Direct and Indirect Taxation in India.
2. It covers various provisions of the Income Tax Act, 1961, Goods and Services Tax (GST) taxes in India.
3. The course will enable students to understand the practical implications of these laws in real life situations
4. It will help them to compute taxable income of an individual
5. It will help them to understand various compliances to be adhere to in direct and indirect taxation of an individual
6. File their returns of Income tax and GST with various technology tools.

Course Description: This course provides an in-depth understanding of the principles and practices of taxation. This course covers various aspects of direct and indirect taxes, including income tax, GST, and other relevant tax regulations. Students will learn to analyze tax laws, prepare tax returns, and develop strategies for tax planning and compliance. The curriculum is designed to equip students with the knowledge and skills required to navigate the complex world of taxation, preparing them for successful careers in finance, accounting, and related fields.

Course Contents:

Unit	Modules
1	Introduction to Direct Tax and Definitions 1.1 Introduction to Direct Tax 1.2 Definitions under the Income Tax Act, 1961
2	Scope of Income 2.1 Introduction to Scope of Income 2.2 Residential Status 2.3 Tax Incidence on Residents and Non- Residents
3	Heads of Income 3.1 Introduction to Heads of Income 3.2 Income from Salaries 3.3 Income from House Property 3.4 Profits and Gains of Business or Profession 3.5 Capital Gains 3.6 Income from Other Sources
4	Deductions under Chapter VI-A and Computation of Total Income 4.1 Deductions under Section 80C, 80 CCD, 80 D, 80E, 80G 80U

- 4.2 Computation of total income and rebate
- 5 Introduction to GST-Registration under GST Laws
 - 5.1 Concept of Indirect Taxation
 - 5.2 Introduction to Goods and Services Tax (GST)
 - 5.3 Benefits of GST over the previous tax system
 - 5.4 Eligibility and Process for GST Registration
 - 5.5 Types of GST Registrations

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

1. Understand the fundamental concepts and principles of Direct and Indirect Taxation in India.
2. Analyze the provisions of the Income Tax Act, 1961, and their implications on individual taxation.
3. Analyze the provisions of GST in India and their impact on businesses and individuals.
4. Apply the relevant tax laws to understand tax implications and associated computations.
5. Develop an understanding of tax planning of an individual while filing ITR.
6. Applying the GST compliance while filing GST returns

References:

- Direct Tax and Indirect Tax, by Dr. Varsha Ainapure, Manan Prakashan
- Student's Guide to Income Tax including GST, By Dr. Vinod K. Singhania, Taxman's
- MOOC/Online/... incometaxindia.gov.in

MBA 1st Year

Semester 2

Financial Management (MBA FIN 103)

L	T	P
2	-	1

Course Name: Financial Management

Course Credits: 3

Course Code: MBA FIN 103

Course Objectives:

1. Develop a strong foundation in key financial management principles, including capital budgeting, risk assessment, and cost of capital.
2. Gain proficiency in interpreting and analyzing financial statements to assess organizational performance and financial health.
3. Learn to apply financial tools and frameworks to support strategic business decisions, including investment evaluation and funding strategies.
4. Understand the principles of working capital management and techniques for efficient allocation of financial resources.

Course Description: The course equips participants with a robust understanding of core financial principles and practices essential for strategic decision-making. Covering topics such as capital budgeting, financial planning, working capital management, risk assessment, and valuation techniques, the course integrates theoretical frameworks with practical applications. Students will develop the analytical skills required to interpret financial statements, optimize resource allocation, and assess the financial health of organizations, preparing them to address real-world financial challenges effectively.

Course Contents:

Unit Modules

- 1 Introduction to Corporate Finance and Time Value of Money
 - 1.1 Introduction to Corporate Finance
 - 1.2 Present Value of a Single Cashflow
 - 1.3 Present Value of an Annuity
 - 1.4 Future Value of a Single Cashflow
 - 1.5 Future Value of an Annuity
 - 1.6 Present Value of an Infinite Annuity
 - 1.7 Present Value of a Growing, Infinite Annuity
 - 1.8 Valuation of Bonds and Shares

- 2 Capital Budgeting Techniques and Decision-making
 - 2.1 Net Present Value
 - 2.2 Benefit-cost Ratio
 - 2.3 Internal Rate of Return
 - 2.4 Modified Internal Rate of Return
 - 2.5 Payback Period and Discounted Payback Period
 - 2.6 Accounting Rate of Return
 - 2.7 Estimation of Cashflows and Discounted Cash Flow
- 3 Capital Structure and Weighted Average Cost of Capital
 - 3.1 Capital Structure
 - 3.2 Cost of Equity
 - 3.3 Cost of Debt
 - 3.4 Cost of Preferred Capital
- 4 Working Capital Management
 - 4.1 Working Capital Policy and Management
 - 4.2 Credit Management
 - 4.3 Cash Management
 - 4.4 Inventory Management

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

1. Demonstrate the ability to calculate present and future values of cash flows, annuities, and perpetuities, enabling informed financial decision-making.
2. Classify and evaluate various short-term and long-term financing options to meet organizational funding requirements effectively.
3. Exhibit proficiency in managing working capital, ensuring optimal liquidity and operational efficiency.
4. Apply financial techniques, such as discounted cash flow (DCF) analysis and capital budgeting, to evaluate investment opportunities.
5. Design effective financial strategies that align with organizational goals, including funding, investment, and growth plans.
6. Integrate ethical considerations into financial decision-making, fostering responsible and sustainable business practices.

References:

- Chandra P. 2019, Financial Management: Theory and Practice, 10th Edition, McGraw-Hill Education (India) Private Limited.
- Khan, M. Y. 2018, Financial Management: Text Problems and Cases, 8th Edition, Tata McGraw-Hill Publishing Company Limited.
- Pandey, I. M. 2016, Financial Management, 11th Edition, Vikas Publishing House Pvt. Ltd.
- Brigham, E. F. & Houston J. F. 2021, Fundamentals of Financial Management, 14th Edition, Cengage Learning India Private Limited.
- Online Journal: <https://onlinelibrary.wiley.com/journal/1755053x>

MBA 1st Year

Semester 2

Securities Analysis & Portfolio Management (MBA FIN 108)

L	T	P
2	-	1

Course Name: Securities Analysis & Portfolio Management

Course Credits: 3

Course Code: MBA FIN 108

Course Objectives:

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

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:

1. Investment Alternatives
 - 1.1 Deposits
 - 1.2 Money market instruments
 - 1.3 Bonds
 - 1.4 Equity shares
 - 1.5 Mutual funds
 - 1.6 Insurance products
 - 1.7 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):

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:

- Are gold stocks and ETFs worth buying now----- Forbes – dec 2024
- ESG investing is not for sustainability – HBR - 2022
- It all started with diamonds – Gitanjali gems case – self written – 2022

MBA 1st Year
Semester 2
Behavior Based Sales & Negotiation (MBA MKT 110)

L	T	P
2	-	1

Course Name: Behavior Based Selling & Negotiation

Course Credits: 3

Course Code: MBA MKT 110

Course Objectives:

1. To understand the fundamentals of consumer behavior and the factors influencing it.
2. To analyze cultural, social, and situational influences on consumer purchasing decisions.
3. To apply advanced concepts of consumer attitudes, personality, perception, and branding to marketing strategies.
4. To develop foundational knowledge and skills in selling techniques, including crafting effective sales pitches.
5. To demonstrate advanced selling techniques, focusing on negotiation skills, relationship building, and differentiating B2B and B2C approaches.
6. To Implement practical applications of consumer retention strategies while adhering to ethical selling practices.

Course Description:

1. Foundation of Consumer Behavior and Buying Decisions
2. Cultural and Social Impact on Consumer Choices
3. Advanced Theories in Consumer Psychology
4. Introduction to Selling and Persuasion Techniques
5. Practical Sales Applications and Consumer Retention

Course Contents:

Unit Modules

1. Understanding Consumer Behavior

- 1.1 Introduction to Consumer Behavior
- 1.2 Psychological Influences on Consumer Behavior
- 1.3 Consumer Buying Process Model, Types of Consumers, and Consumer Involvement

2. Cultural and Social Influences on Consumer Behavior

- 2.1 Cultural Influences on Buying Behavior
- 2.2 Social Influences on Consumer Behavior
- 2.3 Situational Factors and Purchase Behavior
- 2.4 Case Study

3. Advanced Concepts in Consumer Behavior

- 3.1 Attitudes and Attitude Change
- 3.2 Consumer Personality and Self-Concept
- 3.3 Consumer Perception, Brand Image, and CAGE Framework

4. Introduction to Selling Technique

- 4.1 Introduction to Selling and Sales Concepts
- 4.2 Psychology of Selling
- 4.3 Building a Sales Pitch and Case Studies
- 5. Advanced Selling Techniques**
 - 5.1 Sales Process and Relationship Selling
 - 5.2 Negotiation Skills in Sales
 - 5.3 B2B vs. B2C Selling
- 6. Persuasion, Negotiation, and Closing Techniques**
 - 6.1 Principles of Persuasion in Selling
 - 6.2 Techniques for Handling Objections and Closing Sales
- 7. Practical Applications in Consumer Retention Strategies and Ethics in Selling**
 - 7.1 Retention Strategies
 - 7.2 Ethics in Selling
 - 7.3 Consumer Perception, Brand Image, and CAGE Framework

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

1. Demonstrate a comprehensive understanding of consumer behavior fundamentals, including psychological, cultural, and social factors influencing purchasing decisions.
2. Critically analyze cultural, social, and situational influences on consumer purchasing patterns and provide actionable insights for marketing strategies.
3. Apply advanced theories of consumer attitudes, personality, and perception to build effective branding and marketing campaigns.
4. Develop and articulate foundational selling techniques, including crafting and delivering compelling sales pitches.
5. Execute advanced selling techniques by employing negotiation skills, relationship-building strategies, and understanding the dynamics of B2B and B2C sales.
6. Implement consumer retention strategies and ensure ethical selling practices through practical, real-world applications and industry-relevant projects.

References:

Required Resources

1. Solomon, M. R. (2018). *Consumer Behavior: Buying, Having, and Being* (12th ed.). Pearson Education.
2. Cialdini, R. B. (2009). *Influence: The Psychology of Persuasion* (Revised Edition). Harper Business.
3. Kotler, P., & Keller, K. L. (2021). *Marketing Management* (15th ed.). Pearson Education.
4. Jobber, D., & Ellis-Chadwick, F. (2019). *Principles and Practice of Marketing* (9th ed.). McGraw-Hill Education.

Recommended Resources

1. Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer Behavior* (10th ed.). Pearson Education.
2. Sheth, J. N., & Parvatiyar, A. (2008). *The Handbook of Relationship Marketing*. Sage Publications.
3. Blythe, J. (2012). *Principles and Practice of Marketing* (3rd ed.). Pearson Education.
4. Hoyer, W. D., & MacInnis, D. J. (2017). *Consumer Behavior* (7th ed.). Cengage Learning.

MBA 1st Year
Semester 2
Product & Brand Management (MBA MKT 216)

L	T	P
2	-	1

Course Name: Product & Brand Management

Course Credits: 3

Course Code: MBA MKT 216

Course Objectives:

1. To enable students to understand the principles of product management, including product mix strategies and key product decisions, such as product line, length, width, and depth.
2. To provide a clear distinction between products and brands, highlighting the importance of branding and developing skills to create and analyze brand identity using frameworks like Kapferer's Brand Identity Prism.
3. To familiarize students with the concept of brand personality and its role in shaping brand perception and consumer engagement.
4. To equip students with the knowledge of brand equity, its components, and strategies to leverage brand equity for business success.

Course Description:

This course provides a comprehensive understanding of the core concepts and practices in Product and Brand Management. Students will explore the fundamentals of product management, brand identity, and brand equity to develop strategic insights and practical skills for managing products and building strong brands. Through real-world examples, case studies, and interactive discussions, the course bridges theoretical knowledge with actionable practices essential for today's competitive market landscape.

. Course Contents:

Unit Modules

1 Introduction to Product Management

- 1.1 Product Management – Product Mix
- 1.2 Product Decisions – Product Line
- 1.3 Product Length, Width, Depth

2 Introduction to Brand, Brand Identity & Brand Image

- 2.1 Product vs. Brand
- 2.2 Introduction to Brand, Importance of Brand
- 2.3 Brand Identity
- 2.4 Kapferer's Brand Identity Prism
- 2.5 Brand Personality

3 Brand Equity

- 3.1 Sources of Brand Equity
- 3.2 Customer-Based Brand Equity (CBBE) Model
- 3.3 Aaker's Brand Equity Model

4 Brand Product Mix and Brand Architecture

- 4.1 Brand Product Mix
- 4.2 Role of Brand Architecture

- 4.3 Types of Brand Architectures
- 5 **Brand Development and Secondary Brand Associations**
 - 5.1 Brand Development Strategies
 - 5.2 Leveraging Secondary Brand Associations
 - 5.3 Co-Branding and Ingredient Branding
 - 5.4 Country of Origin, Celebrity Endorsements
 - 5.5 Strategies for Brand Revival
 - 5.6 Brand Refresh Techniques
- 6 **Assessment and Revision**
 - 6.1 Assessment
 - 6.2 Revision

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

1. Understand the fundamentals of product management, including product mix elements and decisions related to product line, length, width, and depth.
2. Differentiate between products and brands, and articulate the significance of branding for business success.
3. Explain and apply the components of Brand Identity, including Kapferer's Brand Identity Prism and Brand Personality.
4. Analyze and evaluate sources of Brand Equity and their impact on brand perception and business growth.
5. Assess and develop strategic approaches to building, managing, and sustaining brand equity in competitive markets.
6. Formulate strategies for creating, revitalizing, and repositioning brands to adapt to changing market dynamics.

References:

- Strategic Brand Management Keller, Parameswaran, and Jacob (Available in Library) New Strategic Brand Management JK Kapferer (Available in Library) **Recommended Resources**
- **Product Management – Product Mix and Product Decisions**
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2014). *Strategic brand management* (4th ed., pp. 2–30). Pearson Education.
- Cagan, M. (2018). *Inspired: How to create products customers love* (2nd ed.). Wiley.
- Kapferer, J.-N. (2012). *The new strategic brand management* (5th ed., pp. 149–170). Kogan Page.
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2014). *Strategic brand management* (4th ed., Chapters 2–3, pp. 42–111). Pearson Education.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1–22.
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2014). *Strategic brand management* (4th ed., Chapter 11, pp. 377–421). Pearson Education.
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2014). *Strategic brand management* (4th ed., Chapters 2 & 12, pp. 41–70 and 426–454). Pearson Education.
- Kantar. (n.d.). *Brand valuation report*. Retrieved from <https://www.kantar.com/> Interbrand. (n.d.). *Brand valuation*. Retrieved from

MBA 1st Year
Semester 2
Media and Advertising Strategy (MBA DMA 106)

L	T	P
1	-	3

Course Name: Media and Advertising Strategy

Course Credits: 3

Course Code: MBA DMA 106

Course Objectives:

1. To develop a foundational understanding of advertising, including its basic functions, key components, and role within promotional tools and IMC frameworks.
2. To introduce students to creative approaches and promotional writing techniques for effective advertising campaigns.
3. To provide students with the skills to develop a comprehensive media plan, including selecting media types, scheduling, and budgeting.
4. To enable students to understand the media buying process and effectively implement and monitor media plans.
5. To explore the fundamentals of public relations and develop strategies for managing media relations.
6. To examine the use of social media and crisis communication techniques in PR campaigns.

Course Description: The Media And Advertising 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 Modules

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
- 1.4 Advertising Research & Strategic Planning
- 1.5 Role of Advertising in IMC

2 Message Tactics

- 2.1 Creative Approaches
- 2.2 Promotional Writing
- 2.3 Copywriting Challenges
- 2.4 Visual Communication
- 3 **Media Planning and Buying Strategy**
- 3.1 Media Basics
- 3.2 Paid, Owned, Interactive and Earned Media
- 3.3 Media Plan and Scheduling
- 3.4 Media Buying Process
- 3.5 Plan Implementation
- 4 **Public Relations**
- 4.1 Introduction to Public Relations
- 4.2 Media Relations
- 4.3 Leveraging Social Media for PR Campaigns
- 4.4 Crisis Communication

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

1. Describe the core functions and components of advertising and its integration with other promotional tools and IMC strategies.
2. Apply innovative creative approaches for developing compelling promotional messages
3. Develop a media plan tailored to campaign objectives with appropriate selection of media options.
4. Evaluate media buying strategies and plans, assessing their effectiveness in achieving campaign objectives.
5. Analyze PR strategies and media relations efforts to assess their role in building and sustaining a positive public image for organizations.
6. Leverage social media for PR campaigns and apply effective crisis communication strategies to handle adverse situations.

Learning Resources

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

MBA 1st Year
Semester 2
Social Media Marketing and Brand Community (MBA DMA 108)

L	T	P
1	-	3

Course Name: Social Media Marketing and Brand Community

Course Credits: 3

Course Code: MBA DMA 108

Course Objectives:

This course aims to equip participants with practical skills to excel in social media marketing and brand community management. By the end of the program, students will be able to create platform-specific strategies tailored to different social media channels, design engaging and impactful content, and leverage analytics to measure performance and refine campaigns. They will gain expertise in building and nurturing online brand communities that foster customer loyalty and engagement. Furthermore, the course emphasizes the integration of storytelling to create authentic connections with audiences to achieve specific business objectives. With a focus on staying updated with emerging trends and technologies, students will leave with the confidence and tools to implement effective and sustainable social media strategies.

Course Description:

Social media marketing today is a pertinent part of a business and individuals lives and completely inescapable. This course delves into the strategies and tools needed to excel in social media marketing while fostering vibrant, engaged brand communities.

Students will learn the fundamentals of crafting compelling content, refining strategies, and harnessing the power of storytelling to connect with diverse audiences. Emphasis is placed on building authentic brand identities that resonate across platforms such as Instagram, Facebook, LinkedIn, and more.

The course also highlights the importance of cultivating brand communities—spaces where customers feel valued, engaged, and connected.

The course emphasizes the importance of authentic storytelling and community building, helping you create meaningful connections with your audience. Students will discover how to collaborate with influencers, manage social media crises, and foster customer loyalty through consistent engagement.

. Course Contents:

Unit Modules

1 Introduction to Social Media Marketing

- 1.1 Overview of Social Media Marketing
- 1.2 Key Social Media Platforms and Their Audiences
- 1.3 The Role of Social Media in Brand Building
- 2 **Storytelling and Content Creation**
 - 2.1 Storytelling Techniques for Brand Communication
 - 2.2 Various approaches in Storytelling – Humor, Demonstration, slice of life
 - 2.3 The Big Idea and Characters
- 3 **Understanding Various SM Platforms**
 - 3.1 Instagram and Facebook
 - 3.2 X/Twitter and LinkedIn
 - 3.3 Other platforms like Pinterest, Reddit, Quora
- 4 **Analytics, Metrics, and Optimization**
 - 4.1 Introduction to Social Media Analytics
 - 4.2 Key Performance Indicators (KPIs) for social media
 - 4.3 Optimizing Campaigns Based on Analytics
- 5 Building and Nurturing Brand Communities
 - 5.1 The Psychology of Online Communities
 - 5.2 Encouraging Engagement and Interaction
 - 5.3 Managing Community Feedback and Crises

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

1. Describe the core functions and components of advertising and its integration with other promotional tools and IMC strategies.
2. Apply innovative creative approaches for developing compelling promotional messages
3. Develop a media plan tailored to campaign objectives with appropriate selection of media options.
4. Evaluate media buying strategies and plans, assessing their effectiveness in achieving campaign objectives.
5. Analyze PR strategies and media relations efforts to assess their role in building and sustaining a positive public image for organizations.
6. Leverage social media for PR campaigns and apply effective crisis communication strategies to handle adverse situations.

Learning Resources

- Shiv Singh and Stephanie Diamond 2020
- Social Media Marketing for Dummies, 4ed Wiley
- Seema Gupta 2022
- Digital Marketing Third Edition McGraw Hill

MBA 1st Year

Semester 2

New Age Business Models (MBA ENT 106)

L	T	P
2	-	1

Course Name: New Age Business Models

**Course Credits: 3
106**

Course Code: MBA ENT

Course Objectives:

- 1) Knowledge and understanding:
 - a) Identify and describe various new-age business models: Students will be able to define and explain models like the sharing economy, subscription services, online platforms, and others, providing real-world examples.
 - b) Analyze the impact of technology: Students will demonstrate an understanding of how technology (e.g., mobile, AI, data analytics) drives the creation and evolution of these models.
 - c) Understand consumer behavior: Students will analyze how changing consumer preferences and behaviors (e.g., convenience, personalization, social influence) shape new business models.
- 2) Application and Analysis:
 - a) Evaluate business model effectiveness: Students will critically assess the strengths, weaknesses, opportunities, and threats of different new-age models in various industries and contexts.
 - b) Apply frameworks to real-world cases: Students will use theoretical frameworks (e.g., Business Model Canvas, RTVN Framework) to analyze existing companies and case studies.
 - c) Develop innovative solutions: Students will propose new business models or adaptations of existing ones to address specific market needs or challenges.
- 3) Evaluation and Future Readiness:
 - a) Assess scalability and sustainability: Students will evaluate the potential for growth and long-term viability of new-age business models, considering factors like market size, competition, and resource constraints.
 - b) Analyze ethical and societal implications: Students will consider the ethical dimensions and potential societal impact of new business models, including issues like data privacy, labor practices, and environmental sustainability.
 - c) Predict future trends: Students will demonstrate the ability to anticipate future trends and disruptions that may shape the evolution of business models.

Course Description: New Age Business Models explores how companies are innovating business models to thrive in the modern world. This course offers an in-depth examination of emerging business models in the context of technological advancements and changing market dynamics. It covers emerging trends like the sharing economy, subscription services, and online platforms, while analyzing how technology and changing consumer behavior impact business strategy. This subject equips students with the knowledge to understand, evaluate, and create successful businesses in today's dynamic market.

Through a combination of theoretical frameworks and case studies, students 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 Modules

- | | |
|-----|--|
| 1 | Introduction to Business Models |
| 1.1 | What is a business model? |
| 1.2 | 9 Building blocks of Business Model |
| 1.3 | Business Model Canvas & RTVN Framework |
| 2 | Types of Business Models |
| 2.1 | Classical and Foundational Business Models |
| 2.2 | Digital Business Models |
| 2.3 | Sharing economy Business Models |
| 3 | Business Models in action |
| 3.1 | Industry specific Business Model analysis (9 Industries). Example Gen AI, Food Tech, Agri Tech, Edu tech, Legal Tech, Social Entrepreneurship etc. |
| 4 | Macroeconomic Environment of Business Model |
| 4.1 | Combining business models |
| 4.2 | Business Model innovation |
| 4.3 | 4 Macroeconomic forces of Business Models |
| 4.4 | Sustainability as a business model |
| 4.5 | Evaluating business models holistically |

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

1. Students will be able to identify and analyze the various core features of diverse business models and explain their core components.
2. Students will evaluate how digitalization and technology are transforming industries and changing consumer behavior.
3. Students will analyze how different business models are applied, combined, and adapted across diverse industries
4. Students will analyze the macroeconomic environment, market trends and consumer behavior to identify opportunities and challenges for new business models and propose innovative solutions.
5. Students will evaluate the long-term sustainability and potential impact of new-age business models on society and the environment, considering their role in shaping a responsible and inclusive future.

Required Resources

- Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation: a handbook for visionaries, game changers, and challengers.
- Bock, A. J., & George, G. (2017). The Business Model book: Design, Build and Adapt Business Ideas that Thrive. Brilliant Business.
- <https://www.strategyzer.com/library>

MBA 1st Year

Semester 2

Family Enterprise Dynamics (MBA ENT 104)

L	T	P
2	-	1

Course Name: Family Enterprise Dynamics

**Course Credits: 3
104**

Course Code: MBA ENT

Course Objectives:

1. Analyze 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 Modules

- 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 completing the course, the student shall be able to:

1. 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.

Reference:

- Book - The TATAS: How a family built a business and a nation.
- Case Study 1 – Reliance Industries- An Indian family business comes of age.
- Case Study 2 – Aditya Birla group – Succession Planning.
- Articles from journals such as the "Family Business Review" and the "Journal of Family Business Strategy" for in-depth perspectives on family business research.
- Chrisman, J. J., Chua, J. H., & Sharma, P. (2005). "Trends and directions in the development of a strategic management theory of the family firm."
- Sharma, P., Chrisman, J. J., & Chua, J. H. (1997). "Strategic management of the family business: Past research and future challenges."
- 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.
- "Indian Family Businesses: Survival to Succession" - A publication providing insights into the challenges and successes of Indian family businesses.

MBA 1st Year

Semester 2

Minimum Viable Product (MBA ENT 108)

L	T	P
2	-	1

Course Name: Minimum Viable Product

Course Credits: 3
108

Course Code: MBA ENT

Course Objectives: The course objective is to empower students with the methodology and practical tools necessary to develop, manage, and bring a Minimum Viable Product (MVP) to market efficiently.

Course Description: In the contemporary business landscape, the ability to swiftly bring a product to market can determine the success of an entrepreneurial venture. This course, MVP Management for Entrepreneurs, focuses on equipping MBA students with the skills and knowledge required to navigate the process of developing a Minimum Viable Product (MVP). The curriculum is designed to guide students through the essential stages of identifying market needs, conceptualizing a product, and executing the development of an MVP with a lean and strategic approach. By the end of the course, students will have a comprehensive understanding of MVP development cycles, from ideation to feedback integration, preparing them to lead successful product launches in fast-paced environments. This course is a journey through the heart of the startup process, fostering an entrepreneurial mindset that aligns with the demands of modern business innovation.

Course Contents:

Unit Modules

- 1 Introduction to MVP & Market Research
 - 1.1 What is an MVP | History of MVP |
 - 1.2 Lean Startup Methodology
 - 1.3 Identifying Customer Needs | Market Segmentation |
- 2 Design Thinking and Digital Tools in MVP Building
 - 2.1 Design Thinking and MVP Design
 - 2.2 Digital tools for Landing pages, PM for MVP Launch
 - 2.3 Role of AI in MVP Building
- 3 MVP Building | Testing | Business Modelling
 - 3.1 Agile Development Methodologies | MVP Development Tools | Timeline Management |
 - 3.2 Creating User Tests | Gathering Feedback | Iterating the MVP
 - 3.3 Business Model Canvas for MVPs
- 4 MVP Launch | Intellectual Property | Scaling Post MVP
 - 4.1 Go to Market Strategy | Marketing | Sales & Distribution
 - 4.2 IP Concerns | Ethical Considerations
 - 4.3 Scaling Strategies | Post Launch Analytics
- 5 Capstone Project

5.1 Presentation of MVP Proposal
5.2 Peer and Instructor Evaluation | Showcase

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

1. Demonstrate the ability to ideate and conceptualize an MVP in alignment with market needs and business objectives.
2. Develop an MVP using lean startup methodologies and validate it through customer feedback and iterative design.
3. Employ effective project management and resource allocation strategies to oversee the MVP development process.
4. Analyze and interpret user data to make informed decisions about product features and market fit.
5. Construct a comprehensive business proposal that includes a go-to-market strategy for the MVP, considering potential risks and mitigation strategies.

References

- "The Lean Startup" by Eric Rie
- Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation: a handbook for visionaries, game changers, and challengers.
- "Sprint" by Jake Knapp
- Online resources and case studies on successful MVPs
- Online Publications as will be discussed in class and circulated to class

MBA 1st Year

Semester 2

Entrepreneurial Marketing (MBA ENT110)

L	T	P
2	-	1

Course Name: Entrepreneurial Marketing

Course Credit Hours: 3
110

Course Code: MBA ENT

1.1 Course Objectives:

- 1** The Entrepreneurial Marketing course equips students with the skills and mindset to navigate and thrive in dynamic, resource-constrained, and competitive environments by applying innovative marketing principles. Unlike traditional marketing, entrepreneurial marketing emphasizes creativity, agility, and resourcefulness to identify and capitalize on opportunities while driving innovation. Students will gain a deep understanding of entrepreneurial marketing concepts, analyze its differences from traditional marketing, and explore the significance of collaborative competition. They will learn to develop customer-centric strategies, craft compelling value propositions, and implement unconventional tactics that align with modern entrepreneurial practices.
- 2** A key focus of the course is the integration of data, analytics, and measurement to design and optimize impactful marketing efforts. Students will evaluate the role of customer programs, collaborations, and ethical marketing in building sustainable ventures. By engaging with real-world Indian and international case studies, the course ensures practical insights into launching and scaling entrepreneurial ventures.

Course Description: Entrepreneurial Marketing equips students with the skills and mindset to apply entrepreneurial marketing principles not only in startups and entrepreneurial ventures but also within established corporations. Entrepreneurial marketing goes beyond traditional marketing approaches by focusing on creativity, agility, and resourcefulness to identify opportunities and drive innovation in dynamic, resource-constrained, and competitive environments.

Students will explore how to develop customer-centric strategies, create compelling value propositions, relook at traditional competition frameworks, and implement unconventional marketing tactics that can be applied across industries. The course also highlights the growing

importance of entrepreneurial thinking within corporate settings, emphasizing how intrapreneurs leverage marketing to foster innovation, break silos, and adapt to rapidly changing markets.

Real world Indian and International case studies will be used as an important component of the pedagogy for this course. By the end of the course, students will be prepared to apply entrepreneurial marketing principles to launch and scale ventures, as well as bring fresh, innovative approaches to traditional corporate environments, driving growth and creating value in an ever-evolving marketplace.

Course Contents:

Unit Modules

1. Basics of Entrepreneurial Marketing
 - 1.1 Introduction to Entrepreneurial Marketing and the Entrepreneurial Approach
 - 1.2 Professional V/s Entrepreneurial Marketing
 - 1.3 Competition V/s Collaboration
2. Marketing promotion strategies and frameworks in the New Era
 - 2.1 Understanding the Entrepreneurial Customer
 - 2.2 Building Brand on a Budget
 - 2.3 Digital Marketing
 - 2.4 Growth Hacking
 - 2.5 Social Media and Influencer Marketing
3. Data, Measurement and ROI in Entrepreneurial Marketing
 - 3.1 Leveraging Data in Marketing
 - 3.2 Marketing Metrics and ROI Analysis
 - 3.3 Advanced Analytics and Predictive Marketing for Startups
4. Role of Customer Programs, Collaborations and Ethical Marketing
 - 4.1 Partnerships and Collaborations
 - 4.2 Customer Retention and Loyalty Programs
 - 4.3 Ethical and Sustainable Marketing
 - 4.4 Final Group Presentation

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

1. Understand what is Entrepreneurial Marketing and the Entrepreneurial Approach
2. Analyze the difference between Professional & Entrepreneurial Marketing and Role of Collaborative Competition in context to Entrepreneurial Marketing
3. Apply marketing promotion strategies and frameworks to new age Entrepreneurial Marketing
4. Evaluate how data, analytics and measurement are critical to Entrepreneurial Marketing efforts
5. Evaluate how customer programs, collaborations and an ethical approach play a critical role in Entrepreneurial Marketing

References:

- Philip Kotler, Hermawan Kartajaya, Hooi Den Huan, Jacky Mussry, 2003, Entrepreneurial Marketing, Wiley

MBA 1st Year**Semester 2****Statistics for Business Managers (MBA BA 111)**

L	T	P
1	-	3

Course Name: Statistics for Business Managers**Course Credits: 3****111****Course Code: MBA BA****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 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 management.

. Course Contents:**Unit Modules**

- 1 Measures of Central Tendency and Dispersion
 - 1.1 Arithmetic Mean
 - 1.2 Median
 - 1.3 Mode
 - 1.4 Standard Deviation
- 2 Fundamentals of Probability & Random Variables
 - 2.1 Important concepts of Probability
 - 2.2 Random Variables
 - 2.3 Probability Mass Function, Distribution Function

- 2.4 Discrete Distribution Function
- 3 Probability Distribution
 - 3.1 Discrete Probability Distribution
 - 3.2 Expectation & Variance of Probability Distribution
 - 3.3 Binomial Probability Distribution
 - 3.4 Poisson Probability Distribution
 - 3.5 Normal Probability Distribution
- 4 Hypothesis Testing
 - 4.1 Rationale for Hypothesis Testing
 - 4.2 General Procedure for Hypothesis Testing
 - 4.3 Errors in Hypothesis Testing: Type I and Type II
 - 4.4 Z-Test (One-Sample Mean & Two-Sample Mean)
 - 4.5 t-Test ((One-Sample Mean & Two-Sample Mean)

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

1. Define, explain & solve problems on Measures of Central Tendency and Measures of Dispersion.
2. Understand the concept of Probability and Random variables. Explain the properties and characteristics of discrete probability distributions.
3. Explain the properties of Binomial, Poisson distributions and apply them to analyses the data. Understand the characteristics and properties of the normal probability distribution, including its shape, symmetry, and central tendency and learn to calculate probabilities and percentiles associated with the normal distribution using standard normal tables.
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 probability distribution and hypothesis testing techniques to analyses real-world business problems.

References:

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

MBA 1st Year
Semester 2

Decision Making Through Predictive Modelling. (MBA BA 106)

L	T	P
1	-	3

Course Name: Decision Making Through Predictive Business Models

Course Credits: 3

Course Code: MBA BA 106

Course Objectives:

1. Understand the fundamentals of data mining concepts, processes, and applications across various data types.
2. Explore data attributes, types, and perform statistical descriptions for better data understanding.
3. Gain proficiency in handling, visualizing, and preprocessing data, including outlier, and missing data analysis.
4. Develop predictive models using linear, multilinear, and logistic regression techniques.
5. Evaluate and refine models with appropriate metrics to ensure performance and reliability.
6. Learn the principles and methods of time series forecasting using additive and multiplicative approaches.

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 Modules

- 1 Introduction to Data Mining
 - 1.1 Introduction, what is Data Mining?
 - 1.2 Concepts of Data mining, Technologies Used, Data Mining Process,
 - 1.3 Mining on various kinds of data, Applications of Data Mining, Challenges of Data Mining,
- 2 Data attributes
 - 2.1 Data Objects and Attribute Types, Basic Statistical Descriptions of Data
 - 2.2 Practical with various attributes.
- 3 Data handling
 - 3.1 Data visualization, distributions, and summary statistics,
 - 3.2 Relationships among variables, extent of missing data. Outlier detection.
 - 3.3 Practical on handling data
- 4 Model development
 - 4.1 Model selection, Model Development Techniques,
 - 4.2 linear regression, multilinear regression, logistic regression.
 - 4.3 Errors in Hypothesis Testing: Type I and Type II
 - 4.4 Practical on modelling data
- 5 Model Evaluation
 - 5.1 Assessing Model Performance (Linear, multilinear, logistic)
 - 5.2 Updating a Model using relevant metrics Practical on model evaluation using various metrics

- 6 Time series forecasting
6.1 Time series forecasting, Basics of Time-series Forecasting,
6.2 Additive and Multiplicative Time-series. Practical with Time-Series data

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

1. Apply data mining concepts and techniques to extract meaningful insights from various types of data.
2. Analyze and interpret data attributes using statistical descriptions and visualizations. CO3 Demonstrate proficiency in preprocessing data, handling missing values, and detecting outliers.
3. Build and implement predictive models, including linear, multilinear, and logistic regression.
4. Evaluate model performance using relevant metrics and update models for improved accuracy.
5. Forecast time series data using additive and multiplicative models to predict trends and patterns.

References:

- Max Kuhn, Kjell Johnson. (2016). Applied predictive Modeling. Springer Nature.
- "Predictive Analytics for Business" by Eric Siegel

MBA 1st Year

Semester 2

Business Analytics using R (MBA BA 108)

L	T	P
1	-	3

Course Name: Business Analytics using R

Course Credits: 3

Course Code: MBA BA 108

Course Objectives:

1. A foundational understanding of data analytics concepts and R programming.
2. Skills to implement logical constructs, manipulate data, and create visualizations in R.
3. Proficiency in statistical analysis and regression techniques for data-driven insights.
4. An introduction to machine learning concepts and algorithms like classification and clustering.
5. Hands-on experience in solving real-world business problems using R.

Course Description:

The introduction to " **Business Analytics using R**" course is designed to equip MBA students with the foundational skills and knowledge needed to leverage data for informed business decision-making. This course introduces the essential concepts of data analytics, combined with hands-on training in R, a versatile programming language widely used in the industry.

Students will learn to manipulate, clean, and analyze data using R's powerful tools and libraries. The course covers logical programming constructs, data visualization, and statistical techniques, enabling students to uncover meaningful insights from complex datasets. Topics include descriptive and inferential statistics, regression analysis, and an introduction to machine learning concepts such as classification and clustering.

Through a blend of theoretical understanding and practical application, students will develop the ability to apply advanced analytics techniques to solve real-world business problems. By the end of the course, students will be proficient in creating compelling visualizations, performing statistical analysis, and implementing machine learning models to drive data-driven strategies in a dynamic business environment.

Course Contents:

Unit Modules

- 1 Introduction to Data Analytics and R
 - 1.1 Overview of Data Analytics
 - 1.2 Introduction to R and RStudio
 - 1.3 Basic R Syntax
 - 1.4 Data Types and Structures (Vectors, Matrices, Lists, Data Frames)
 - 1.5 Basic Operations in R
- 2 Logical Reasoning using R
 - 2.1 Loops
 - 2.2 Conditionals
 - 2.3 Functions
 - 2.4 Importing Data from Various Sources (CSV, Excel, Text Files)
 - 2.5 User input
- 3 Data Manipulation and Visualization using R
 - 3.1 Data Manipulation (select, filter, mutate, arrange, summarize)
 - 3.2 Handling Missing Data
 - 3.3 Data Cleaning and Preparation
 - 3.4 Grouping and Summarizing Data
 - 3.5 Introduction to the plot
 - 3.6 Creating basic plots: scatter plots, line plots, bar charts, and histograms
 - 3.7 Introduction to the ggplot2 package
 - 3.8 Creating basic plots: scatter plots, line plots, bar charts, and histograms
 - 3.9 Faceting for multi-panel plots
- 4 Basic Statistical and regression analysis using R
 - 4.1 Descriptive Statistics (Mean, Median, Mode, Variance, Standard Deviation)
 - 4.2 Inferential Statistics (Hypothesis Testing, t-tests)
 - 4.3 Pearson and Spearman Correlation
 - 4.4 Simple Linear Regression
 - 4.5 Interpreting Regression Results
 - 4.6 Building and Interpreting Multiple Regression Models
 - 4.7 Introduction to Time Series Data
 - 4.8 Plotting Time Series Data
 - 4.9 Simple Moving Averages
- 5 Introduction to Machine Learning in R
 - 5.1 Overview of Machine Learning
 - 5.2 Supervised vs Unsupervised Learning
 - 5.3 Introduction to Classification and Regression Models
 - 5.4 Regression Analysis (Logistic Regression, KNN)
- 6 Classification and Clustering in R
 - 6.1 Basic Example using Decision Trees
 - 6.2 Introduction to Clustering
 - 6.3 K-means Clustering

Course Outcomes (Cos)

- 1 Demonstrate a comprehensive understanding of data analytics principles and basic proficiency in R programming, including its syntax, data types, and structures.
- 2 Develop logical reasoning skills to create dynamic and interactive R scripts using loops, conditionals, and user-defined functions, along with importing and managing data from various source

- 3 Utilize R libraries and functions to manipulate, clean, and prepare datasets, and generate insightful visualizations using plot, ggplot2, and advanced plotting techniques.
- 4 Apply statistical methods and regression models to analyze datasets, interpret relationships between variables, and derive meaningful insights through descriptive and inferential statistics.
- 5 Gain foundational knowledge of machine learning concepts in R, differentiate between supervised and unsupervised learning, and apply basic classification, regression, and clustering models such as Decision Tree, logistic regression, KNN and K-Means.
- 6 Engage in real-world case studies to apply learned concepts and methods in practical business scenarios.

References:

- 1 "R for Data Science" by Hadley Wickham & Garrett Golemund
- 2 "Hands-On Programming with R" by Garrett Golemund
- 3 "Machine Learning with R" by Brett Lantz, Third Edition (Latest as of 2024)
- 4 RStudio Cheat Sheets
- 5 DataCamp R Courses
- 6 Kaggle Datasets
- 7 **R**
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o
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d
R

- 8 **RStudio:** Download RStudio

- 9 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

Semester 2

Data Storytelling (MBA BA 215)

L	T	P
1	-	3

Course Name: Data Storytelling

Course Credits: 3
215

Course Code: MBA BA

Course Objectives:

- 1 Develop foundational understanding of data visualization principles and their role in business communication
- 2 Master basic data preparation and cleaning techniques using user-friendly tools
- 3 Learn to identify and extract meaningful patterns and insights from business data
- 4 Understand the principles of storytelling and narrative structure in a business context
- 5 Gain proficiency in creating impactful visualizations using drag-and-drop tools

Course Description:

This course introduces students to the essential principles of data visualization and storytelling. Focusing on practical applications, students will learn how to analyze, interpret, and communicate data insights effectively. Through hands-on exercises, students will develop the skills to choose appropriate data displays, eliminate visual clutter, direct the audience's attention, and create compelling narratives with data.

Course Contents:

Unit Modules

- 1 Importance of Context
 - 1.1 Introduction to storytelling with data, importance of context
 - 1.2 Exploratory vs. explanatory data analysis
 - 1.3 Audience analysis: identifying and tailoring to the audience
 - 1.4 The "3-Minute Story" and "Big Idea" concepts
 - 1.5 Hands on Practice
- 2 Choose Effective Visuals
 - 2.1 Overview of different visualization types: bar charts, line graphs, heatmaps, tables, etc.
 - 2.2 Guidelines for choosing appropriate visuals for specific data types.
 - 2.3 Avoiding ineffective visuals (3D, pie charts) and common pitfalls.
 - 2.4 Hands on Practice
- 3 Eliminate Clutter
 - 3.1 Understanding visual clutter and cognitive load
 - 3.2 Applying Gestalt principles in data visualization
 - 3.3 Techniques for simplifying visuals: removing unnecessary elements, improving legibility through white space, contrast, and alignment
 - 3.4 Hands on Practice
- 4 Draw Attention

- 4.1 Using pre-attentive attributes: color, size, positioning.
- 4.2 Creating visual hierarchies to guide the audience's focus.
- 4.3 Strategic use of color to highlight key information.
- 4.4 Hands on Practice
- 5 Think Like a Designer
 - 5.1 Design principles for effective data visualization
 - 5.2 Accessibility and inclusivity in data design.
 - 5.3 Emphasis on aesthetics and design balance, and using design affordances to improve readability.
 - 5.4 Hands on Practice
- 6 Data Storytelling
 - 6.1 Structure of an effective data narrative
 - 6.2 Techniques for storytelling: storyboarding, narrative flow, and repetition
 - 6.3 Developing and presenting a cohesive data story with examples and exercises.
 - 6.4 Hands on Practice

Course Outcomes

- 1 Analyze audience and context to effectively tailor data presentations.
- 2 Select suitable data visualizations based on the type of data and intended message.
- 3 Simplify visuals by removing unnecessary elements and enhancing readability.
- 4 Employ design principles to focus viewer attention on key data points.
- 5 Integrate storytelling techniques to create structured, impactful data narratives.
- 6 Present data insights through visuals in a way that supports informed decision-making.

References:

- Cole Nussbaumer Knaflic. 2015. *Storytelling with Data: A Data Visualization Guide for Business Professionals*. WILEY.
- Cole Nussbaumer Knaflic. 2019. *Storytelling with Data: Let Us Practice*. WILEY.
- Lindy Ryan. 2018. *Visual Data Storytelling with Tableau*. Pearson Education.
- Brent Dykes. 2020. *Effective Data Storytelling: How to Drive Change with Data, Narrative and Visuals*. WILEY.
- Storytelling with Data Blog:
- <https://www.storytellingwithdata.com/blog>
- The Data Visualization Society:
- <https://www.datavisualizationsociety.com>
- Tableau Public
- <https://public.tableau.com/app/discover> MOOC/Online
- Intro Course: Data Storytelling- edX:
- <https://www.edx.org/learn/data-visualization/edx-intro-course-data-storytelling>
- Advanced Data Storytelling- Udacity
- <https://www.udacity.com/course/advanced-data-storytelling--cd0234>

MBA 1st Year

Semester 2

Wealth Management (MBA FIN 218)

L	T	P
2	-	1

Course Name: Wealth Management

Course Credits: 3
218

Course Code: MBA FIN

Course Objectives:

1. Define the key characteristics of High-Net-Worth Individuals (HNIs) and explain the unique challenges associated with managing their wealth.
2. Explain the implications of global financial market dynamics on wealth management strategies for HNIs.
3. Estimate bond valuation techniques to assess the fair value of fixed-income securities indifferent market conditions.
4. Devise tax planning strategies for HNIs, considering their financial goals and the current Indian tax regulations.
5. Assess the risk-return trade-offs in portfolio construction and make informed decisions to optimize wealth preservation for HNIs.
6. Synthesize information from various modules to create customized wealth management plans for HNI clients

Course Description: This course provides an in-depth understanding of wealth management principles and practices. Students will explore the fundamentals of financial planning, investment strategies, and portfolio management. Topics include asset allocation, risk management, tax planning, retirement planning, estate planning, and the use of financial instruments to achieve long-term financial goals. Through case studies and practical applications, students will learn to tailor wealth management strategies to individual client needs, ensuring the optimization of financial resources. The course is designed for those aspiring to become financial advisors, wealth managers, or personal finance consultants, equipping them with the skills needed to navigate complex financial landscapes and deliver comprehensive financial solutions.

Course Contents:

Unit Modules

- 1 Introduction to wealth Management
 - 1.1 Concept of Wealth management and its relevance in the financial services industry
 - 1.2 Alternative Investment Avenues
 - 1.3 Categorization of investors in the financial market: Concept of HNIs, Emerging HNIs, Ultra HNIs, QIBs.
- 2 Investment Valuation

Portfolio Risk:

- a. Coefficient of Correlation
- b. Variance & Co-variance
- c. Beta
- d. Jensen's Ratio

Bond Valuation: Macaulay Duration

- 3 Client Relationship Management, Global Wealth Management & its emerging trends
 - 3.1 Ethical considerations in client servicing
 - 3.2 International markets and investment avenues
 - 3.3 Sustainable & impact investing
- 4 Inheritance and Estate Planning
 - 4.1 Taxation for mutual funds, ETFs
 - 4.2 Taxation for alternative investments

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

1. Students will be able to articulate the distinguishing characteristics of High-Net-Worth Individuals (HNIs) and enumerate the specific challenges inherent in managing their wealth.
2. Learners will demonstrate an understanding of how dynamic global financial market dynamics impact wealth management strategies for HNIs, showcasing their ability to interpret and explain these implications.
3. Participants will be proficient in applying various bond valuation techniques to estimate the fair value of fixed-income securities under different market conditions, demonstrating practical application of theoretical knowledge.
4. Graduates will have the capability to devise tax planning strategies tailored to the financial goals and needs of HNIs, showcasing their ability to apply knowledge of Indian tax regulations in practical scenarios.
5. Students will critically analyse risk-return trade-offs in the construction of investment portfolios for HNIs, allowing them to make informed decisions to optimize wealth preservation.
6. Graduates will synthesize information acquired from diverse modules to construct customized wealth management plans uniquely suited to the individual needs and preferences of HNI clients

References

- Academy, NSE- "Wealth Management Module." NCFM. www.nseindia.com
- Industry reports and whitepapers
- Articles from financial journals and newspapers viz. wall street journal, economic timestep.
- www.morningstar.in
- www.moneycontrol.com
- www.wallstreetmojo.com
- www.incometax.gov.in
- YT channels: CNBC, Wall Street Journal, Financial Times, Bloomberg. Author(s). (Year of Publication). Title of the book. Publisher.

MBA 1st Year
Semester 2
Marketing Laws and Ethics (MBA MKT 116)

L	T	P
2	-	1

Course Name: Marketing Laws and Ethics

Course Credits: 3

Course Code: MBA MKT

116

Course Objectives:

The primary aim of this course is to provide students with a thorough understanding of Marketing Law and Ethics in Marketing, preparing them to navigate the complex legal and ethical challenges in the marketing world.

Course Description:

The Marketing Law and Ethics course is designed to equip MBA students with a comprehensive understanding of the legal and ethical challenges faced by marketers in today's media landscape. This course covers a broad spectrum of topics, including intellectual property laws, privacy regulations, advertising ethics, consumer protection, and the influence of social media on marketing practices. Students will explore the role of regulatory bodies, the ethical implications of emerging digital technologies, and the importance of corporate social responsibility in modern marketing. Through case studies, internal assessments, and exams, students will develop the critical skills needed to navigate legal and ethical dilemmas in the marketing world, while understanding how to align marketing strategies with ethical practices and legal frameworks in both domestic and global contexts.

Course Contents:

Unit Modules

- 1 Introduction to Media Law and Ethics in Marketing**
 - 1.1 Overview of Media Law in Marketing
 - 1.2 The Role of Media in Shaping Consumer Behavior
 - 1.3 The Concept of Ethics in Marketing and Advertising
 - 1.4 Regulatory Bodies and their Influence on Marketing (e.g., FTC, ASA, TRAI)
 - 1.5 Regulatory Bodies and their Influence on Marketing (e.g., FTC, ASA, TRAI)
- 2 Intellectual Property and Copyright Laws in Marketing**
 - 2.1 Case Studies of Intellectual Property Violations in Advertising
 - 2.2 Ethical Considerations in Using Copyrighted Materials
- 3 Advertising Law and Ethical Advertising Practices**
 - 3.1 Laws Governing Advertising Content and Practices (e.g., misleading ads, puffery)
 - 3.2 Ethical Guidelines for Advertisers and Marketers
 - 3.3 Regulatory Bodies (ASCI) and Advertising Standards
- 4 Privacy Laws and Data Protection in Marketing**
 - 4.1 Privacy Laws Affecting Digital Marketing (GDPR, CCPA)
 - 4.2 Consumer Data Collection, Usage, and Consent

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

1. Identify and interpret the legal frameworks that govern media practices in marketing.
2. Evaluate and apply ethical principles to marketing decisions, ensuring compliance with industry regulations.
3. Analyze privacy laws, intellectual property, and advertising regulations to develop legally sound marketing strategies.
4. Assess the ethical implications of emerging digital marketing trends, including influencer marketing and social media.
5. Develop strategies for navigating legal challenges in global and local marketing campaigns.
6. Utilize competitive strategies and media laws to optimize marketing outcomes in both traditional and digital media channels.

Learning Resources

- Media Law and Ethics by Roy L. Moore and Michael J. F. Powell
- Advertising and Marketing Law by Jeffrey A. Eisenach, Robert W. Crandall
- Marketing Ethics: An International Perspective by J. Paul Peter and James H. Donnelly
- Ethics in Marketing by Patrick E. Murphy, Gene R. Laczniak, and Norman E. Borden

- Journal of Business Ethic (for articles on ethical marketing practices and challenges).
- Journal of Marketing (for research on the legal implications of marketing strategies).

- 3. Legal Websites and Resources:
 - United States Federal Trade Commission (FTC) Resources on advertising regulations and consumer protection (<https://www.ftc.gov>).
 - Information Commissioner's Office (ICO) Information on privacy and data protection laws (<https://ico.org.uk>).
 - World Intellectual Property Organization (WIPO) Information on intellectual property laws (<https://www.wipo.int>).
 - Advertising Standards Authority (ASA) Regulatory body for advertising standards (<https://www.asa.org.uk>).
- 4. Videos and Lectures:
 - TED Talks on ethics in digital marketing and the role of media in shaping consumer behavior.
 - YouTube Channels like Harvard Law School or UCLA Law School for lectures on media law.
 - <https://www.dmlp.org>
 - <https://www.eff.org>
 - American Marketing Association (AMA) (<https://www.ama.org>) – Research, ethical guidelines, and best practices for marketers.
 - Advertising Educational Foundation (AEF) (<https://www.aef.com>) – Offers case studies and articles on ethical advertising and its impact.
 - Ethical Consumer (<https://www.ethicalconsumer.org>) – Resource for ethical marketing practices, particularly in relation to sustainability and CSR.
 - General Data Protection Regulation (GDPR) Resources (<https://gdprinfo.eu>) – Information on privacy laws for businesses operating in the European Union.
 - I. Baines, P., Fill, C., & Page, K. (2019). Marketing: Principles and Practice. Oxford University Press.

- 2.Kotler, P., & Armstrong, G. (2022). Principles of Marketing (18th ed.). Pearson Education.
- 3.Shimp, T. A., & Andrews, J. C. (2017). Advertising, Promotion, and Other Aspects of Integrated Marketing Communications (10th ed.). Cengage Learning.
- 4.Chonko, L. B. (1995). Ethical Decision Making in Marketing. SAGE Publications.
- 5.Petty, R. E., & Cacioppo, J. T. (1986). Communication and Persuasion: Central and Peripheral Routes to Attitude Change. Springer-Verlag.
- Principles of Marketing
- Ethical Decision Making in Marketing Nestlé and the Infant Formula Controversy
Volkswagen Emissions Scandal
- Journal of Business Ethics Harvard Business Review (HBR)
- Advertising Standards Council of India (ASCI) Code Consumer Protection Act, 2019 (India)
- Online Learning Platforms Coursera

MBA 1st Year
Semester 2
Marketing For Global Markets (MBA MKT 118)

L	T	P
2	-	1

Course Name: Marketing For Global Markets

Course Credits: 3

Course Code: MBA MKT

118

Course Objectives:

1. Analyze Global Markets: Understand the dynamics of global markets, including market entry strategies and competitive analysis.
2. Cultural Sensitivity: Develop skills to adapt marketing strategies to various cultural contexts, recognizing the impact of local customs and consumer behavior.
3. Digital Marketing Trends: Explore how digital transformation is reshaping global marketing practices, including social media marketing and e-commerce.
4. Sustainability in Marketing: Assess the role of sustainability in global marketing strategies and its importance to consumers worldwide.

Course Description:

This elective course, "Marketing for Global Markets," is designed for MBA students who aspire to understand and navigate the complexities of marketing in a global context. As businesses increasingly operate on an international scale, the ability to develop effective marketing strategies that resonate across diverse cultural, economic, and regulatory landscapes is essential. According to recent studies, global e-commerce sales are projected to reach \$6.4 trillion by 2024, highlighting the critical need for effective global marketing strategies. Additionally, 70% of consumers are more likely to purchase from brands that demonstrate social responsibility, indicating a shift towards sustainability in consumer preferences. This course aims to equip students with the necessary tools and insights to thrive in the competitive landscape of global marketing, preparing them for leadership roles in multinational corporations or entrepreneurial ventures.

Course Contents:

Unit Modules

1 Fundamentals of Global Marketing

- 1.1 Introduction to Global Marketing: Scope and Importance
- 1.2 Drivers and Challenges of Globalization in Marketing
- 1.3 Case Study: Coca-Cola's Globalization Strategy – Balancing Standardization and

Localization

2 Cultural and Strategic Dimensions

- 2.1 Understanding Cross-Cultural Consumer Behavior
Case Study: McDonald's Glocalization – Adapting Menus to Local Cultures
- 2.2 Market Entry Strategies: Exporting, Licensing, Franchising, and Direct Investment

3 Global Marketing Mix Strategies

- 3.1 Product Strategies: Standardization vs. Adaptation
- 3.2 Pricing Strategies for International Markets
- 3.3 Promotion and Distribution: Global Channels and Digital Marketing
- Case Study: Unilever's Dove Campaign for Real Beauty – Tailoring Messaging Across

Markets

4 **Sustainability, Ethics, and Emerging Trends**

- 4.1 Ethical Challenges and Corporate Social Responsibility (CSR) in Global Marketing
- 4.2 Sustainability and Green Marketing Practices
- 4.3 Future Trends: AI, Personalization, and Big Data in International Marketing
- Case Study: Patagonia's Sustainability Initiatives – Integrating Ethics with Global Branding

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understanding Global Market Dynamics

Students will be able to analyze the complexities of global markets, including cultural, economic, political, and legal factors that influence international marketing strategies.

2. Strategic Global Market Entry

Students will demonstrate the ability to evaluate and choose appropriate market entry strategies (e.g., export, joint ventures, franchising) for specific international markets.

3. Cultural Sensitivity in Marketing

Students will develop skills to create culturally adaptive marketing campaigns that respect and resonate with diverse international audiences.

4. Global Consumer Behavior Analysis

Students will apply research tools and frameworks to understand and predict consumer behavior in different global regions, aligning marketing efforts with local preferences and trends.

5. Digital and Technological Integration

Students will explore the role of digital technologies in global marketing, including e-commerce platforms, social media, and data analytics, to enhance international outreach and engagement.

6. Sustainable and Ethical Marketing Practices

Students will critically assess and design global marketing strategies that prioritize ethical considerations and sustainability, addressing the challenges of global environmental and social responsibility.

Learning Resources

- Kotabe, M., & Helsen, K. (2020). Global Marketing Management (8th ed.). Wiley. Keegan, W. J., & Green, M. C. (2019). Global Marketing (10th ed.). Pearson.
- Recommended Resources
- Czinkota, M. R., Ronkainen, I. A., & Zvobgo, G. (2021). International Marketing (12th ed.). Cengage Learning.
- Usunier, J. C., & Lee, J. A. (2013). Marketing Across Cultures (6th ed.). Pearson. Hollensen, S. (2020). Global Marketing: A Decision-Oriented Approach (8th ed.). Pearson. Levitt, T. (1983). The Globalization of Markets. Harvard Business Review.

MBA 1st Year

Semester 2

Strategic Planning for Family Enterprise (MBA ENT 109)

L	T	P
2	-	1

Course Name: Strategic Planning for Family Business Enterprise

Course Credits: 3
109

Course Code: MBA ENT

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 analyses and develop strategies for family-managed businesses.
4. Analyze 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 Modules

- 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 Business Model Canvas
 - 2.2 Implementing Strategic Plans
- 3 Evaluating and Adapting Strategy
 - 3.1 Performance Evaluation and Metrics Key Performance Indicators (KPIs)
 - 3.2 Benchmarking and Comparative Analysis
 - 3.3 Strategic Adaptation and Flexibility

- 3.4 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): After completing the course, the student shall 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
Understand the key drivers and principles fueling effective communication.

References:

Required Resources:

- Book: "Family Business as Paradox" by John L. Ward
- Case Study: "Reliance Industries: Navigating Through Uncertainty"- Ivey Publishing
- Research Paper: "Strategic Planning in Family Business: A Powerful Developmental Tool for the Next Generation" by Michael Klein
- Discussions on TED Talks.

Recommended Resources:

- Case Study: "Tata Group: Leading the Charge towards Sustainable Business"- Harvard Business Review
- Research Paper: "Family Business Succession: A Review of the Literature" by Pramodita Sharma and Jess H. Chua- Family Business Review
- Industry reports and market analyses relevant to various sectors in which family businesses operate, allowing students to understand the external environment impacting strategic planning decisions.

MBA 1st Year

Semester 2

Technology Toolkit for Entrepreneurs (MBA ENT 112)

L	T	P
2	-	1

Course Name: Technology Toolkit for Entrepreneurs

Course Credits: 3

Course Code: MBA ENT 112

Course Objectives:

1. Conduct thorough industry analysis and identify market opportunities: Analyze industry trends, competitive landscapes, and potential barriers to entry.
2. Define and validate target customer segments: Develop detailed customer profiles and understand their needs and pain points.
3. Develop compelling value propositions: Craft clear and concise value propositions that resonate with target customers.
4. Build a robust business model: Utilize frameworks like the Lean Canvas and Business Model Canvas to design and articulate a viable business model.
5. Conduct effective market research: Gather and analyze data to inform business decisions and validate assumptions.
6. Understand and apply unit economics: Analyze costs, revenue streams, and key performance indicators to assess business viability.
7. Leverage AI for marketing and sales: Utilize AI tools for content creation, social media marketing, sales automation, and customer relationship management.
8. Master essential entrepreneurial tools: Effectively use platforms like Hotjar and SEMrush for data analysis and marketing optimization.
9. Develop strong communication skills: Create impactful sales pitches, email campaigns, and other marketing materials.
10. Build a comprehensive entrepreneurship toolkit: Gain the knowledge and skills necessary to launch and grow a successful business.
11. Cultivate an entrepreneurial mindset: Develop critical thinking, problem-solving, and decision-making skills essential for entrepreneurial success

Course Description: This course equips students with the essential tools, canvases, and frameworks to navigate the dynamic world of entrepreneurship. Through interactive lectures, real-world case studies, and hands-on exercises, students will gain a comprehensive understanding of the entrepreneurial journey, from ideation to launch and beyond. Students will begin by mastering foundational elements like industry analysis, customer profiling, and

value proposition design, learning how to conduct effective customer research and competitor analysis using key frameworks such as the Value Proposition Canvas and Lean Canvas.

Building on this foundation, the curriculum delves into the practical aspects of building a business. Students will learn how to develop a robust business plan by analyzing unit economics, setting clear objectives, and establishing measurable key results. The course also explores leveraging AI for marketing and sales functions, including content creation, social media engagement, and sales automation. Students will master essential tools like Hotjar and SEMrush for data-driven decision-making, and learn to craft compelling communications such as sales pitches, email campaigns, and call scripts.

Throughout the course, students will refine their critical thinking, problem-solving, and communication skills, developing the confidence to transform innovative ideas into thriving businesses.

Course Contents:

Unit	Modules
1	Tools of Idea Validation <ul style="list-style-type: none">1.1 Industry & Value Chain analysis1.2 Custom GPT for idea validation1.3 MDW idea challenge
2	Frameworks for Research and Strategy <ul style="list-style-type: none">2.1 Framework for Competition Analysis2.2 Tools for ICP and Supply Chain2.3 Lean and Value Prop Canvas2.4 Communication Strategy
3	Tools for Marketing & Sales <ul style="list-style-type: none">3.1 Landing page and social media3.2 Marketing Analytics3.3 Sales Pitch and scripts (Tool - Twain)
4	Project Management <ul style="list-style-type: none">4.1 Methodology and OKR4.2 Metrics to Measure4.3 Tool Click up4.4 Unit Economics Framework
5	Tools for Support Functions <ul style="list-style-type: none">5.1 SaaS for HR, Logistics & Accounting5.2 Tools for Customer Success5.3 LinkedIn as a tool
6	Building AI Agents <ul style="list-style-type: none">6.1 Digital Assistants6.2 Voice Agents6.3 Workflow Automation

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

1) Apply key entrepreneurship canvases, templates, and frameworks to real world problems.

2) Create and present a comprehensive business plan. This involves integrating knowledge of market analysis, customer segmentation, project management, unit economics, and financial forecasting to create a robust and well-supported plan.

3) Critically evaluate the viability of a business idea. This includes analyzing market trends, assessing the competitive landscape, evaluating potential supply chain challenges, and identifying potential risks and opportunities to determine feasibility and potential success.

4) Assess the effectiveness of different marketing strategies. Evaluate the strengths and weaknesses of various marketing approaches (digital, social media, content) using relevant tools, metrics, and analytics.

5) Design an innovative solution to a real-world business challenge. Apply entrepreneurial frameworks to develop creative and practical solutions for real world problems

6) Explain the role of AI in modern entrepreneurship. Articulate how AI can enhance various aspects of business operations, including marketing, sales, and customer service.

References:

- <https://www.appinio.com/en/blog/market-research/industry-analysis>
<https://longform.asmartbear.com/great-strategy/>
- <https://skillshop.docebos.com/learn/courses/14810/google-analytics-certification>
- <https://academy.hubspot.com/courses/inbound-marketing>
- Torres, T. (2021). Continuous discovery habits: Discover products that create customer value. O'Reilly Media.
- 28
- Kagan, N. (2024). Million Dollar Weekend: The Surprisingly Simple Way to Launch a 7-Figure Business in 48 Hours
- Hormozi, A. (2021). \$100M Offers: How to Make Offers So Good People Feel Stupid Saying No
- Doerr, J. (2018). Measure What Matters. Portfolio Penguin

MBA 1st Year

Semester 2

Ethics in Artificial Intelligence (MBA BA 110)

L	T	P
1	-	3

Course Name: Ethics in Artificial Intelligence

Course Credits: 3
110

Course Code: MBA BA

Course Objectives:

- 1 Understand the fundamental ethical theories and principles.
- 2 Analyze the potential benefits and risks of AI adoption.
- 3 Evaluate the ethical and moral dilemmas posed by AI in different sectors.
- 4 Develop critical thinking skills to address AI-related ethical issues.
- 5 Propose ethical guidelines and policies for responsible AI deployment.
- 6 Encourage the application of ethical theories to real-world AI scenarios.

Course Description: This course explores the ethical and moral implications of adopting artificial intelligence (AI) in various sectors. It provides a foundational understanding of ethical theories, AI technologies, and the challenges associated with their implementation. Students will engage in discussions, case studies, and projects to critically analyze the impact of AI on society

Course Contents:

Unit Modules

1. Introduction to AI and Ethics
 - a. Ethical Theories and AI
2. AI and Society Privacy and Surveillance
 - a. Privacy and Surveillance
3. Bias and Fairness in AI
 - a. Accountability and Transparency

4. AI in the Workplace
 - a. AI and Human Rights
5. Ethical AI Development and Governance
6. Student Presentations and Discussions

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

1. Articulate and apply key ethical theories such as utilitarianism, deontology, and virtue ethics in the context of AI development and deployment.
2. Assess and compare the positive impacts and potential hazards of AI technologies, providing balanced evaluations based on case studies and real-world examples. Learn various content creation strategies necessary for personal branding in the digital space.
3. Examine specific ethical challenges in diverse fields, discussing privacy concerns, bias, accountability, and the implications for human rights and societal norms.
4. Engage in problem-solving activities and debates, showcasing the ability to think analytically and propose reasoned solutions to complex ethical problems in AI.
5. Create comprehensive ethical frameworks and policy recommendations aimed at guiding the responsible use of AI technologies, ensuring alignment with societal values and legal standards.
6. Develop a proactive approach to anticipating future ethical challenges in AI, preparing strategies to mitigate potential issues

References:

- "Artificial Intelligence: A Guide for Thinking Humans" by Melanie Mitchell
- "Ethics of Artificial Intelligence and Robotics" edited by Vincent C. Müller
- "Human Compatible: Artificial Intelligence and the Problem of Control" by Stuart Russel

**MBA 1st Year
Semester 2**

Introduction to Power BI (MBA BA 112)

L	T	P
1	-	3

Course Name: Introduction to Power BI

Course Credits: 3

Course Code: MBA BA 112

Course Objectives:

Students will:

1. Understand the fundamental concepts of data analytics and visualization using Power BI.
2. Import, clean, and transform data from various sources.
3. Create and customize interactive reports and dashboards.
4. Apply DAX (Data Analysis Expressions) to enhance analytics capabilities.
5. Collaborate and share insights using Power BI service.
6. Analyze and interpret data in business contexts, including finance, marketing, and operations.

Course Description: This course provides MBA students with foundational knowledge and hands-on experience in using Microsoft Power BI, a powerful business analytics tool. Designed for future managers, the course emphasizes data visualization, interactive reporting, and data-driven decision-making. Students will explore the entire Power BI workflow, from importing and transforming data to creating dashboards and sharing insights. Practical applications in finance, marketing, and operations will prepare students to leverage data for strategic decision-making in real-world scenarios.

By the end of the course, students will be equipped to independently develop interactive dashboards, generate insights from business data, and contribute to data-driven organizational strategies.

.Course Contents:

Unit Modules

1 Introduction to Power BI

- 1.1 Overview of Business Intelligence and Analytics
- 1.2 Introduction to Power BI: Features and Benefits
- 1.3 Power BI Ecosystem: Power BI Desktop, Service, and Mobile
- 1.4 Installing and Setting Up Power BI Desktop

2 Data Import and Transformation

- 2.1 Connecting to Various Data Sources (Excel, CSV, SQL, Web, etc.)
- 2.2 Data Cleaning and Transformation Using Power Query

- 2.3 Merging and Appending Data
- 2.4 Understanding and Managing Data Relationships
- 3 Data Modeling**
 - 3.1 Basics of Data Modeling in Power BI
 - 3.2 Introduction to DAX (Data Analysis Expressions)
 - 3.3 Calculated Columns and Measures
 - 3.4 Aggregations, Filters, and Time Intelligence Functions
 - 3.5 Creating and Managing Data Relationships
- 4 Visualizations and Reports**
 - 4.1 Overview of Visualization Options in Power BI
 - 4.2 Creating Interactive Reports: Filters, Slicers, and Drillthrough
 - 4.3 Designing Effective Dashboards
 - 4.4 Customizing Visuals and Theme
- 5 Advanced Analytics and Collaboration**
 - 5.1 Using DAX for Advanced Calculations
 - 5.2 Data Segmentation and Clustering
 - 5.3 Implementing What-If Scenarios
 - 5.4 Introduction to AI Visuals (Key Influencers, Decomposition Tree)
 - 5.5 Publishing Reports to Power BI Service
 - 5.6 Sharing and Collaborating on Dashboards
- 6 Capstone Project and Industry Applications**
 - 6.1 Capstone Project: Creating a Comprehensive Dashboard for a Hypothetical Business Scenario
 - 6.2 Discussion on Power BI Applications in Different Domains (Finance, Marketing, HR, Operations)

Course Outcomes (Cos)

- 1 Apply data transformation techniques using Power Query to clean, shape, and integrate data from multiple sources into Power BI models for effective analysis.
- 2 Analyze complex datasets to uncover patterns, trends, and relationships, and create insightful visualizations using Power BI's suite of reporting tools.
- 3 Evaluate business scenarios and metrics by leveraging DAX expressions to generate calculated measures and columns for decision-making.
- 4 Plan and design interactive dashboards and reports that address specific business requirements, incorporating advanced visuals, slicers, and drill-through functionality.
- 5 Examine real-world case studies and identify how Power BI can be used to solve data-driven challenges in various industries such as marketing, finance, and operations.
- 6 Demonstrate the ability to deploy Power BI reports and dashboards in collaborative environments through the Power BI Service, ensuring secure and efficient data sharing.

References:

Required Resources

Required Resources Software:

1. Microsoft Power BI Desktop (Free download)
 - a. Installation link: Power BI Desktop
2. Microsoft Power BI Service (Free and Pro options; Pro may be required for group projects, provided via student licenses if applicable).

Books:

1. Devin Knight, Mitchell Pearson, Bradley Schacht, Erin Ostrowsky (2020). Microsoft Power BI Quick Start Guide, Packt Publishing.
2. Marco Russo and Alberto Ferrari (2020), Author(s). (Year of Publication). The Definitive Guide to DAX: Business Intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel (Business Skills). Pearson Education
3. Recommended Resources
4. Adam Aspin, (2020), Pro Power BI Desktop: Self-Service Analytics and Data Visualization for the Power User, Apress Publishing.
5. Teo Lachev (2020), Applied Microsoft Power BI: Bring Your Data to Life, Prologika Publishing.

MBA 1st Year

Semester 2

Skill - AI & Design (MBA DMST 112)

L	T	P
1	-	2

Course Name: Skill – AI & Design

**Course Credits: 3
112**

Course Code: MBA DMST

Course Objectives:

- 1 Understand the fundamentals of generative AI and its applications in design.
- 2 Learn to generate and manipulate images using AI tools.
- 3 Explore techniques for creating and editing audio content.
- 4 Develop skills in producing and editing videos and small clips.
- 5 Create cohesive and plagiarism-free design content integrating various AI tools.

Course Description: This course introduces MBA students to explore the use of generative AI tools in the design field, focusing on content & image generation, image manipulation, audio editing, and video production. Students will engage with tools such as GPT, Midjourney, Runway, and other free and accessible alternatives to create innovative and plagiarism-free content. The course aims to equip Masters in Design students with practical skills in using generative AI to enhance their design workflows.

Course Contents:

Unit Modules

1 Exploration of AI Tools:

- 1.1 Explore Generative AI Tools
- 1.2 PPT Generative AI Tools
- 1.3 Image Generative AI Tools
- 1.4 Sketch to Render AI Tools
- 1.5 Story Boarding AI Too
- 1.6 Logo Designing AI Tools
- 1.7 Mood board Designing AI Tools
- 1.8 3D Environment AI Tools
- 1.9 Audio Generation AI Tools

2 Project AI Tools

- 2.1 Video Generation AI Tools
- 2.2 Image to Video AI Tools.
- 2.3 Canva AI & Adobe Photoshop/Illustrator AI Tools
- 2.4 Prompt Engineering for Product Series
- 2.5 AI Brand Slideshow

Course Outcomes (COs):

- 1:** Apply generative AI tools such as GPT, Midjourney, and Runway to generate and manipulate images.
- 2:** Produce and edit audio content using AI tools, demonstrating the application of AI in audio creation.
- 3:** Develop and edit video clips that incorporate AI-generated content, showcasing proficiency in AI-driven video production.
- 4:** Demonstrate the ability to use generative tools to create professional-quality design assets, illustrating mastery of AI in design.
- 5:** Compile a comprehensive portfolio that showcases skills in AI-driven content creation, reflecting a high level of expertise and practical application.

References:

- "Generative Design: Visualize, Program, and Create with Processing" by Hartmut Bohnacker et al.
- "AI for Designers" by Kira V. Lussier



MBA 2ND YEAR

SEMESTER 3

MBA 2nd Year
Semester 3
Organizational Behaviour & Human Values (MBA MGT 208)

L	T	P
2	-	-

Course Name: Organizational Behaviour & Human Values

Course Credits: 2

Course Code: MBA MGT 208

Course Objectives:

1. **Understanding Organizational Behaviour:** To provide students with a comprehensive understanding of organizational behaviour, including individual, group, and organizational dynamics.
2. **Applying Universal Human Values:** To equip students with the knowledge and skills necessary to integrate universal human values into organizational practices, enhancing ethical decision-making and leadership.
3. **Developing Leadership Skills:** To develop leadership skills that foster a positive organizational culture and promote effective management practices.

Course Description: This course explores the fundamental principles of organizational behaviour and the integration of universal human values in business contexts. Students will analyze real-world scenarios to understand how organizational culture, leadership, and ethical considerations impact organizational performance. The course emphasizes the application of universal human values such as empathy, integrity, and responsibility in organizational settings to enhance collaboration, innovation, and sustainability.

Course Contents:

Unit Modules

- 1 **Introduction to Organizational Behaviour**
 - 1.1 Understanding Organizational Behaviour: Definition, Importance, and Scope
 - 1.2 Individual Behaviour: Personality, Perception, Motivation, and Learning
 - 1.3 Group Dynamics: Team Building, Communication, and Conflict Resolution
- 2 **Organizational Structure and Culture**
 - 2.1 Organizational Design: Structure, Technology, and Environment
 - 2.2 Organizational Culture: Types, Dimensions, and Impact on Performance.
 - 2.3 Cultural Diversity and Inclusion in Organizations
- 3 **Leadership and Decision Making**
 - 3.1 Leadership Theories: Trait, Behavioural, Contingency, and Transformational Leadership
 - 3.2 Decision Making: Rational, Intuitive, and Participative Approaches
 - 3.3 Ethical Decision Making: Integrating Universal Human Values
- 4 **Organizational Change and Development**
 - 4.1 Organizational Change: Types, Models, and Resistance to Change
 - 4.2 Organizational Development: OD Interventions and Strategies

- 4.3 Sustainability and Social Responsibility in Organizations
- 5 **Universal Human Values in Organizations**
 - 5.1 Introduction to Universal Human Values: Empathy, Integrity, Responsibility
 - 5.2 Applying Human Values in Leadership and Management
 - 5.3 Case Studies: Successful Integration of Human Values in Business

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

1. **Analyze Organizational Dynamics:** Understand individual, group, and organizational factors influencing organizational behaviour.
2. **Apply Human Values:** Integrate universal human values into organizational practices to enhance ethical leadership and decision-making.
3. **Develop Leadership Skills:** Demonstrate leadership skills that foster positive organizational culture and promote effective management practices.
4. **Evaluate Organizational Change:** Assess strategies for managing organizational change and development.

References:

- **Robbins, S. P., & Judge, T. A.** (2020). *Organizational Behavior*. Pearson Education.
- **Bass, B. M.** (1985). *Leadership and Performance Beyond Expectations*. Free Press.
- **Kotter, J. P.** (2001). *What Leaders Really Do*. Harvard Business Review.

MBA 2nd Year
Semester 3
Cyber Security Management (MBA BA 221)

L	T	P
2	-	-

Course Name: Cyber Security Management

Course Credits: 2

Course Code: MBA BA 221

Course Objectives:

1. **Understanding Cybersecurity Fundamentals:** To equip students with a comprehensive understanding of cybersecurity principles, threats, and risk management strategies.
2. **Developing Strategic Cybersecurity Skills:** To provide students with the skills necessary to design, implement, and manage cybersecurity solutions within organizations.
3. **Enhancing Leadership in Cybersecurity:** To develop leadership skills that enable effective management of cybersecurity projects and teams.

Course Description

Course Description: This course focuses on integrating business management principles with cybersecurity practices to prepare students for senior roles in cybersecurity management. It covers strategic leadership, project management in IT security, ethical hacking, and threat modeling techniques. Students will learn to establish and maintain cybersecurity solutions, critically evaluate risks, and apply tools to manage vulnerabilities and threats.

Course Contents:

Unit Modules

- 1 **Introduction to Cybersecurity**
 - 1.1 Overview of Cybersecurity: Threat Landscape, Terminologies, and Basic Security Concepts
 - 1.2 Cybersecurity Threats: Types, Impact, and Mitigation Strategies
 - 1.3 Cybersecurity Frameworks and Standards
- 2 **Cybersecurity Management**
 - 2.1 Cybersecurity Policy and Governance: Planning, Compliance, and Risk Assessment
 - 2.2 Security Controls: Types, Implementation, and Management
 - 2.3 Incident Response and Crisis Management
- 3 **Technical Cybersecurity Skills**
 - 3.1 Network Security: Architecture, Protocols, and Threats
 - 3.2 Ethical Hacking and Penetration Testing: Techniques and Tools
 - 3.3 Cryptography and Secure Communication
- 4 **Leadership and Project Management in Cybersecurity**
 - 4.1 Strategic Leadership in Cybersecurity: Decision Making and Team Management
 - 4.2 Project Management in IT Security: Planning, Execution, and Risk Management
 - 4.3 Business Continuity Planning and Disaster Recovery

5 Emerging Trends in Cybersecurity

- 5.1 Cloud Security and IoT Security
- 5.2 Artificial Intelligence and Machine Learning in Cybersecurity
- 5.3 Cybersecurity Ethics and Legal Considerations

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

1. **Analyze Cybersecurity Threats:** Understand the current threat landscape and develop strategies for mitigation.
2. **Design Cybersecurity Solutions:** Implement and manage cybersecurity solutions effectively.
3. **Lead Cybersecurity Projects:** Demonstrate leadership skills in managing cybersecurity projects and teams.
4. **Evaluate Cybersecurity Risks:** Conduct risk assessments and apply security controls to manage vulnerabilities.

References:

- **EC-Council University.** (2025). *MBA Specialization in Cybersecurity*.
- **Robbins, S. P., & Judge, T. A.** (2020). *Organizational Behavior*. Pearson Education.
- **Kotter, J. P.** (2001). *What Leaders Really Do*. Harvard Business Review.

MBA 2nd Year
Semester 3
Economics for Decision Making (MBA MGT 203)

L	T	P
2	-	-

Course Name: Economics for Decision Making

Course Credits: 2

Course Code: MBA MGT 203

Course Objectives:

- 1. Understanding Economic Principles:** To introduce students to microeconomic and macroeconomic theories relevant to business decision-making.
- 2. Applying Economic Tools:** To equip students with the ability to apply economic tools and techniques to analyze business situations and make informed decisions.
- 3. Enhancing Decision-Making Skills:** To develop skills in using economic concepts to solve complex business problems and evaluate market conditions.

Course Description

Course Description: This course provides an introduction to the economic concepts that are essential for managerial decision-making. It covers both microeconomic and macroeconomic theories, focusing on how these principles can be applied in real-world business scenarios. Students will learn to analyze market structures, understand demand and supply dynamics, and apply marginal analysis to optimize business outcomes. The course also explores how economic policies influence business decisions and how to integrate environmental, social, and governance (ESG) considerations into strategic planning.

Course Contents:

Unit Modules

- 1 Introduction to Managerial Economics**
 - 1.1** Meaning, Nature, Scope, and Significance of Managerial Economics
 - 1.2** Role and Responsibilities of Managerial Economists
 - 1.3** Managerial Theories: Baumol's Model, Marris's Model, Williamson's Model
- 2 Demand Analysis**
 - 2.1** Law of Demand and Exceptions
 - 2.2** Elasticity of Demand: Price, Income, Cross, and Promotional Elasticity
 - 2.3** Demand Forecasting: Methods and Applications
- 3 Cost and Production Analysis**
 - 3.1** Concepts of Production: Laws of Returns to Scale
 - 3.2** Cost Analysis: Types of Costs, Cost Curves, Break-Even Analysis
 - 3.3** Economies of Scale and Diseconomies of Scale
- 4 Market Structures and Pricing**
 - 4.1** Perfect Competition: Features and Pricing
 - 4.2** Monopolistic Competition: Features and Pricing
 - 4.3** Oligopoly: Features, Kinked Demand Curve, Cartels

- 4.4 Monopoly: Features, Pricing, Price Discrimination
- 5 **Economic Policy and Decision Making**
 - 5.1 Fiscal and Monetary Policy: Impact on Business
 - 5.2 International Trade and Monetary Systems
 - 5.3 Applying Economic Concepts to Business Decisions

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

1. **Apply Microeconomic Concepts:** Use demand and supply analysis, elasticity, and cost theory to inform business decisions.
2. **Analyze Market Structures:** Understand how different market structures (perfect competition, monopolistic competition, oligopoly, monopoly) affect pricing strategies.
3. **Evaluate Economic Policies:** Assess the impact of fiscal and monetary policies on business operations.
4. **Integrate ESG Considerations:** Apply environmental, social, and governance principles in strategic business planning.

References:

- Pindyck, R. S., & Rubinfeld, D. L. (2018). *Microeconomics*. Pearson Education.
- Mankiw, G. N. (2020). *Principles of Microeconomics*. Cengage Learning.
- Heilbroner, R. L., & Thurow, L. C. (1998). *Economics Explained: Everything You Need to Know About How the Economy Works and Where It's Going*. Simon & Schuster.

MBA 2nd Year
Semester 3
Career Readiness Program 3 (MBA LS 202)

L	T	P
2	-	1

Course Name: Career Readiness Program 3

Course Credits: 3

Course Code: MBA LS 202

Course Objectives:

1. **Understanding Emotional Intelligence:** To introduce students to the concept of emotional intelligence (EI) and its role in leadership.
2. **Developing Resilience:** To equip students with strategies for building resilience in the face of challenges and change.
3. **Enhancing Leadership Skills:** To develop leadership skills that foster a positive organizational culture and promote effective team management.

Course Description

Course Description: This course focuses on the development of emotional intelligence and resilience as essential skills for effective leadership. It explores how emotional intelligence influences leadership effectiveness, including decision-making, team management, and stress handling. Students will learn to cultivate self-awareness, empathy, and social skills to build strong relationships and navigate complex organizational dynamics. The course also emphasizes strategies for developing resilience, enabling leaders to adapt to change and lead their teams through crises.

Course Contents:

Unit Modules

1 Introduction to Emotional Intelligence

- 1.1 Definition and Components of Emotional Intelligence: Self-Awareness, Self-Regulation, Empathy, Social Skills
- 1.2 Importance of Emotional Intelligence in Leadership: Decision Making, Team Management, Stress Handling
- 1.3 Assessing Emotional Intelligence: Tools and Techniques

2 Building Emotional Intelligence

- 2.1 Developing Self-Awareness: Recognizing Personal Strengths and Weaknesses
- 2.2 Enhancing Empathy: Understanding and Influencing Emotions in Others
- 2.3 Improving Social Skills: Effective Communication and Conflict Resolution

3 Leadership Resilience

- 3.1 Understanding Resilience: Definition, Importance, and Role in Leadership
- 3.2 Strategies for Building Resilience: Mindfulness, Stress Management, and Growth Mindset
- 3.3 Leading with Resilience: Navigating Crises and Change

4 Emotional Intelligence and Team Dynamics

- 4.1 Building Resilient Teams: Emotional Intelligence in Team Management
- 4.2 Fostering a Positive Organizational Culture: Trust, Collaboration, and Innovation
- 4.3 Case Studies: Successful Integration of Emotional Intelligence in Leadership

5 Advanced Leadership Skills

- 5.1 Strategic Leadership: Integrating Emotional Intelligence and Resilience
- 5.2 Coaching and Mentoring: Developing Emotional Intelligence in Others
- 5.3 Future Trends in Emotional Intelligence and Resilience

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

1. **Apply Emotional Intelligence:** Use self-awareness, empathy, and social skills to enhance leadership effectiveness.
2. **Develop Resilience:** Employ strategies for managing stress and adapting to change.
3. **Lead with Emotional Intelligence:** Foster a positive organizational culture and build resilient teams.
4. **Evaluate Leadership Effectiveness:** Assess the impact of emotional intelligence and resilience on leadership outcomes.

References:

- **Goleman, D.** (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- **Salovey, P., & Mayer, J. D.** (1990). *Emotional Intelligence*. *Imagination, Cognition, and Personality*, 9(3), 185-211.
- **Youssef, C. M., & Luthans, F.** (2007). *Positive Organizational Behavior in the Workplace: The Impact of Hope, Optimism, and Resilience*. *Journal of Management*, 33(5), 774-800.

MBA 2nd Year
Semester 3
Financial Modelling (MBA FIN 203)

L	T	P
2	-	1

Course Name: Financial Modelling

Course Credits: 3

Course Code: MBA FIN 203

Course Objectives:

1. To equip students with the fundamental knowledge of financial modelling and its applications in real-world business scenarios.
2. To develop proficiency in using financial models for decision-making, forecasting, and valuation.
3. To provide hands-on experience with financial modelling tools such as Excel and financial software.
4. To enable students to construct and analyze financial statements, cash flow models, and valuation models.

Course Description:

This course focuses on the fundamental concepts and practical applications of financial modelling. Students will learn how to build robust financial models that support decision-making processes across various domains, including investment analysis, corporate finance, and risk management. The course also covers sensitivity analysis, scenario planning, and financial forecasting techniques. By integrating real-world case studies, students will develop critical thinking skills to assess business opportunities and risks effectively.

Course Contents:

Unit Modules

- 1 Introduction to Financial Modelling**
 - 1.1 Understanding financial models and their importance
 - 1.2 Key principles of financial modelling
 - 1.3 Structuring an effective financial model
 - 1.4 Common errors and best practices in modelling
- 2 Excel for Financial Modelling**
 - 2.1 Essential Excel functions for financial modelling
 - 2.2 Data visualization techniques
 - 2.3 Building dynamic financial models using Excel
 - 2.4 Advanced Excel tools: Goal Seek, Solver, Data Tables
- 3 Financial Statement Modelling**
 - 3.1 Forecasting income statements, balance sheets, and cash flow statements
 - 3.2 Linking financial statements
 - 3.3 Sensitivity and scenario analysis
- 4 Valuation and Investment Modelling**

- 4.1 Discounted Cash Flow (DCF) Model
- 4.2 Comparable Company Analysis (CCA)
- 4.3 Merger & Acquisition (M&A) models
- 4.4 Leveraged Buyout (LBO) modelling

5 Risk Analysis and Decision Making

- 5.1 Monte Carlo Simulation
- 5.2 Stress Testing and Scenario Planning
- 5.3 Risk-adjusted valuation methods
- 5.4 Practical applications in corporate finance

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understand the key principles and applications of financial modelling.
2. Develop structured financial models for forecasting and valuation.
3. Apply financial modelling techniques in investment and corporate finance.
4. Use Excel and financial software for data analysis and decision-making.

References:

- Benninga, S. (2014). *Financial Modelling*. MIT Press.
- Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*. Wiley.
- Chandon, S. (2018). *Mastering Financial Modelling in Microsoft Excel*. Pearson Education.
- Tjia, J. (2009). *Building Financial Models*. McGraw-Hill.

MBA 2nd Year
Semester 3
Corporate Finance and Valuation (MBA FIN 202)

L	T	P
2	-	1

Course Name: Corporate Finance and Valuation

Course Credits: 3

Course Code: MBA FIN 202

Course Objectives:

1. To provide students with a fundamental understanding of corporate finance principles and decision-making processes.
2. To equip students with knowledge of financial management, capital budgeting, and risk assessment.
3. To develop analytical skills necessary for financial planning, valuation, and investment analysis.
4. To enable students to understand the impact of financial decisions on corporate performance and shareholder value.

Course Description:

This course explores the key concepts of corporate finance, including capital structure, financial analysis, valuation techniques, and risk management. Students will gain practical insights into how financial decisions impact organizations, from capital budgeting to mergers and acquisitions. By using case studies and financial models, students will develop a strategic approach to corporate finance that aligns with business objectives. The course emphasizes financial planning, investment strategies, and corporate governance, ensuring that students are well-prepared for roles in financial management and consulting.

Course Contents:

Unit Modules

- 1 Fundamentals of Corporate Finance**
 - 1.1 Introduction to Corporate Finance
 - 1.2 Financial Statements and Ratio Analysis
 - 1.3 Time Value of Money
 - 1.4 Risk and Return Trade-off
- 2 Capital Budgeting and Investment Decisions**
 - 2.1 Net Present Value (NPV) and Internal Rate of Return (IRR)
 - 2.2 Payback Period and Profitability Index
 - 2.3 Cost of Capital and Capital Budgeting Techniques
 - 2.4 Risk Analysis in Capital Budgeting
- 3 Capital Structure and Financing Decisions**
 - 3.1 Capital Structure Theories
 - 3.2 Debt vs. Equity Financing
 - 3.3 Dividend Policy Decisions
 - 3.4 Leverage and its Impact on Firm Value

4 Valuation and Financial Strategy

- 4.1 Corporate Valuation Techniques
- 4.2 Mergers and Acquisitions (M&A)
- 4.3 Leveraged Buyouts (LBO)
- 4.4 Corporate Restructuring Strategies

5 Financial Risk Management

- 5.1 Managing Market and Credit Risk
- 5.2 Derivatives and Hedging Strategies
- 5.3 Foreign Exchange Risk
- 5.4 Financial Crisis and Corporate Risk Management

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understand the fundamental principles of corporate finance.
2. Analyze financial statements and assess corporate financial health.
3. Evaluate investment opportunities using capital budgeting techniques.
4. Make informed financing and capital structure decisions.
5. Apply risk management strategies in financial decision-making.

References:

- Brealey, R., Myers, S., & Allen, F. (2019). *Principles of Corporate Finance*. McGraw-Hill.
- Ross, S., Westerfield, R., & Jaffe, J. (2021). *Corporate Finance*. McGraw-Hill.
- Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*. Wiley.
- Berk, J., & DeMarzo, P. (2020). *Corporate Finance*. Pearson Education.

MBA 2nd Year
Semester 3
Investment Banking (MBA FIN 111)

L	T	P
2	-	1

Course Name: Investment Banking

Course Credits: 3

Course Code: MBA FIN

111

Course Objectives:

1. To provide students with a comprehensive understanding of the structure, function, and roles of investment banks in financial markets.
2. To develop analytical skills required to evaluate various investment banking services such as M&A, underwriting, and asset management.
3. To familiarize students with the regulatory framework governing investment banks.
4. To explore real-world case studies for practical applications of investment banking principles.

Course Description:

This course provides an in-depth exploration of investment banking, focusing on core functions such as mergers and acquisitions, capital raising, trading, and advisory services. Students will analyze real-world case studies to understand deal structuring, valuation methodologies, and risk assessment in investment banking transactions. The course also highlights regulatory frameworks, ethical considerations, and technological advancements shaping the industry. Through practical assignments and interactive discussions, students will develop essential skills required to navigate the dynamic world of investment banking.

Course Contents:

Unit Modules

1 Fundamentals of Investment Banking

- 1.1 Introduction to Investment Banking and its Evolution
- 1.2 Role and Functions of Investment Banks
- 1.3 Comparison between Commercial and Investment Banks
- 1.4 Key Players in the Investment Banking Industry

2 Capital Raising and Underwriting

- 2.1 Initial Public Offerings (IPO) and Follow-on Offerings
- 2.2 Debt and Equity Underwriting
- 2.3 Private Placements and Venture Capital Financing
- 2.4 Book Building Process and Pricing Strategies

3 Mergers, Acquisitions, and Restructuring

- 3.1 M&A Process and Deal Lifecycle
- 3.2 Valuation Techniques – DCF, Comparable Companies, and Precedent Transactions
- 3.3 Due Diligence and Risk Assessment in M&A
- 3.4 Leveraged Buyouts (LBOs) and Restructuring Strategies

4 Trading, Markets, and Asset Management

- 4.1 Securities Trading and Market Making
- 4.2 Hedge Funds, Mutual Funds, and Private Equity
- 4.3 Risk Management in Investment Banking
- 4.4 Role of Technology and Algorithmic Trading

Course Outcomes (COs):

After completing the course, students will be able to:

1. Understand the key functions and structure of investment banks.
2. Analyze financial statements and valuation techniques used in investment banking.
3. Evaluate different investment banking services such as M&A, IPOs, and underwriting.
4. Understand regulatory and ethical considerations in investment banking.
5. Develop critical thinking and analytical skills through case-based learning.

References:

- Rosenbaum, J., & Pearl, J. (2013). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*. Wiley Finance.
- Fabozzi, F. J. (2008). *Handbook of Finance, Vol. 1: Financial Markets and Instruments*. Wiley.
- Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*. Wiley.
- Hull, J. C. (2017). *Options, Futures, and Other Derivatives*. Pearson.

MBA 2nd Year
Semester 3
Derivatives and Risk Management (MBA FIN 113)

L	T	P
2	-	1

Course Name: Derivatives and Risk Management

Course Credits: 3

Course Code: MBA FIN 113

Course Objectives:

1. Provide students with an understanding of derivative instruments, including futures, options, forwards, and swaps.
2. Equip students with risk management strategies using derivative products.
3. Analyze pricing models and valuation techniques for derivative instruments.
4. Understand the regulatory environment and ethical considerations in derivative markets.

Course Description:

This course explores financial derivatives as risk management tools in corporate and investment settings. It covers futures, options, swaps, and structured derivative instruments, with a focus on hedging strategies, pricing models, and trading mechanisms. Students will also analyze real-world cases on financial risk management and derivative market failures.

Course Contents:**Unit Modules****1 Introduction to Derivatives**

- 1.1 Overview of Derivatives: Types and Applications
- 1.2 Derivative Market Participants – Hedgers, Speculators, Arbitrageurs
- 1.3 Role of Derivatives in Financial Markets
- 1.4 Regulatory Framework – SEBI, CFTC, Dodd-Frank Act

2 Futures and Forwards

- 2.1 Mechanics of Futures and Forward Contracts
- 2.2 Pricing and Valuation of Forwards and Futures
- 2.3 Hedging Strategies Using Futures
- 2.4 Trading and Settlement Process in Derivatives Markets

3 Options and Swaps

- 3.1 Types of Options – Call, Put, European, American
- 3.2 Option Pricing Models – Black-Scholes and Binomial Model
- 3.3 Interest Rate and Currency Swaps
- 3.4 Strategies Using Options – Covered Calls, Straddles, Spreads

4 Risk Management and Ethical Considerations

- 4.1 Understanding Market, Credit, and Liquidity Risks
- 4.2 Hedging Strategies with Derivatives
- 4.3 Ethical Issues and Regulatory Challenges in Derivatives Trading
- 4.4 Case Studies on Derivative Market Failures – LTCM, 2008 Financial Crisis

Course Outcomes (COs):

After completing the course, students will be able to:

1. Understand the structure and functions of derivative instruments.
2. Apply pricing models for options and futures.
3. Implement hedging strategies to mitigate financial risks.
4. Analyze ethical concerns and regulatory aspects in derivative markets.

References:

- Hull J. C. (2017). *Options, Futures, and Other Derivatives*. Pearson.
- Das S. (2010). *Traders, Guns & Money: Knowns and Unknowns in the Dazzling World of Derivatives*. FT Press.
- Sundaram R., Das S. (2011). *Derivatives: Principles and Practice*. McGraw-Hill.

MBA 2nd Year
Semester 3
Marketing Analytics for Managers (MBA MKT 213)

L	T	P
2	-	1

Course Name: Marketing Analytics for Managers

Course Credits: 3

Course Code: MBA MKT 213

Course Objectives:

1. Equipping students with essential analytical tools to interpret and utilize marketing data.
2. Enabling students to design and implement customer segmentation strategies.
3. Providing hands-on experience with predictive modeling and campaign performance measurement.
4. Familiarizing students with web and social media analytics tools.
5. Highlighting ethical considerations in the use of marketing analytics.

Course Description: This course is designed to provide students with the knowledge and skills to apply data-driven decision-making in marketing. By integrating advanced analytical tools, statistical techniques, and machine learning models, students will learn how to optimize marketing strategies, enhance customer engagement, and measure performance effectively. The course aligns with global standards observed in top business schools worldwide.

Marketing Analytics for Managers bridges the gap between theoretical knowledge and practical application in marketing analytics. It integrates statistical models, machine learning algorithms, and visualization techniques to derive actionable insights from data. Topics include customer segmentation, predictive modeling, campaign optimization, ROI measurement, social media analysis, and ethical considerations.

Course Contents:

Unit Modules

1. Fundamentals of Marketing Analytics

- 1.1. Introduction to Marketing Analytics: Scope, Applications, and Trends
- 1.2. Understanding Data Sources: Internal (CRM, ERP) vs External (Social Media, Market Research)
- 1.3. Key Metrics: Customer Lifetime Value (CLV), Net Promoter Score (NPS), Marketing ROI

2. Customer Segmentation and Targeting

- 2.1. Segmentation Techniques: RFM Analysis, K-Means Clustering, Decision Trees
- 2.2. Personalization Strategies Based on Segmentation Insights
- 2.3. Case Studies: Customer Segmentation in Retail and E-commerce

3. Predictive Analytics in Marketing

- 3.1 Introduction to Predictive Models: Linear Regression, Logistic Regression, Random Forests
- 3.2 Applications of Machine Learning in Marketing: Churn Prediction, Recommendation Systems
- 3.3 Forecasting Techniques for Demand and Consumer Behavior
- 4. Campaign Performance Measurement**
 - 4.1 Attribution Models: First-Touch, Last-Touch, Multi-Touch Attribution
 - 4.2 A/B Testing Frameworks for Campaign Optimization
 - 4.3 Measuring ROI Using Advanced Analytics Techniques
- 5. Social Media and Web Analytics**
 - 5.1 Key Metrics for Social Media Platforms (Engagement Rate, Click-Through Rate)
 - 5.2 Web Analytics Tools: Google Analytics, Adobe Analytics
 - 5.3 Sentiment Analysis Using Text Mining Techniques
- 6. Ethical Considerations in Marketing Analytics**
 - 6.1 Data Privacy Laws and Regulations (GDPR, CCPA)
 - 6.2 Ethical Use of Consumer Data in Targeted Advertising
 - 6.3 Building Trust Through Transparency in Data Practices

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

1. Apply statistical models and machine learning techniques to solve marketing challenges.
2. Develop customer segmentation strategies for targeted campaigns.
3. Measure the effectiveness of marketing initiatives using ROI and attribution models.
4. Use web analytics tools to derive actionable insights from digital platforms.
5. Address ethical concerns related to data usage in marketing.

References:

- Kotler P., Keller K.L., *Marketing Management* (15th Edition), Pearson Education.
- Hair J.F., Black W.C., Babin B.J., Anderson R.E., *Multivariate Data Analysis* (7th Edition), Pearson Education.
- Grigsby M., *Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques*, Kogan Page Publishers.
- Hartman K., *Digital Marketing Analytics in Practice*, Coursera Modules (2020).

MBA 2nd Year
Semester 3
Legal and Ethical Aspects of Marketing (MBA MKT 215)

L	T	P
2	-	1

Course Name: Legal and Ethical Aspects of Marketing

Course Credits: 3

Course Code: MBA MKT 215

Course Objectives:

1. To provide an understanding of the legal environment affecting marketing practices.
2. To develop the ability to identify and address ethical dilemmas in marketing.
3. To familiarize students with key laws and regulations governing advertising, consumer protection, and intellectual property.
4. To enable students to evaluate the societal impact of marketing decisions.
5. To prepare students to manage legal risks and maintain ethical standards in business.

Course Description: This course is designed to provide students with a comprehensive understanding of the legal and ethical frameworks that govern marketing practices. It equips students with the knowledge to navigate complex legal issues, adhere to ethical principles, and make responsible marketing decisions in a global business environment. The course emphasizes real-world applications, case studies, and regulatory compliance.

Legal and Ethical Aspects of Marketing explores the intersection of law, ethics, and marketing practices. It addresses the regulatory frameworks governing marketing activities, including advertising standards, consumer protection laws, data privacy regulations, and intellectual property rights. The course also emphasizes ethical considerations such as corporate social responsibility (CSR), sustainability, and fair competition.

Course Contents:

Unit Modules

1. Introduction to Legal Frameworks in Marketing

- 1.1. Overview of Business Law and Its Relevance to Marketing
- 1.2. Key Legal Concepts: Contracts, Torts, Agency Law
- 1.3. Regulatory Bodies and Their Role in Marketing (e.g., FTC, GDPR)

2. Advertising Laws and Consumer Protection

- 2.1 Laws Governing Advertising: Truth-in-Advertising Standards
- 2.2 Consumer Protection Laws: Unfair Trade Practices, Product Liability
- 2.3 Case Studies: Misleading Advertisements and Legal Repercussions

3. Intellectual Property Rights in Marketing

- 3.1 Trademarks, Copyrights, and Patents in Marketing Campaigns
- 3.2 Protecting Brand Identity Through IP Laws
- 3.3 Case Studies: Trademark Infringement in Advertising

4. Data Privacy and Digital Marketing Regulations

- 4.1 Data Privacy Laws: GDPR, CCPA, Indian IT Act
- 4.2 Ethical Use of Consumer Data in Targeted Advertising
- 4.3 Case Studies: Data Breaches and Their Impact on Brand Reputation
- 5. Ethical Decision-Making in Marketing**
 - 5.1 Frameworks for Ethical Decision-Making (e.g., Utilitarianism vs Deontology)
 - 5.2 Corporate Social Responsibility (CSR) and Sustainability in Marketing
 - 5.3 Case Studies: Ethical Dilemmas in Pricing Strategies
- 6. Global Perspectives on Legal and Ethical Marketing**
 - 6.1 Cross-Border Marketing Challenges: Compliance with International Laws
 - 6.2 Cultural Sensitivities and Ethical Considerations in Global Campaigns
 - 6.3 Case Studies: Global Brands Facing Legal/Ethical Challenges

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

1. Understand the legal frameworks that influence marketing practices.
2. Analyze marketing strategies for compliance with advertising laws and consumer protection regulations.
3. Evaluate intellectual property issues related to branding and advertising.
4. Address ethical challenges using structured decision-making frameworks.
5. Develop socially responsible marketing strategies that align with global standards.

References:

- Petty R.D., *Teaching Marketing Law: A Business Law Perspective on Integrating Marketing and Law*, Journal of Marketing Education (2000).
- Kotler P., Keller K.L., *Marketing Management* (15th Edition), Pearson Education.
- Ferrell O.C., Fraedrich J., Ferrell L., *Business Ethics: Ethical Decision Making & Cases* (12th Edition), Cengage Learning.
- Hartman L.P., DesJardins J.R., *Business Ethics: Decision Making for Personal Integrity & Social Responsibility* (4th Edition), McGraw-Hill Education.

MBA 2nd Year
Semester 3
Sales and Distribution Management (MBA MKT 217)

L	T	P
1	-	3

Course Name: Sales and Distribution Management

Course Credits: 3

Course Code: MBA MKT 217

Course Objectives:

1. To provide an understanding of the principles and practices of sales and distribution management.
2. To develop skills in designing and forecasting sales plans and budgets.
3. To enable students to manage sales teams effectively and formulate sales strategies.
4. To familiarize students with different distribution channels and their management.
5. To prepare students for real-world challenges through case studies and industry insights.

Course Description: This course is designed to provide students with a deep understanding of sales and distribution strategies in the modern business environment. It focuses on developing skills to manage sales teams, design effective sales strategies, and optimize distribution channels.

Sales and Distribution Management explores the strategic role of sales in achieving organizational goals and the importance of efficient distribution networks in delivering value to customers. The course covers various aspects such as personal selling, sales forecasting, budgeting, channel design, logistics, and performance evaluation. Students will gain insights into managing sales teams, optimizing channel performance, and adapting to emerging trends in sales and distribution.

Course Contents:

Unit Modules

1 Introduction to Sales & Distribution Management

- 1.1. Nature and Scope of Sales Management
- 1.2. Personal Selling Objectives and Strategies
- 1.3. Types of Sales Management Positions
- 1.4. Theories of Personal Selling (AIDA Model, SPIN Selling)
- 1.5. Sales Forecasting Techniques
- 1.6. Budgeting Decisions

2 Designing Sales Strategies

- 2.1. Setting Sales Objectives
- 2.2. Territory Design and Management
- 2.3. Key Account Management (KAM)
- 2.4. Sales Negotiation Techniques
- 2.5. Case Studies: Successful Sales Strategies

3 Managing the Sales Force

- 3.1. Recruitment, Selection, and Training of Sales Teams
- 3.2. Motivation Techniques for Sales Teams
- 3.3. Performance Evaluation Metrics (e.g., KPIs for Sales Teams)
- 3.4. Leadership in Sales Force Management
- 3.5. Studies: Managing High-Performing Sales Teams

4 Distribution Channel Design

- 4.1. Role of Distribution Channels in Marketing Strategy
- 4.2. Types of Distribution Channels (Direct vs Indirect)

- 4.3. Channel Member Selection and Relationship Management
- 4.4. Channel Conflict Resolution Strategies
- 4.5. Case Studies: Optimizing Distribution Networks
- 5 Logistics and Supply Chain Integration**
 - 5.1. Role of Logistics in Distribution Management
 - 5.2. Inventory Management Techniques (e.g., JIT, EOQ)
 - 5.3. Transportation Planning and Optimization
 - 5.4. Technology in Logistics (e.g., RFID, GPS Tracking)
 - 5.5. Case Studies: Supply Chain Success Stories
- 6 Emerging Trends in Sales & Distribution**
 - 6.1. Digital Transformation in Sales (e.g., CRM Tools like Salesforce)
 - 6.2. E-commerce Distribution Models (e.g., Last-Mile Delivery)
 - 6.3. Omni-Channel Retailing Strategies
 - 6.4. Sustainability in Distribution Practices
 - 6.5. Case Studies: Innovations in Sales & Distribution

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

1. Understand the principles of sales management and its role in achieving organizational goals.
2. Design effective sales strategies aligned with business objectives.
3. Manage sales teams through recruitment, training, motivation, and performance evaluation.
4. Optimize distribution channels to enhance customer satisfaction.
5. Leverage technology to improve efficiency in sales and distribution processes.

References:

- Still R.R., Cundiff E.W., Govoni N.A.P., *Sales Management: Decisions, Strategies & Cases* (5th Edition), Pearson Education India.
- Kotler P., Keller K.L., *Marketing Management* (15th Edition), Pearson Education.
- Havaldar K.K., Cavale V.M., *Sales & Distribution Management* (Text & Cases), McGraw Hill Education.
- Zoltners A.A., Sinha P., Lorimer S.E., *Building a Winning Sales Force*, AMACOM Publishers.

MBA 2nd Year
Semester 3
B2B Marketing (MBA MKT 205)

L	T	P
1	-	3

Course Name: B2B Marketing
Course Credits: 3

Course Code: MBA MKT 205

Course Objectives:

1. To understand the fundamental differences between B2B and B2C marketing.
2. To analyze the business buyer's behavior and decision-making process.
3. To develop skills in creating effective B2B marketing strategies and tactics.
4. To emphasize the importance of relationship building with key stakeholders in B2B contexts.
5. To explore the role of analytics in measuring and optimizing B2B marketing efforts.
6. To examine emerging trends and global perspectives in B2B marketing.

Course Description: This course is designed to provide students with a comprehensive understanding of Business-to-Business (B2B) marketing strategies, frameworks, and tools. It focuses on the unique characteristics of B2B markets, the buyer decision-making process, relationship management, and the role of analytics in driving data-informed decisions. The curriculum integrates theoretical concepts with practical applications, aligning with global standards.

B2B Marketing focuses on the unique aspects of marketing to businesses rather than individual consumers. It covers topics such as segmentation, targeting, positioning in B2B markets, relationship management with customers and partners, sales enablement strategies, and leveraging digital channels for lead generation and nurturing. The course also explores data-driven decision-making, analytics, and emerging trends like account-based marketing (ABM) and sustainability in B2B contexts.

Course Contents:**Unit Modules****1. Introduction to B2B Marketing**

- 1.1. Characteristics of B2B vs B2C Marketing
- 1.2. Opportunities and Challenges in B2B Marketing
- 1.3. Role of B2B Marketing in Organizational Growth

2. Understanding Business Buyers

- 2.1 Business Buyer Behavior: Needs, Motivations, and Decision-Making Processes
- 2.2 Segmentation, Targeting, and Positioning in B2B Markets
- 2.3 Case Studies: Buyer Personas and Journey Mapping

3. Developing a B2B Marketing Strategy

- 3.1 Key Elements of a Successful B2B Marketing Strategy
- 3.2 Aligning Marketing Strategies with Sales Pipelines
- 3.3 Case Studies: Effective Sales Enablement by Marketing

4. Relationship Building in B2B Marketing

- 4.1 Managing Relationships with Customers, Partners, and Suppliers
- 4.2 Customer-Centric Approaches in Relationship Management
- 4.3 Case Studies: Long-Term Relationship Building in Key Accounts

5. Data-Driven Decision Making in B2B Marketing

- 5.1 Importance of Analytics in B2B Marketing Decisions
- 5.2 Key Performance Indicators (KPIs) for Measuring Success
- 5.3 Tools for Data-Driven Marketing (e.g., CRM Systems like Salesforce)

6. Tactical Approaches to B2B Marketing

- 6.1 Content Marketing & Lead Nurturing Strategies
- 6.2 Social Media and Email Marketing for B2B Audiences
- 6.3 Account-Based Marketing (ABM) Tactics
- 6.4 Event Marketing & Sponsorships

7. Emerging Trends and Global Perspectives

- 7.1 Digital Transformation in B2B Marketing
- 7.2 Sustainability Practices in B2B Strategies
- 7.3 Globalization Challenges in Cross-Border Campaigns

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

1. Understand the unique characteristics of B2B markets compared to consumer markets.
2. Analyze business buyer behavior to design effective marketing strategies.
3. Develop tactical approaches such as content marketing, ABM, and event marketing.
4. Leverage data analytics to measure campaign success and optimize performance.
5. Address challenges related to globalization and sustainability in a B2B context.

References:

- Anderson J.C., Narus J.A., *Business Market Management: Understanding, Creating, and Delivering Value* (3rd Edition), Pearson Education.
- Kotler P., Keller K.L., *Marketing Management* (15th Edition), Pearson Education.
- Brennan R., Canning L., McDowell R., *Business-to-Business Marketing* (4th Edition), Sage Publications.
- Zoltners A.A., Sinha P., Lorimer S.E., *Building a Winning Sales Force*, AMACOM Publishers.

MBA 2nd Year
Semester 3
IPR, Startup Laws, and Ecosystems (MBA ENT 232)

L	T	P
2	-	1

Course Name: IPR, Startup Laws, and Ecosystems

Course Credits: 3

Course Code : MBA ENT 232

Course Objectives:

1. To provide students with a comprehensive understanding of Intellectual Property Rights (IPR) and their role in fostering innovation and business growth.
2. To introduce students to the legal frameworks and regulatory requirements governing startups and entrepreneurial ventures.
3. To familiarize students with various startup ecosystems, funding mechanisms, and compliance aspects.
4. To equip students with knowledge of business structuring, taxation, and government policies that impact startups.

Course Description:

This course provides an in-depth exploration of Intellectual Property Rights (IPR) and startup laws, essential for any entrepreneur or business leader. Students will gain practical insights into different types of intellectual property, their protection mechanisms, and strategic implications in the startup ecosystem. The course also delves into legal and regulatory aspects, including company formation, compliance requirements, and funding mechanisms, enabling students to navigate the complexities of launching and scaling a startup. Additionally, real-world case studies and business models will be analyzed to provide hands-on exposure to startup ecosystems at national and global levels.

Course Contents:

Unit Module

- 1. Fundamentals of Intellectual Property Rights (IPR)**
 - 1.1 Introduction to IPR and its significance
 - 1.2 Types of Intellectual Property: Patents, Trademarks, Copyrights, Trade Secrets
 - 1.3 The Patent Filing Process and Criteria
 - 1.4 Case Studies on Successful IP Strategies
- 2. Legal Framework for Startups**
 - 2.1 Business Structures: Sole Proprietorship, Partnership, LLP, Private Limited Company
 - 2.2 Startup Registration and Regulatory Compliance
 - 2.3 Legal Aspects of Contracts and Agreements (Founders' Agreements, NDAs, Term Sheets)
 - 2.4 Taxation Policies and GST Compliance for Startups

- 3. Startup Ecosystems and Funding Mechanisms**
 - 3.1 Government Initiatives and Startup India Policy
 - 3.2 Venture Capital, Angel Investors, Crowd funding
 - 3.3 Incubators and Accelerators
 - 3.4 Startup Valuation and Exit Strategies
- 4. Emerging Trends and Challenges in Startup Laws**
 - 4.1 International IP Laws and Global Startup Ecosystems
 - 4.2 Data Protection, Cybersecurity, and Legal Challenges in Digital Startups
 - 4.3 Ethical and Social Responsibility in Entrepreneurship
 - 4.4 Case Studies on Legal Challenges Faced by Startups

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand the key principles and significance of Intellectual Property Rights (IPR) in business strategy.
2. Navigate the legal landscape for startups, ensuring regulatory and compliance adherence.
3. Identify various startup funding sources and evaluate different investment models.
4. Analyze real-world case studies to understand challenges and best practices in the startup ecosystem.

References:

- **Gupta R.** (2021). *Startup Law and Entrepreneurship: A Legal Handbook for Entrepreneurs*. Bloomsbury India.
- **Prasad K.** (2019). *Intellectual Property Rights: Laws and Practices*. Wiley India.
- **Sharma V.** (2022). *Startup Ecosystem and Business Models*. McGraw-Hill Publications.
- **Government of India Reports** on Startup India, IPR Policy, and Entrepreneurship Development.

Innovation & Technological Adaptation in Family Enterprise(MBA ENT 228)

L	T	P
2	-	1

Course Name: Innovation & Technological Adaptation in Family Enterprise

Course Credits: 3

Course Code: MBA ENT 228

Course Objectives:

1. To provide students with an in-depth understanding of the role of innovation and technology in sustaining and scaling family enterprises.
2. To explore frameworks and models that facilitate technological adaptation and transformation in family-owned businesses.
3. To analyze real-world case studies that highlight successful technological transitions and innovations in family enterprises.
4. To equip students with strategic insights into digital transformation, legacy modernization, and sustainable innovation practices.

Course Description:

This course examines the intersection of innovation, technology, and family enterprise sustainability. Through case studies and strategic frameworks, students will learn how family businesses can leverage digital transformation, AI, and emerging technologies to stay competitive. The course will also address challenges unique to family enterprises, such as resistance to change, succession planning, and governance structures. Students will explore key technological trends in various industries and their application in long-standing business models to drive growth and operational efficiency.

Course Contents:

Unit Module

- 1. Fundamentals of Innovation in Family Enterprises**
 - 1.1 Understanding the importance of innovation for family businesses
 - 1.2 Challenges in adopting innovation within family-run organizations
 - 1.3 Leadership and change management in technological adaptation
 - 1.4 Case studies on innovation in long-standing family enterprises
- 2. Models and Frameworks for Technological Adaptation**
 - 2.1 The Innovation Adoption Curve (Everett Rogers)
 - 2.2 The Three Horizons Framework for Family Enterprises
 - 2.3 Open Innovation and Collaboration Models
 - 2.4 Legacy Business Transformation Strategies
- 3. Digital Transformation & Emerging Technologies**
 - 3.1 Role of AI, IoT, and Big Data in family businesses
 - 3.2 E-commerce and digital platforms for legacy brands
 - 3.3 Technology-driven operational efficiencies (ERP, CRM, Automation)
 - 3.4 Case studies on successful digital adaptation in family enterprises

4. Succession Planning and Sustainable Innovation

- 4.1 Integrating innovation in business succession strategies
- 4.2 Balancing tradition and modernity in family-run firms
- 4.3 Funding and investment strategies for tech-driven growth
- 4.4 Ethical considerations and sustainability in business transformation

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand key innovation principles and technological trends impacting family enterprises.
2. Apply models and frameworks for digital transformation in family-run businesses.
3. Develop strategies for overcoming challenges in technological adaptation.
4. Assess real-world case studies and implement best practices in innovation-driven growth.

References:

- **Christensen C.** (1997). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business Review Press.
- **Ward J.** (2011). *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership*. Palgrave Macmillan.
- **Tushman M. & O'Reilly C.** (2002). *Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal*. Harvard Business Review Press.
- **Government & Industry Reports** on digital transformation and innovation in SMEs & family enterprises.

MBA 2nd Year Semester 3 Fundraising for Startups (MBA ENT 230)

L	T	P
2	-	1

Course Name: Fundraising for Startups

Course Credits: 3

Course Code: MBA ENT 230

Course Objectives:

1. To provide students with a comprehensive understanding of fundraising strategies and investment options available for startups.
2. To introduce students to financial modeling, valuation, and investor relations critical to securing funding.
3. To equip students with knowledge about venture capital, angel investors, crowdfunding, and government grants.
4. To analyze case studies of successful and failed fundraising efforts to extract key learnings for entrepreneurs.

Course Description:

This course delves into the principles and strategies of raising capital for startups, examining various funding sources, investor expectations, and financial structuring. Students will explore real-world case studies and develop practical skills in pitching, negotiating, and managing investor relationships. Additionally, they will gain insights into financial due diligence, term sheets, equity distribution, and alternative funding mechanisms such as crowdfunding and venture debt. The course will prepare aspiring entrepreneurs with the knowledge and tools necessary to successfully raise capital and sustain business growth.

Course Contents:**Unit Module**

- 1. Fundamentals of Startup Fundraising**
 - 1.1 Understanding the need for funding in startups
 - 1.2 Stages of startup funding: Pre-seed, Seed, Series A, B, C+
 - 1.3 Bootstrapping vs. external funding
 - 1.4 Understanding investor expectations and risk appetite
- 2. Models and Frameworks for Fundraising**
 - 2.1 The SAFE (Simple Agreement for Future Equity) Model
 - 2.2 Convertible Notes vs. Equity Financing
 - 2.3 Venture Capital Funnel & Investor Decision Process
 - 2.4 Crowdfunding Models: Reward-based, Equity-based, Debt-based
- 3. Sources of Startup Funding**
 - 3.1 Angel Investors and Venture Capitalists
 - 3.2 Government Grants, Startup India Initiatives, and MSME Schemes
 - 3.3 Corporate Venture Capital & Strategic Investors
 - 3.4 Bank Loans, Venture Debt, and Revenue-based Financing
- 4. Pitching, Valuation, and Negotiation**
 - 4.1 Crafting a compelling investor pitch and storytelling techniques
 - 4.2 Startup Valuation Methods: DCF, Comparable Company Analysis, VC Method
 - 4.3 Understanding Term Sheets and Cap Tables
 - 4.4 Negotiation strategies and closing a funding deal

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Identify various sources and stages of startup funding.

2. Apply financial models and frameworks to structure fundraising strategies.
3. Develop and present effective investor pitches.
4. Understand valuation techniques and negotiate funding terms effectively.

References:

- **Feld B. & Mendelson J.** (2019). *Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist*. Wiley.
- **Gompers P. & Lerner J.** (2004). *The Money of Invention: How Venture Capital Creates New Wealth*. Harvard Business Review Press.
- **Blank S. & Dorf B.** (2012). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. K & S Ranch.
- **Government & Industry Reports** on venture capital trends, startup funding policies, and regulatory frameworks.

**MBA 2nd Year
Semester 3**

**The Startup Sales Playbook: Business Development Breakthroughs (MBA
ENT 226)**

L	T	P
2	-	1

Course Name: The Startup Sales Playbook: Business Development Breakthroughs
Course Credit: 3 **Course Code: MBA ENT 226**

Course Objectives:

1. To equip students with essential sales and business development strategies tailored for startups.
2. To introduce students to proven frameworks and methodologies for customer acquisition, retention, and scaling sales.
3. To help students master the art of sales storytelling, negotiation, and closing high-value deals.
4. To provide hands-on experience in using digital sales tools, CRM platforms, and analytics to optimize the sales funnel.

Course Description:

This course delves into the fundamental principles and advanced techniques of sales in a startup environment. From prospecting and lead generation to negotiation and customer retention, students will explore a comprehensive approach to startup sales. Through case studies, role-plays, and live projects, students will gain hands-on experience in refining their pitch, handling objections, and driving revenue growth. The course also focuses on leveraging digital sales tools, social selling, and business development strategies to scale a startup effectively.

Course Contents:

Unit Module

- 1. Fundamentals of Startup Sales & Business Development**
 - 1.1 Understanding the sales cycle in startups
 - 1.2 Difference between sales, business development, and marketing
 - 1.3 Identifying and segmenting target customers
 - 1.4 Building a scalable sales strategy
- 2. Sales Models and Frameworks**
 - 2.1 BANT (Budget, Authority, Need, Timeline) and MEDDIC Sales Methodologies
 - 2.2 SPIN (Situation, Problem, Implication, Need-Payoff) Selling
 - 2.3 The Challenger Sales Model
 - 2.4 Relationship vs. Solution Selling
- 3. Sales Outreach and Customer Acquisition**
 - 3.1 Cold calling and cold emailing strategies
 - 3.2 Social selling on LinkedIn and Twitter
 - 3.3 Creating compelling sales narratives and pitch decks
 - 3.4 Handling objections and overcoming rejection
- 4. Negotiation, Closing, and Retention Strategies**
 - 4.1 The psychology of persuasion in sales
 - 4.2 Negotiation tactics and closing high-value deals
 - 4.3 Customer success strategies for retention and upselling
 - 4.4 Leveraging CRM tools and analytics for sales optimization

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Develop and implement effective sales strategies tailored for startups.
2. Apply key sales frameworks to qualify leads, engage customers, and close deals.
3. Utilize digital sales tools and platforms to enhance business development efforts.
4. Master sales pitching, negotiation, and customer retention techniques.

References:

- **Dixon M. & Adamson B.** (2011). *The Challenger Sale: Taking Control of the Customer Conversation*. Portfolio/Penguin.
- **Rackham N.** (1988). *SPIN Selling*. McGraw-Hill.
- **Holmes C.** (2017). *The Ultimate Sales Machine: Turbocharge Your Business with Relentless Focus on 12 Key Strategies*. Portfolio.
- **Tracy B.** (2007). *The Psychology of Selling: Increase Your Sales Faster and Easier Than You Ever Thought Possible*. Thomas Nelson.

MBA 2nd Year
Semester 3
Machine Learning for Managers (MBA BA 223)

L	T	P
1	-	3

Course Name: Machine Learning for Managers

Course Credits: 3

Course Code: MBA BA 223

Course Objectives:

1. To equip students with a fundamental understanding of machine learning concepts and their applications in business decision-making.
2. To provide students with insights into how machine learning can be leveraged for data-driven strategies, predictive analytics, and automation in managerial functions.
3. To enable students to interpret machine learning outputs, make strategic decisions, and collaborate effectively with data science teams.
4. To explore real-world case studies demonstrating the impact of machine learning on business operations and innovation.

Course Description:

This course introduces students to the core principles of machine learning from a managerial perspective. It focuses on understanding how businesses can integrate AI-driven decision-making into their strategies, optimize processes, and gain competitive advantages.

Students will learn about supervised and unsupervised learning, predictive analytics, big data processing, and ethical considerations in AI adoption. The course also covers tools and techniques essential for leveraging machine learning models without requiring extensive coding expertise.

Through case studies and industry applications, students will develop the ability to critically analyze machine learning solutions and make informed business decisions.

Course Contents:

Unit Modules

1 Fundamentals of Machine Learning in Business

- 1.1 Introduction to Machine Learning & AI in Business
- 1.2 Key Machine Learning Terminologies for Managers
- 1.3 Supervised vs. Unsupervised Learning
- 1.4 The Role of Data in Machine Learning

2 Machine Learning Models for Decision-Making

- 2.1 Predictive Analytics & Forecasting in Business
- 2.2 Regression, Classification & Clustering Techniques

- 2.3 Recommendation Systems & Personalization
- 2.4 AI-Powered Business Intelligence Tools

3 Implementing Machine Learning in Organizations

- 3.1 Steps to Integrating Machine Learning into Business Processes
- 3.2 Understanding Model Interpretability & Bias
- 3.3 Ethical and Legal Considerations in AI Adoption
- 3.4 Challenges & Limitations of Machine Learning in Business

4 Business Applications & Case Studies

- 4.1 Machine Learning in Marketing & Customer Analytics
- 4.2 AI for Financial Forecasting & Risk Management
- 4.3 Supply Chain Optimization Using ML
- 4.4 HR Analytics & Talent Management with AI

Course Outcomes (COs):

After completing this course, students will be able to:

1. Understand key machine learning concepts and their relevance in business decision-making.
2. Analyze real-world applications of machine learning in various business functions.
3. Develop a strategic mindset for implementing machine learning solutions.
4. Make informed decisions when working with data science teams and AI-driven tools.

References:

- A. Géron (2019), *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow*, O'Reilly Media.
- T. Davenport & J. G. Harris (2017), *Competing on Analytics: The New Science of Winning*, Harvard Business Review Press.
- C. Alpaydin (2020), *Machine Learning: The New AI*, MIT Press.
- E. Siegel (2016), *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*, Wiley Publications.

MBA 2nd Year
Semester 3
Introduction to Python Programming (MBA BA 225)

L	T	P
1	-	3

Course Name: Introduction to Python Programming

Course Credits: 3

Course Code: MBA BA 225

Course Objectives:

1. To introduce students to the fundamentals of Python programming.
2. To develop problem-solving skills using Python for data manipulation and automation.
3. To familiarize students with key Python libraries used in business analytics and data science.
4. To enable students to write, test, and debug Python programs for real-world applications.

Course Description:

This course provides a comprehensive introduction to Python, focusing on practical applications in business and data analysis. Students will learn how to write Python scripts, manipulate data, and automate repetitive tasks. The course will cover fundamental programming concepts such as variables, loops, and functions, along with an introduction to data analysis tools like Pandas and NumPy.

By the end of the course, students will be able to use Python for basic data processing, business analytics, and workflow automation—essential skills for managers in a data-driven world.

Course Contents:

Unit Modules

1 Fundamentals of Python

- 1.1 Introduction to Python and Its Applications
- 1.2 Setting Up Python Environment (Jupyter Notebook, Anaconda, VS Code)
- 1.3 Variables, Data Types, and Operators
- 1.4 Control Flow: Conditional Statements and Loops

2 Functions and Data Structures

- 2.1 Defining and Calling Functions
- 2.2 Lists, Tuples, and Dictionaries
- 2.3 File Handling (Reading and Writing Files)
- 2.4 Exception Handling and Debugging

3 Data Handling and Business Applications

- 3.1 Introduction to NumPy for Numerical Computation
- 3.2 Data Analysis with Pandas (Reading CSV, DataFrames, Data Cleaning)
- 3.3 Basic Data Visualization with Matplotlib & Seaborn
- 3.4 Automating Business Tasks with Python

4 Python for Business and Decision-Making

- 4.1 Web Scraping with BeautifulSoup
- 4.2 Working with APIs and JSON Data
- 4.3 Introduction to Machine Learning with Python (Basic Concepts)
- 4.4 Real-World Case Studies: Python in Marketing, Finance, and Operations

Course Outcomes (COs):

After completing this course, students will be able to:

1. Write basic Python scripts and automate simple business tasks.
2. Work with data structures and handle data effectively.
3. Use Python libraries for data analysis and visualization.
4. Apply Python programming to solve real-world business challenges.

References:

- Al Sweigart (2019), *Automate the Boring Stuff with Python*, No Starch Press.
- Jake VanderPlas (2016), *Python Data Science Handbook*, O'Reilly Media.
- Wes McKinney (2017), *Python for Data Analysis*, O'Reilly Media.
- Zed A. Shaw (2017), *Learn Python the Hard Way*, Addison-Wesley.

MBA 2nd Year
Semester 3
Analytics for Sustainability Management (MBA BA 227)

L	T	P
1	-	3

Course Name: Analytics for Sustainability management

Course Credits: 3

Course Code: MBA BA 227

Course Objectives:

1. To equip students with data-driven approaches for sustainable business practices.
2. To introduce analytics tools and frameworks for measuring sustainability performance.
3. To enable students to leverage data visualization and predictive analytics for decision-making in sustainability initiatives.
4. To analyze real-world case studies on corporate sustainability, ESG (Environmental, Social, and Governance) reporting, and circular economy.

Course Description:

This course explores the role of analytics in sustainability management, providing students with the necessary tools to measure and improve environmental, social, and governance (ESG) performance.

Students will learn data collection, impact assessment, and predictive modeling techniques to support sustainable business decisions. The course integrates big data, AI, and machine learning applications in sustainability management while emphasizing ethical considerations and regulatory compliance.

Real-world case studies from industries such as renewable energy, supply chain management, and corporate sustainability will be used to illustrate best practices.

Course Contents:

Unit Modules

1 Foundations of Sustainability Analytics

- 1.1 Introduction to Sustainability and ESG Metrics
- 1.2 Role of Analytics in Sustainability Decision-Making
- 1.3 Frameworks for Measuring Sustainability (Triple Bottom Line, UN SDGs, GRI, SASB)
- 1.4 Key Sustainability Indicators & Performance Metrics

2 Data Analytics for Sustainability

- 2.1 Data Sources for ESG and Sustainability Reporting
- 2.2 Introduction to Big Data and AI for Sustainability
- 2.3 Carbon Footprint and Energy Consumption Analysis
- 2.4 Circular Economy and Lifecycle Assessment (LCA)

3 Business Applications of Sustainability Analytics

- 3.1 Supply Chain Optimization & Sustainable Procurement
- 3.2 Predictive Analytics for Renewable Energy & Climate Risk Management
- 3.3 Sustainable Finance: Green Bonds & ESG Investing
- 3.4 Social Impact Analysis and Stakeholder Engagement

4 Tools and Case Studies

- 4.1 Data Visualization for Sustainability Reporting (Tableau, Power BI)
- 4.2 Machine Learning for Climate Forecasting and Emission Reduction
- 4.3 Case Studies:

- Tesla's Sustainability Strategy
 - Unilever's Circular Economy Approach
 - Amazon's Carbon Footprint Reduction Initiatives
- 4.4 Future Trends in Sustainability Analytics

Course Outcomes (COs):

After completing this course, students will be able to:

1. Understand the role of analytics in sustainable business practices.
2. Use data visualization and predictive modeling to drive sustainability decisions.
3. Apply big data and AI techniques for sustainability reporting and impact assessment.
4. Analyze real-world ESG and sustainability case **studies** to develop responsible business strategies.

References:

- Willard, B. (2012). *The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line*. New Society Publishers.
- Elkington, J. (2018). *Green Swans: The Coming Boom in Regenerative Capitalism*. Fast Company Press.
- Chatterjee, S., & Kar, A. (2020). *Machine Learning and AI for Sustainable Growth*. Springer.
- Henisz, W., Koller, T., & Nuttall, R. (2019). *Five Ways That ESG Creates Value*. McKinsey & Company.

MBA 2nd Year Semester 3 Cyber Security for Managers (MBA BA 229)

L	T	P
1	-	3

Course Name: Cyber Security for Managers

Course Credits: 3

Course Code: MBA BA 229

Course Objectives:

1. To equip students with a **managerial understanding of cybersecurity risks** and best practices.
2. To develop knowledge of **cyber threats, data protection strategies, and compliance regulations** in business environments.

3. To enable students to implement **risk management frameworks and incident response plans**.
4. To analyze real-world **cybersecurity case studies** to understand the impact on businesses and decision-making.

Course Description:

This course provides business leaders and managers with a foundational understanding of cybersecurity principles, risk assessment, and data protection strategies. Students will learn about cyber threats such as phishing, ransomware, insider threats, and social engineering, along with the importance of regulatory compliance (GDPR, CCPA, ISO 27001) in business operations. The course will cover frameworks for cyber risk management, incident response planning, and security governance, enabling managers to make informed decisions in safeguarding organizational assets. Case studies from leading industries will illustrate real-world cybersecurity challenges and best practices.

Course Contents:

Unit Modules

1 Fundamentals of Cybersecurity

- 1.1 Introduction to Cybersecurity and Its Importance for Businesses
- 1.2 Key Cyber Threats: Phishing, Ransomware, Malware, Insider Threats
- 1.3 Cybersecurity Governance: Policies, Standards, and Compliance
- 1.4 Understanding Information Security vs. Cybersecurity

2 Risk Management and Compliance

- 2.1 Cyber Risk Assessment and Threat Modeling
- 2.2 Regulatory and Legal Frameworks (GDPR, CCPA, ISO 27001, NIST)
- 2.3 Business Continuity and Disaster Recovery Planning
- 2.4 Building a Cybersecurity Culture in Organizations

3 Incident Response and Crisis Management

- 3.1 Developing an Incident Response Plan
- 3.2 Cyberattack Case Studies and Lessons Learned
- 3.3 Crisis Communication and Managing Reputational Risk
- 3.4 Role of Managers in Cybersecurity Decision-Making

4 Emerging Trends and Business Applications

- 4.1 Cloud Security and Best Practices for SaaS Platforms
- 4.2 AI and Machine Learning in Cybersecurity
- 4.3 Cybersecurity for Remote Work and BYOD (Bring Your Own Device) Policies
- 4.4 Ethical Considerations in Cybersecurity and Data Privacy

Course Outcomes (COs):

1. Understand key cybersecurity risks and best practices relevant to business managers.
2. Develop the ability to **assess**, mitigate, and manage cyber risks within an organization.
3. Implement cybersecurity frameworks and compliance measures to protect business assets.
4. Analyze real-world cybersecurity incidents and develop strategic responses.

References:

- Schneier, B. (2018). *Click Here to Kill Everybody: Security and Survival in a Hyper-Connected World*. Norton & Company.
- Whitman, M., & Mattord, H. (2021). *Principles of Information Security*. Cengage Learning.

- Stallings, W. (2020). *Effective Cybersecurity: A Guide to Using Best Practices and Standards*. Pearson.
- Mitnick, K. (2017). *The Art of Invisibility: The World's Most Famous Hacker Teaches You How to Be Safe in the Age of Big Brother and Big Data*. Little, Brown and Company.

MBA 2nd Year
Semester 3
Stock Markets & Technical Analysis (MBA FIN 215)

L	T	P
2	-	1

Course Name: Stock Markets & Technical Analysis

Course Credits: 3

Course Code: MBA FIN 215

Course Objectives:

1. Provide students with an understanding of the structure and functioning of stock markets.
2. Develop analytical skills in technical analysis for making informed investment decisions.
3. Introduce different trading strategies based on price movements and chart patterns.
4. Understand behavioral finance and its impact on stock market movements.

Course Description:

This course covers the fundamentals of stock market operations and technical analysis. Students will learn about stock exchanges, market indices, trading mechanisms, and regulatory aspects. The technical analysis component will include price trends, candlestick patterns, moving averages, momentum indicators, and other tools used by traders. The course also delves into behavioral biases affecting market participants and explores risk management strategies in trading.

Course Contents:

Unit Modules

1 Introduction to Stock Markets

- 1.1 Structure of Financial Markets and Exchanges
- 1.2 Role of Stock Exchanges (BSE, NSE, NYSE, NASDAQ)
- 1.3 Market Indices and Their Calculation (Sensex, Nifty)
- 1.4 Trading Mechanisms – Market Orders, Limit Orders, Short Selling
- 1.5 Regulatory Framework – SEBI, SEC, Insider Trading Regulations

2 Basics of Technical Analysis

- 2.1 Difference Between Fundamental and Technical Analysis
- 2.2 Dow Theory and Market Trends
- 2.3 Types of Charts – Line, Bar, and Candlestick Charts
- 2.4 Volume Analysis and Market Sentiment

3 Trading Strategies and Indicators

- 3.1 Support and Resistance Levels
- 3.2 Moving Averages (SMA, EMA) and Bollinger Bands
- 3.3 Momentum Indicators – RSI, MACD, Stochastic Oscillator
- 3.4 Candlestick Patterns – Doji, Hammer, Engulfing, Morning Star
- 3.5 Chart Patterns – Head & Shoulders, Double Top/Bottom, Triangles

4 Behavioral Finance and Risk Management

- 4.1 Common Trading Biases – Overconfidence, Herd Mentality, Loss Aversion
- 4.2 Impact of Psychology on Market Movements
- 4.3 Risk-Reward Ratios and Position Sizing
- 4.4 Stop Loss Strategies and Portfolio Diversification

Course Outcomes (COs):

After completing the course, students will be able to:

1. Understand stock market operations and regulatory frameworks.
2. Analyze stock price movements using technical indicators and chart patterns.
3. Develop and apply trading strategies based on technical analysis.
4. Identify behavioral biases affecting investment decisions and implement risk management strategies.

References:

- Murphy J. J. (1999). *Technical Analysis of the Financial Markets*. New York Institute of Finance.
- Nison S. (2001). *Japanese Candlestick Charting Techniques*. Penguin.
- Tharp V. K. (2006). *Trade Your Way to Financial Freedom*. McGraw-Hill.
- Pring M. J. (2014). *Technical Analysis Explained*. McGraw-Hill Education.

MBA 2nd Year
Semester 3
Finance for Entrepreneurship (MBA FIN 217)

L	T	P
2	-	1

Course Name: Finance for Entrepreneurship
Course Credits: 3

Course Code: MBA FIN 217

Course Objectives:

1. Provide students with a fundamental understanding of financial decision-making in entrepreneurial ventures.
2. Equip students with skills to assess financial needs, funding sources, and valuation techniques for startups.
3. Explore different financing options, including venture capital, angel investors, and crowdfunding.
4. Understand risk management, cash flow management, and financial sustainability for entrepreneurs.

Course Description:

This course provides an in-depth understanding of financial planning, investment decisions, and funding strategies for startups and growing businesses. It covers various aspects of entrepreneurial finance, such as capital structuring, bootstrapping, investor relations, and exit strategies. The course also explores key financial challenges faced by entrepreneurs and how to navigate them effectively. Through case studies and real-world applications, students will gain hands-on experience in evaluating the financial viability of new ventures.

Course Contents:

- 1 Introduction to Entrepreneurial Finance**
 - 1.1 The Role of Finance in Entrepreneurship
 - 1.2 Understanding Financial Needs in Startups
 - 1.3 Capital Structure for New Ventures
 - 1.4 Bootstrapping and Self-Funding Strategies
- 2 Financing Options for Startups**
 - 2.1 Angel Investors and Venture Capital
 - 2.2 Crowdfunding and Alternative Financing
 - 2.3 Debt vs. Equity Financing
 - 2.4 Government Grants and Subsidies for Entrepreneurs
- 3 Valuation and Investment Decision Making**
 - 3.1 Methods of Startup Valuation (DCF, VC Method, Comparables)
 - 3.2 Financial Projections and Revenue Modeling
 - 3.3 Negotiating Term Sheets and Equity Dilution
 - 3.4 Due Diligence Process for Startup Investments
- 4 Risk Management and Exit Strategies**
 - 4.1 Identifying and Managing Financial Risks in Startups
 - 4.2 Cash Flow Management and Profitability Analysis
 - 4.3 Exit Strategies: IPO, Mergers & Acquisitions, Buyouts
 - 4.4 Role of Financial Metrics in Decision Making

Course Outcomes (COs):

After completing the course, students will be able to:

1. Understand the financial challenges and opportunities faced by entrepreneurs.
2. Evaluate different funding sources and determine the best financing strategy for a startup.
3. Apply financial valuation techniques to assess the worth of new ventures.
4. Develop risk management strategies and exit plans for entrepreneurial businesses.

References:

- Smith J. K. (2011). *Entrepreneurial Finance: Strategy, Valuation, and Deal Structure*. Stanford University Press.
- Metrick A., Yasuda A. (2010). *Venture Capital & The Finance of Innovation*. Wiley.
- Sahlman W. A. (1999). *How to Write a Great Business Plan*. Harvard Business Review Press.
- Damodaran A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*. Wiley.

MBA 2nd Year
Semester 3
Behavioural Science (MBA MKT 219)

L	T	P
2	-	1

Course Name: Behavioral Science

Course Credits: 3

Course Code: MBA MKT 219

Course Objectives:

1. To equip students with core principles of behavioral science and their relevance to organizational behavior.
2. To enable students to identify cognitive biases and apply strategies to improve decision-making.
3. To empower students to develop emotional intelligence skills for effective leadership and interpersonal communication.
4. To provide students with the tools to design motivational strategies aligned with individual and organizational goals.
5. To provide students with knowledge to apply behavioral science insights to improve teamwork and group dynamics.

Course Description: This course aims to provide students with a foundational understanding of key concepts in behavioral science and their application to management and organizational behavior. Students will learn how cognitive biases, emotional intelligence, and social influences impact decision-making, leadership, and teamwork.

Behavioral Science explores the systematic study of human behavior using insights from psychology, sociology, and anthropology. It provides frameworks for understanding how individuals and groups make decisions, respond to incentives, and interact within organizations. The course focuses on applying these principles to improve leadership, communication, motivation, and overall organizational effectiveness.

Course Contents:

Unit Modules

1 Introduction to Behavioral Science

- 1.1 Defining Behavioral Science: Scope and Relevance
- 1.2 Historical Overview: Key Contributors and Milestones
- 1.3 Applications in Management and Organizations

2 Cognitive Biases and Decision-Making

- 2.1 Understanding Cognitive Biases: Common Traps in Decision-Making
- 2.2 Heuristics and Mental Shortcuts
- 2.3 Strategies for Overcoming Biases

3 Emotional Intelligence

- 3.1 Defining Emotional Intelligence: Components and Benefits
- 3.2 Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills
- 3.3 Developing Emotional Intelligence in Leadership
- 4 **Motivation and Incentives**
 - 4.1 Theories of Motivation: Maslow's Hierarchy, Herzberg's Two-Factor Theory, Expectancy Theory
 - 4.2 Designing Effective Incentive Programs
 - 4.3 Intrinsic vs Extrinsic Motivation
- 5 **Social Influence and Group Dynamics**
 - 5.1 Social Norms, Conformity, and Obedience
 - 5.2 Group Decision-Making: Benefits and Pitfalls
 - 5.3 Teamwork and Collaboration: Building Effective Teams
- 6 **Behavioral Economics**
 - 6.1 Prospect Theory and Loss Aversion
 - 6.2 Nudging and Choice Architecture
 - 6.3 Applications in Marketing and Organizational Change

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

1. Understand core principles of behavioral science and their relevance to organizational behavior.
2. Identify cognitive biases and apply strategies to improve decision-making.
3. Develop emotional intelligence skills for effective leadership and interpersonal communication.
4. Design motivational strategies aligned with individual and organizational goals.
5. Apply behavioral science insights to improve teamwork and group dynamics.

References:

- Ariely, D. (2008). *Predictably Irrational: The Hidden Forces That Shape Our Decisions*. HarperCollins.
- Cialdini, R. B. (2006). *Influence: The Psychology of Persuasion*. Harper Business.
- Goleman, D. (1995). *Emotional Intelligence*. Bantam Books.
- Kahneman, D. (2011). *Thinking, Fast and Slow*. Farrar, Straus and Giroux.

MBA 2nd Year
Semester 3
Marketing of Luxury Brands (MBA MKT 221)

L	T	P
2	-	1

Course Name: Marketing of Luxury Brands

Course Credits: 3
221

Course Code: MBA MKT

Course Objectives:

1. To understand the unique characteristics and dynamics of the luxury market.
2. To develop strategies for building and managing brand equity in the luxury sector.
3. To apply digital marketing techniques to engage luxury consumers effectively.
4. To design distribution and retail strategies that enhance the luxury experience.
5. To evaluate the impact of globalization and cultural variations on luxury brand marketing.

Course Description: The primary aim of this course is to provide students with a comprehensive understanding of the unique strategies and challenges involved in marketing luxury brands. The course is designed to equip students with the knowledge and skills to develop effective marketing campaigns, manage brand equity, and understand consumer behavior specific to luxury markets.

This course explores the distinct characteristics of luxury brands and the marketing strategies used to cultivate and maintain their exclusive image. Topics include understanding luxury consumer behavior, brand equity management, digital marketing in the luxury sector, and the impact of globalization. Students will analyze case studies of successful and unsuccessful luxury brand marketing efforts.

Course Contents:

Unit Modules

1. Understanding the Luxury Market

- 1.1. Defining Luxury: Historical Context and Contemporary Perspectives
- 1.2. Characteristics of Luxury Brands: Heritage, Craftsmanship, and Exclusivity
- 1.3. Luxury Consumer Behavior: Motivations, Aspirations, and Purchase Decisions

2. Brand Equity Management in Luxury

- 2.1 Building and Maintaining Brand Equity: Creating a Strong Brand Identity
- 2.2 Brand Storytelling: Crafting Narratives that Resonate with Luxury Consumers
- 2.3 Managing Brand Image and Reputation: Strategies for Crisis Communication

3. Digital Marketing for Luxury Brands

- 3.1 Leveraging Social Media: Engaging High-Net-Worth Individuals

3.2 E-commerce and the Luxury Experience: Creating a Seamless Online Presence

3.3 Content Marketing: Building Authority and Engaging Luxury Consumers

4. Distribution and Retail Strategies

4.1 Exclusive Distribution Channels: Flagship Stores, Boutiques, and Partnerships

4.2 The Role of Service: Creating a Personalized Customer Experience

4.3 Managing Supply Chains: Ensuring Product Quality and Availability

5. Global Perspectives on Luxury

5.1 Cultural Variations in Luxury Consumption: Adapting Marketing Strategies

5.2 Emerging Markets: Opportunities and Challenges for Luxury Brands

5.3 Sustainability in Luxury: Balancing Ethical Concerns with Brand Image

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

1. Understand the unique characteristics and dynamics of the luxury market.
2. Develop strategies for building and managing brand equity in the luxury sector.
3. Apply digital marketing techniques to engage luxury consumers effectively.
4. Design distribution and retail strategies that enhance the luxury experience.
5. Evaluate the impact of globalization and cultural variations on luxury brand marketing.

References:

- Kapferer, J. N., & Bastien, V. (2009). *The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands*. Kogan Page.
- Thomas, D. (2007). *Deluxe: How Luxury Lost Its Luster*. Penguin Press.
- Berthon, P., Pitt, L., Parent, M., & Berthon, J. P. (2009). Aesthetics and ephemerality: Observing and understanding luxury brands. *California Management Review*, 52(1), 45-66.
- Chevalier, M., & Mazzalovo, G. (2012). *Luxury Brand Management: A World of Privilege*. John Wiley & Sons.

MBA 2nd Year
Semester 3
Growth Hacking (MBA ENT 221)

L	T	P
2	-	1

Course Name : Growth Hacking

Course Credits: 3

Course Code: MBA ENT 221

Course Objectives:

1. To provide students with an understanding of the principles and techniques of growth hacking in startups and established businesses.
2. To equip students with the knowledge of various digital and non-digital growth strategies to accelerate business expansion.
3. To enable students to leverage data, analytics, and experimentation to drive scalable and sustainable business growth.
4. To develop hands-on skills in customer acquisition, conversion optimization, and retention strategies through case studies and real-world applications.

Course Description:

This course explores the fundamentals of growth hacking— a data-driven, creative, and technology-powered approach to achieving rapid business growth. Students will gain insights into leveraging digital tools, innovative marketing strategies, and analytics for customer acquisition, engagement, and retention. Through real-world examples and case studies, students will learn how companies scale efficiently using viral loops, referral programs, and funnel optimization. The course will also focus on the intersection of marketing, technology, and product development, enabling students to implement growth strategies that are measurable, repeatable, and impactful.

Course Contents:

Unit Module

- 1. Introduction to Growth Hacking**
 - 1.1 Understanding the Growth Hacking Mindset
 - 1.2 Difference Between Traditional Marketing & Growth Hacking
 - 1.3 Key Metrics: AARRR Framework (Acquisition, Activation, Retention, Revenue, Referral)
 - 1.4 Case Studies of Successful Growth Hacking
- 2. Growth Hacking Strategies**
 - 2.1 The Role of Data and Analytics in Growth Hacking
 - 2.2 Viral Marketing & Network Effects
 - 2.3 Building Referral and Affiliate Programs
 - 2.4 The Power of Product-Led Growth (PLG)
- 3. Digital Growth Tools and Channels**
 - 3.1 SEO & Content Marketing for Growth
 - 3.2 Paid Advertising: Google Ads, Facebook & LinkedIn Ads

3.3 Email Marketing & Marketing Automation

3.4 Social Media & Community-Driven Growth

4. Experimentation & Optimization

4.1 A/B Testing and Conversion Rate Optimization

4.2 Customer Psychology & Behavioral Economics in Growth

4.3 Retention Strategies: User Engagement & Churn Reduction

4.4 Building a Scalable and Repeatable Growth Model

Course Outcomes (COs):

After completing this course, students shall be able to:

1. Understand the core principles and methodologies of growth hacking.
2. Analyze and implement growth strategies using digital and analytical tools.
3. Design customer acquisition and retention campaigns that drive business expansion.
4. Utilize data-driven decision-making to optimize marketing and product growth strategies.

References:

- Holiday, R. (2013). *Growth Hacker Marketing: A Primer on the Future of PR, Marketing, and Advertising*. Penguin Books.
- Ellis, S., & Brown, M. (2017). *Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success*. Crown Business.
- Patel, N., & Taylor, P. (2020). *Hustle: The Power to Charge Your Life with Money, Meaning, and Momentum*. Rodale Books.

MBA 2nd Year

Semester 3

Entrepreneurial Marketing (MBA ENT 110)

L	T	P
1	-	3

Course Name : Entrepreneurial Marketing

Course Credits: 3

Course Code: MBA ENT

110

Course Objectives:

1. To provide students with an understanding of marketing strategies specifically tailored for startups and entrepreneurial ventures.
2. To equip students with the knowledge of cost-effective and innovative marketing techniques for new businesses.
3. To develop skills in identifying and targeting niche markets, crafting compelling brand stories, and leveraging digital platforms.
4. To teach students how to build customer relationships, drive user engagement, and achieve sustainable business growth with limited resources.

Course Description:

This course explores the intersection of entrepreneurship and marketing, emphasizing the unique challenges faced by startups in acquiring customers and scaling businesses. Students will learn how to develop marketing strategies that align with the dynamic nature of new ventures. The course covers essential topics such as customer segmentation, branding, content marketing, digital marketing tools, and viral growth strategies.

Through real-world case studies and hands-on projects, students will understand how to leverage storytelling, data analytics, and innovative growth hacks to achieve marketing success. The course focuses on practical, result-oriented marketing approaches that drive measurable outcomes.

Course Contents:

Unit Module

- 1. Introduction to Entrepreneurial Marketing**
 - 1.1 Understanding the Role of Marketing in Entrepreneurship
 - 1.2 Differences Between Traditional Marketing & Entrepreneurial Marketing
 - 1.3 Customer-Centric vs. Product-Centric Marketing
 - 1.4 The Lean Startup Approach to Marketing
- 2. Branding & Storytelling for Entrepreneurs**
 - 2.1 Developing a Unique Value Proposition (UVP)
 - 2.2 The Power of Storytelling in Branding
 - 2.3 Crafting a Compelling Brand Narrative
 - 2.4 Positioning & Differentiation in Competitive Markets
- 3. Digital & Content Marketing for Startups**
 - 3.1 Leveraging Social Media for Growth (LinkedIn, Twitter, Instagram)
 - 3.2 Creating Viral and Shareable Content
 - 3.3 Email Marketing and Marketing Automation
 - 3.4 Search Engine Optimization (SEO) & Performance Marketing
- 4. Growth Strategies & Customer Engagement**
 - 4.1 Growth Hacking Techniques for Startups
 - 4.2 Customer Retention and Loyalty Programs
 - 4.3 Referral Marketing & Word-of-Mouth Strategies
 - 4.4 Data-Driven Decision Making & Marketing Analytics

Course Outcomes (COs):

After completing this course, students shall be able to:

1. Understand how marketing principles apply to entrepreneurial ventures.
2. Develop cost-effective marketing strategies tailored for startups.
3. Create compelling brand narratives and digital content to engage audiences.
4. Utilize data and analytics to drive marketing decisions and business growth.

References:

- Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Publishing.
- Holiday, R. (2014). *Growth Hacker Marketing: A Primer on the Future of PR, Marketing, and Advertising*. Penguin Books.
- Kawasaki, G. (2004). *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. Portfolio.

MBA 2nd Year
Semester 3
Predictive Analytics (MBA BA 231)

L	T	P
1	-	3

Course Name: Predictive Analytics

Course Credits: 3

Course Code: MBA BA 231

Course Objectives:

1. To introduce students to the principles and techniques of predictive analytics for business decision-making.
2. To develop proficiency in data-driven forecasting methods using machine learning and statistical techniques.
3. To equip students with the ability to interpret predictive models and apply them to real-world business scenarios.
4. To explore case studies and industry applications of predictive analytics in marketing, finance, supply chain, and risk management.

Course Description:

This course provides an in-depth understanding of predictive analytics, enabling students to harness historical data to make accurate forecasts. Students will explore machine learning models, regression techniques, time series analysis, and classification methods. Emphasis is placed on the interpretation of model outputs, ethical considerations, and real-world applications in business. Hands-on learning with tools like Python, R, and Power BI will be included to ensure practical exposure.

Course Contents:

Unit Modules

1 Introduction to Predictive Analytics

- 1.1 Fundamentals of Predictive Analytics and Its Business Applications
- 1.2 Data Preprocessing and Feature Engineering for Predictive Modeling
- 1.3 Overview of Supervised Learning: Regression and Classification
- 1.4 Introduction to Python/R for Predictive Analytics

2 Predictive Modeling Techniques

- 2.1 Linear and Logistic Regression for Prediction
- 2.2 Decision Trees, Random Forest, and Gradient Boosting Methods
- 2.3 Neural Networks and Deep Learning for Prediction
- 2.4 Model Validation and Performance Metrics (RMSE, MAE, AUC-ROC)

3 Time Series Forecasting

- 3.1 Basics of Time Series Data and Trend Analysis
- 3.2 ARIMA, SARIMA, and Exponential Smoothing Techniques
- 3.3 Machine Learning Approaches to Time Series Forecasting (LSTMs, Prophet)
- 3.4 Forecasting Applications in Demand Planning and Financial Markets

4 Business Applications and Case Studies

- 4.1 Predictive Analytics in Marketing: Customer Segmentation & Churn Prediction
- 4.2 Risk Analytics in Finance: Credit Scoring and Fraud Detection
- 4.3 Predictive Maintenance in Supply Chain and Operations
- 4.4 Ethical and Regulatory Considerations in Predictive Analytics

Course Outcomes (COs):

1. Understand the fundamental principles of predictive analytics and its role in business.
2. Develop data-driven models for forecasting and decision-making.
3. Apply machine learning and statistical techniques to real-world business problems.
4. Evaluate and interpret predictive analytics models to optimize business strategies.

References:

- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An Introduction to Statistical Learning with Applications in R*. Springer.
- Shmueli, G., Bruce, P., & Patel, N. (2020). *Data Mining for Business Analytics: Concepts, Techniques, and Applications in R*. Wiley.
- Kuhn, M., & Johnson, K. (2019). *Applied Predictive Modeling*. Springer.
- Miller, T. (2019). *Modeling Techniques in Predictive Analytics with Python and R*. Pearson

MBA 2nd Year

Semester 3

Data Visualization with Tableau (MBA BA 233)

L	T	P
1	-	3

Course Name: Data Visualization with Tableau

Course Credits: 3

233

Course Code: MBA BA

Course Objectives:

1. To introduce students to data visualization principles and best practices using Tableau.

2. To develop skills in creating interactive dashboards and storytelling with data.
3. To enable students to analyze and interpret business data using Tableau's features.
4. To explore real-world applications of Tableau in marketing, finance, supply chain, and operations analytics.

Course Description:

This course provides a comprehensive introduction to Tableau, a leading data visualization tool used for business intelligence and decision-making. Students will learn **to** import, clean, and visualize data, **create** interactive dashboards, and design data-driven stories. The course **emphasizes** hands-on experience with real-world datasets, covering various industries such as finance, retail, healthcare, and supply chain management. By the end of the course, students will be able to translate complex data into meaningful insights and present them effectively.

Course Contents:

Unit Modules

1 Fundamentals of Data Visualization and Tableau

- 1.1 Introduction to Data Visualization and Its Importance in Business
- 1.2 Getting Started with Tableau: Interface, Data Connections, and Workspace
- 1.3 Principles of Effective Data Visualization (Clarity, Simplicity, Storytelling)
- 1.4 Understanding Different Data Types and Structures in Tableau

2 Creating Visualizations in Tableau

- 2.1 Building Basic Charts: Bar, Line, Pie, Scatter Plots
- 2.2 Advanced Charts: Heatmaps, Tree Maps, Bullet Graphs, Dual-Axis Charts
- 2.3 Creating Hierarchies, Filters, and Groups for Data Segmentation
- 2.4 Using Parameters and Calculated Fields for Advanced Analytics

3 Building Interactive Dashboards and Data Storytelling

- 3.1 Designing Interactive Dashboards for Business Insights
- 3.2 Creating Story Points to Present Data Effectively
- 3.3 Implementing User Filters, Actions, and Drill-Down Analysis
- 3.4 Case Study: Dashboard Design for Executive Decision-Making

4 Industry Applications and Advanced Features

- 4.1 Forecasting and Trend Analysis in Tableau
- 4.2 Mapping and Geospatial Analysis
- 4.3 Connecting Tableau with SQL, Excel, and Cloud Databases
- 4.4 Real-World Case Studies:
 - Sales and Marketing Analytics
 - Financial Performance Dashboards
 - Supply Chain and Logistics Optimization

Course Outcomes (COs):

1. Understand the importance of data visualization in business analytics.
2. Develop proficiency in creating visualizations and dashboards using Tableau.
3. Apply data storytelling techniques to communicate insights effectively.
4. Analyze real-world business problems using Tableau's advanced features.

References:

- Murray, J. (2021). *Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software*. Wiley.
- Krishnan, S. (2019). *Learning Tableau 2019: Tools for Business Intelligence, Data Prep, and Dashboard Design*. Packt Publishing.
- Few, S. (2012). *Show Me the Numbers: Designing Tables and Graphs to Enlighten*. Analytics Press.
- Knaflitz, C. N. (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals*. Wiley.

MBA 2nd Year**Semester 3****Skill -Data Analytics with Design Visualizations & Infographics****(MBA DMST 211)**

L	T	P
1	-	2

Course Name: Skill - Data Analytics with Design Visualizations & Infographics**Course Credits: 3****Course Code: MBA DMST****211****Course Objectives:**

1. To equip students with practical skills in data analytics, data visualization, and infographic design.
2. To enable students to collect, clean, analyze, and interpret data effectively and ethically.
3. To provide students with the knowledge to communicate data-driven insights through compelling visualizations and infographics.

4. To develop proficiency in utilizing industry-standard tools for data analysis and visualization, such as Excel, Tableau, and Power BI.
5. To instill an understanding of design principles to enhance the clarity and impact of visual communication.

Course Description: This course bridges the gap between data analysis and effective communication, empowering students to transform raw data into actionable insights through compelling visual representations. By combining data analytics techniques with design principles, students will develop the skills to not only understand data but also to present it in a way that resonates with diverse audiences and drives informed decision-making.

This course focuses on the application of data analytics techniques, combined with design principles, to create compelling data visualizations and infographics. It covers data collection, cleaning, and analysis using tools like Excel, Tableau, and Power BI. It also delves into design principles for effective visual communication, enabling students to present data in a clear, concise, and visually engaging manner.

Course Contents:

Unit Modules

1. Foundations of Data Analytics

- 1.1. Introduction to Data Analytics: Scope and Applications
- 1.2. Data Collection Methods: Surveys, Web Scraping, APIs
- 1.3 Data Cleaning and Preprocessing: Handling Missing Values, Outliers, and Inconsistencies

2. Data Analysis Techniques

- 2.1 Descriptive Statistics: Measures of Central Tendency and Dispersion
- 2.2 Data Visualization Principles: Charts, Graphs, and Maps
- 2.3 Data Storytelling: Crafting Narratives with Data

3. Introduction to Design Visualizations

- 3.1 Design Principles: Color Theory, Typography, Layout, and Composition
- 3.2 Visual Communication: Making Data Understandable
- 3.3 Creating Effective Dashboards

4. Data Visualization Tools

- 4.1 Introduction to Tableau: Creating Interactive Visualizations
- 4.2 Power BI: Building Powerful Business Intelligence Dashboards
- 4.3 Excel for Data Analysis: Basic Charts and PivotTables

5. Infographic Design

- 5.1 Understanding Infographics: Types and Purposes
- 5.2 Designing Engaging Infographics: Layout, Imagery, and Text
- 5.3 Tools for Infographic Creation: Canva, Adobe Illustrator

6. Advanced Visualization Techniques

- 6.1 Interactive Visualizations: Adding Interactivity for Data Exploration
- 6.2 Geospatial Analysis: Mapping Data for Geographic Insights
- 6.3 Time Series Analysis: Visualizing Trends Over Time

7. Best Practices in Data Visualization and Infographics

- 7.1 Ethical Considerations: Data Privacy, Bias, and Misrepresentation
- 7.2 Accessibility: Designing Visualizations for All Audiences
- 7.3 Storytelling with Data: Tips for Clear, Concise, and Compelling Communication

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

1. Apply data analytics techniques to analyze and interpret data.
2. Create effective data visualizations using tools like Tableau and Power BI.
3. Design compelling infographics to communicate data insights effectively.
4. Apply design principles to enhance the clarity and impact of visual communication.
5. Understand ethical considerations and best practices in data visualization.

References:

- Cairo, A. (2016). *The Truthful Art: Data, Charts, and Maps for Communication*. New Riders.
- Few, S. (2012). *Show Me the Numbers: Designing Tables and Graphs to Enlighten*. Analytics Press.
- Knaflic, C. N. (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals*. Wiley.
- Kirk, A. (2019). *Data Visualisation: A Handbook for Data Driven Design*. Sage Publications.



MBA 2ND YEAR

SEMESTER 4

MBA 2nd Year
Semester 4
Corporate Governance, Professional Ethics & Law (MBA MGT 216)

L	T	P
2	-	-

Course Name: Corporate Governance, Professional Ethics & Law

Course Credits: 2

Course Code: MBA MGT 216

Objectives:

The primary aim of this course is to provide students with a clear understanding of the principles and frameworks governing corporate structures, professional ethics, and legal compliance. The course will equip students with the knowledge to make ethical decisions, understand legal obligations, and implement effective governance structures in an organizational context.

Course Description:

This course explores the critical aspects of corporate governance, professional ethics, and legal frameworks influencing business operations. Students will examine the role of corporate boards, shareholder rights, and the regulatory environment. Through case studies and real-world examples, the course will highlight the importance of ethical leadership and the legal responsibilities of business entities. Students will also engage in strategic decision-making exercises, focusing on aligning governance structures with business objectives while adhering to ethical and legal standards.

Course Contents:

Unit Module

- 1 Introduction to Corporate Governance**
 - 1.1 Definition and Scope of Corporate Governance
 - 1.2 Evolution of Corporate Governance Practices
 - 1.3 Key Governance Models (Anglo-American, German, and Japanese Models)
 - 1.4 Role of Board of Directors and Committees
- 2 Legal Frameworks and Compliance**
 - 2.1 Corporate Laws and Regulations (Companies Act, SEBI, and Listing Obligations)
 - 2.2 Role of Regulatory Bodies (SEBI, RBI, MCA)
 - 2.3 Contract Law and Corporate Liability
 - 2.4 International Corporate Governance Standards
- 3 Professional Ethics in Business**
 - 3.1 Ethical Theories and Frameworks
 - 3.2 Code of Conduct and Professional Behavior
 - 3.3 Whistleblowing and Ethical Dilemmas
 - 3.4 Corporate Social Responsibility (CSR) and Sustainability
- 4 Risk Management and Governance Challenges**
 - 4.1 Identifying and Managing Business Risks
 - 4.2 Governance Failures and Scandals (Case Studies)
 - 4.3 Transparency and Accountability in Decision-Making
 - 4.4 Building a Culture of Integrity and Compliance

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understand the principles and practices of corporate governance.

2. Analyze the legal environment and its impact on business operations.
3. Demonstrate ethical decision-making in complex business scenarios.
4. Evaluate governance structures and recommend improvements for transparency and accountability.
5. Develop strategies to align business objectives with ethical and legal standards.

References:

- Monks, R.A.G., & Minow, N. (2011). *Corporate Governance* (5th Edition). John Wiley & Sons.
- Tricker, B. (2019). *Corporate Governance: Principles, Policies, and Practices* (4th Edition). Oxford University Press.
- Fernando, A.C. (2018). *Corporate Governance: Principles, Policies, and Practices*. Pearson.

MBA 2nd Year
Semester 4
Supply Chain Analytics (MBA BA 232)

L	T	P
2	-	-

Course Name: Supply Chain Analytics

Course Credits: 2

Course Code: MBA BA 232

Course Objectives:

The primary aim of this course is to equip students with analytical frameworks and tools to enhance supply chain decision-making. The course will focus on using data-driven insights to improve efficiency, reduce costs, and optimize supply chain operations.

Course Description:

This course provides a detailed understanding of supply chain analytics and its role in modern business operations. Students will explore how data and analytics drive supply chain optimization, improve demand forecasting, reduce operational costs, and strengthen supplier relationships. The course covers real-world applications of supply chain analytics through case studies and simulations, enabling students to make strategic decisions based on data insights.

Course Contents:

Unit Module

- 1 Introduction to Supply Chain Analytics**
 - 1.1 Overview of Supply Chain Management
 - 1.2 Importance of Analytics in Supply Chain
 - 1.3 Key Performance Indicators (KPIs) in Supply Chains
- 2 Demand Forecasting and Inventory Management**
 - 2.1 Forecasting Methods (Time Series, Regression)
 - 2.2 Inventory Optimization Models
 - 2.3 Safety Stock and Reorder Point Calculation
- 3 Network Design and Optimization**
 - 3.1 Transportation and Logistics Optimization
 - 3.2 Warehouse Location and Layout Planning
 - 3.3 Routing and Scheduling Models
- 4 Supplier and Procurement Analytics**
 - 4.1 Supplier Selection and Performance Evaluation
 - 4.2 Procurement Spend Analysis
 - 4.3 Risk Management in Procurement
- 5 Supply Chain Risk Management**
 - 5.1 Identifying and Mitigating Supply Chain Risks
 - 5.2 Building Resilient Supply Chains
 - 5.3 Scenario Planning and Sensitivity Analysis

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understand key supply chain performance drivers and metrics.
2. Apply analytical models to improve forecasting and inventory decisions.

3. Design and optimize supply chain networks for cost efficiency.
4. Evaluate supplier performance and manage procurement risks.
5. Develop strategies to mitigate supply chain risks and enhance resilience.

References:

- Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation* (7th Edition). Pearson.
- Simchi-Levi, D. (2020). *Designing and Managing the Supply Chain* (4th Edition). McGraw-Hill.
- Silver, E. A., Pyke, D. F., & Peterson, R. (2016). *Inventory Management and Production Planning and Scheduling* (3rd Edition). Wiley.

MBA 2nd Year
Semester 4
Corporate Strategy (MBA MGT 218)

L	T	P
2	-	-

Course Name: Corporate Strategy

Course Credits: 2

Course Code: MBA MGT 218

Course Objectives:

1. Equip students with a strategic understanding of corporate-level decision-making and frameworks.
2. Focus on how businesses create value through diversification, strategic alliances, mergers and acquisitions, and global expansion.

Course Description:

1. Explore the principles and practices of corporate strategy.
2. Provide tools to analyze, formulate, and implement strategies at the corporate level.
3. Use case studies and real-world examples to develop understanding.
4. Cover topics including strategic positioning, portfolio management, resource allocation, and competitive dynamics.
5. Develop insights into decision-making processes and strategic options.

Course Contents:

Unit Module

1. **Fundamentals of Corporate Strategy**
 - 1.1 Definition and Scope of Corporate Strategy
 - 1.2 Vision, Mission, and Strategic Objectives
 - 1.3 Strategic Planning Process
 - 1.4 Corporate Governance and Ethical Considerations
2. **Competitive Advantage and Business Models**
 - 2.1 Porter's Five Forces
 - 2.2 Resource-Based View (RBV)
 - 2.3 Competitive Positioning
 - 2.4 Strategic Differentiation and Cost Leadership
3. **Corporate-Level Strategies**
 - 3.1 Diversification Strategies
 - 3.2 Vertical and Horizontal Integration
 - 3.3 Strategic Alliances and Partnerships
 - 3.4 Mergers and Acquisitions
4. **Global Strategy and Market Entry**

- 4.1 International Market Entry Strategies
- 4.2 Global vs. Local Strategies
- 4.3 Managing Cultural and Regulatory Differences
- 4.4 Risk Management in Global Operations
- 5. **Strategy Execution and Performance Measurement**
 - 5.1 Balanced Scorecard
 - 5.2 Key Performance Indicators (KPIs)
 - 5.3 Organizational Alignment
 - 5.4 Strategic Adaptation and Agility

Course Outcomes (COs):

1. Analyze corporate-level strategies and assess their impact on business performance.
2. Formulate strategic plans based on market analysis and internal capabilities.
3. Evaluate the effectiveness of different corporate strategies using performance metrics.
4. Develop insights into the complexities of managing corporate strategy in a global context.

References:

1. Grant, R. (2018). Contemporary Strategy Analysis. Wiley Publications.
2. Ghemawat, P. (2016). Strategy and the Business Landscape. Pearson Publications.
3. Porter, M. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. Free Press.

MBA 2nd Year
Semester 4
Career Readiness Program 4(MBA LS 201)

L	T	P
2	-	1

Course Name: Career Readiness Program 4

Course Credits: 3

Course Code: MBA LS

201

Course Objectives:

1. Develop a comprehensive understanding of diversity, equity, and inclusion (DEI) in leadership roles.
2. Explore strategies to foster an inclusive work culture and understand how diverse leadership contributes to organizational success.

Course Description:

1. Focus on the principles and frameworks of diversity, equity, and inclusion in leadership.
2. Examine case studies and real-world examples to understand how inclusive leadership drives innovation and employee engagement.
3. Cover best practices for creating an equitable workplace, handling unconscious biases, and encouraging a diverse talent pool.
4. Develop actionable strategies for fostering an inclusive and equitable work environment.

Course Contents:

Unit Module

1. **Understanding DEI**
 - 1.1 Key Concepts of Diversity, Equity, and Inclusion
 - 1.2 Legal and Ethical Foundations of DEI
2. **Inclusive Leadership**
 - 2.1 Leading Diverse Teams
 - 2.2 Overcoming Unconscious Bias
 - 2.3 Building Psychological Safety
3. **Equity in the Workplace**
 - 3.1 Equal Pay and Opportunities
 - 3.2 Addressing Discrimination and Harassment
4. **Strategies for DEI Implementation**
 - 4.1 Designing Inclusive Hiring Practices
 - 4.2 Creating DEI Policies and Frameworks
5. **Measuring and Sustaining DEI**
 - 5.1 Key Performance Indicators (KPIs) for DEI

5.2 Feedback and Continuous Improvement

Course Outcomes (COs):

1. Understand the significance of DEI in leadership and organizational success.
2. Identify and address unconscious biases and barriers to inclusion.
3. Develop actionable strategies for fostering an inclusive and equitable workplace.
4. Evaluate DEI performance and implement continuous improvements.

References:

1. Thomas, D. A. (2001). The Truth About Managing Diversity. Harvard Business Review Press.
2. Dobbin, F. & Kalev, A. (2016). Why Diversity Programs Fail. Harvard Business Review.

MBA 2nd Year
Semester 4
Corporate Valuation (MBA FIN 220)

L	T	P
2	-	1

Course Name: Corporate Valuation

Course Credits: 3

Course Code: MBA FIN 220

Course Objectives:

1. Provide students with a comprehensive understanding of corporate valuation methods and frameworks used to assess the value of a business.
2. Equip students with practical skills to evaluate financial statements, analyze market trends, and estimate the intrinsic value of a company.

Course Description:

1. The course covers key concepts of corporate valuation including discounted cash flow (DCF) analysis, comparative company analysis (CCA), and precedent transaction analysis (PTA).
2. Students will explore valuation adjustments for risk, control, and market conditions.
3. Through case studies and real-world scenarios, students will apply valuation models to assess business performance and strategic decision-making.
4. The course also includes financial modeling and sensitivity analysis to estimate future cash flows and valuation multiples.

Course Contents:

Unit Module

1. **Introduction to Valuation**
 - 1.1 Importance of valuation
 - 1.2 Types of valuation
 - 1.3 Valuation approaches
2. **Discounted Cash Flow (DCF) Analysis**
 - 2.1 Free Cash Flow to Firm (FCFF)
 - 2.2 Free Cash Flow to Equity (FCFE)
 - 2.3 Terminal Value
 - 2.4 Weighted Average Cost of Capital (WACC)
3. **Comparable Company Analysis (CCA)**
 - 3.1 Market multiples
 - 3.2 Peer group analysis
 - 3.3 Adjusting for industry-specific factors
4. **Precedent Transaction Analysis (PTA)**
 - 4.1 Transaction multiples

4.2 Control premium

4.3 Deal structure

5. **Valuation Adjustments**

5.1 Illiquidity discount

5.2 Minority and control premiums

5.3 Synergy adjustments

6. **Financial Modeling and Sensitivity Analysis**

6.1 Creating financial models

6.2 Stress testing assumptions

6.3 Scenario analysis

Course Outcomes (COs):

1. Understand and apply various corporate valuation techniques.
2. Construct detailed financial models to assess company value.
3. Analyze financial statements and market data to support valuation conclusions.
4. Perform sensitivity analysis and scenario planning.
5. Evaluate the impact of market and business-specific risks on valuation.

References:

1. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*. Wiley.
2. Koller, T., Goedhart, M., & Wessels, D. (2020). *Valuation: Measuring and Managing the Value of Companies*. McKinsey & Company.
3. Rosenbaum, J., & Pearl, J. (2013). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*. Wiley.

MBA 2nd Year
Semester 4
FinTech Ventures and Innovation (MBA FIN 222)

L	T	P
2	-	1

Course Name: FinTech Ventures and Innovation

Course Credits: 3

Course Code: MBA FIN 222

Course Objectives:

1. The primary aim of this course is to provide students with a deep understanding of financial technology (FinTech) and its disruptive impact on the financial services industry. The course will equip students with the knowledge and skills to assess, develop, and implement innovative FinTech solutions within a business context.

Course Description:

- 1 This course explores the rapidly evolving FinTech landscape, covering the fundamentals of digital finance, blockchain technology, peer-to-peer lending, robo-advisory, and artificial intelligence in financial services. Through real-world case studies and hands-on projects, students will gain practical experience in designing and evaluating FinTech solutions.
2. Students will analyze the role of big data, machine learning, and cybersecurity in FinTech development. The course will also cover the regulatory framework and ethical considerations involved in deploying FinTech innovations. By the end of the course, students will have a strategic understanding of how FinTech can drive business growth and enhance customer experience.

Course Contents:

Unit Modules

- 1 Introduction to FinTech**
 - 1.1 Definition and evolution of FinTech
 - 1.2 Key drivers of FinTech growth
 - 1.3 Market structure and competitive landscape
- 2 Digital Payments and Mobile Banking**
 - 2.1 Payment gateways and digital wallets
 - 2.2 Mobile banking trends and adoption
 - 2.3 Cross-border payment solutions
- 3 Blockchain and Cryptocurrencies**
 - 3.1 Fundamentals of blockchain technology
 - 3.2 Bitcoin, Ethereum, and altcoins
 - 3.3 Smart contracts and decentralized finance (DeFi)
- 4 AI and Machine Learning in FinTech**
 - 4.1 Role of AI in credit scoring and fraud detection
 - 4.2 Robo-advisors and automated wealth management
 - 4.3 Predictive modeling for financial markets

5 Regulatory and Ethical Considerations

5.1 Regulatory landscape for FinTech

5.2 Data privacy and security issues

5.3 Ethical challenges in AI-driven finance

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understand the key components and drivers of the FinTech ecosystem.
2. Evaluate the impact of digital transformation on financial services.
3. Develop strategic insights into blockchain, AI, and digital payments.
4. Assess the regulatory and ethical challenges associated with FinTech.
5. Create innovative FinTech solutions to address business challenges.

References:

- Tapscott, D., & Tapscott, A. (2016). *Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies is Changing the World*. Penguin.
- Chishti, S., & Barberis, J. (2016). *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*. Wiley.
- Arner, D., Buckley, R., & Zetsche, D. (2020). *The Future of Finance: How FinTech is Reshaping Financial Services*. Cambridge University Press.

MBA 2nd Year
Semester 4
Banking, NBFC and Insurance /BFSI (MBA FIN 224)

L	T	P
2	-	1

Course Name: Banking, NBFC and Insurance /BFSI

Course Credits: 3

Course Code: MBA FIN 224

Course Objectives

1. Provide students with a clear understanding of key principles and frameworks in Banking, NBFC, and Insurance (BFSI).
2. Develop a detailed understanding of financial systems, risk management, and regulatory frameworks.
3. Enable students to apply financial and strategic models to solve complex problems in BFSI.
4. Equip students with the ability to analyze market trends, develop financial products, and manage customer relationships.

Course Description

This course explores the fundamental principles and advanced concepts of Banking, NBFC, and Insurance (BFSI) sectors. It covers financial systems, operational strategies, regulatory compliance, and customer relationship management. Students will gain insights into the functioning of financial institutions, including credit analysis, asset and liability management, and risk mitigation.

Through case studies and real-world scenarios, students will learn to adapt their strategies to market changes, assess financial risks, and create customer-centric financial products. The course also focuses on strategic communication, presentation, and financial decision-making to prepare students for leadership roles in BFSI.

Course Contents

Unit Modules

1 Fundamentals of BFSI

- 1.1 Overview of the Banking, NBFC, and Insurance Sectors
- 1.2 Role of Financial Institutions in Economic Growth
- 1.3 Financial Intermediaries and Market Participants
- 1.4 Regulatory Bodies (RBI, SEBI, IRDAI)

2 Financial Models and Frameworks

- 2.1 CAMELS Framework for Banking
- 2.2 Risk-Return Trade-Off in BFSI
- 2.3 Basel III Framework – Capital Adequacy and Liquidity
- 2.4 Solvency and Stress Testing Models for Insurance

3 Digital Transformation in BFSI

- 3.1 Digital Banking and Fintech Integration
- 3.2 Mobile Payment Systems and UPI
- 3.3 AI and Machine Learning in Financial Services
- 3.4 Cybersecurity and Fraud Prevention

4 Risk Management and Compliance

4.1 Credit Risk, Market Risk, and Operational Risk

4.2 Role of Credit Rating Agencies

4.3 KYC (Know Your Customer) and AML (Anti-Money Laundering) Guidelines

4.4 Regulatory Compliance and Ethical Standards

5 Strategic Financial Management

5.1 Asset and Liability Management (ALM)

5.2 Interest Rate and Liquidity Management

5.3 Portfolio Diversification and Investment Strategies

5.4 Insurance Claims and Underwriting Principles

Course Outcomes (COs)

After completing the course, the student shall be able to:

1. Understand the key drivers and principles of Banking, NBFC, and Insurance sectors.
2. Apply financial models and frameworks to analyze BFSI performance.
3. Develop digital transformation strategies for enhancing customer experience.
4. Assess and mitigate financial risks in compliance with regulatory standards.
5. Create customer-centric financial products and solutions.

References

1. Rose, P. S., & Hudgins, S. C. (2013). *Bank Management and Financial Services*. McGraw-Hill Education.
2. Mishkin, F. S. (2018). *The Economics of Money, Banking, and Financial Markets*. Pearson.
3. Vaughan, E. J., & Vaughan, T. M. (2017). *Fundamentals of Risk and Insurance*. Wiley.
4. Kohn, M. (2014). *Financial Institutions and Markets*. Oxford University Press.

MBA 2nd Year
Semester 4
Financial Analytics (MBA FIN 206)

L	T	P
2	-	1

Course Name: Financial Analytics

Course Credits: 3

Course Code: MBA FIN 206

Course Objectives

1. Provide students with a clear understanding of the key concepts, tools, and techniques used in financial analytics.
2. Develop analytical skills to evaluate financial data and make strategic business decisions.
3. Enable students to apply statistical models and machine learning techniques for financial forecasting and risk assessment.
4. Equip students with the ability to interpret complex financial data to enhance business performance and value creation.

Course Description

- This course focuses on the use of data analysis and financial modeling techniques to interpret and forecast financial performance. Students will gain hands-on experience in applying statistical and machine learning models to evaluate financial data, identify trends, and predict future outcomes.
- Through case studies and real-world scenarios, students will learn how to use financial analytics tools such as Python, R, Excel, and Power BI to assess market risks, evaluate investments, and create financial reports. The course emphasizes data-driven decision-making, financial performance measurement, and portfolio optimization to prepare students for strategic roles in financial services.

Course Contents

Unit Modules

- 1 Fundamentals of Financial Analytics**
 - 1.1 Overview of Financial Analytics
 - 1.2 Types of Financial Data (Market, Operational, and Accounting)
 - 1.3 Data Collection and Cleaning Techniques
 - 1.4 Financial Performance Metrics and KPIs
- 2 Statistical and Machine Learning Models for Finance**
 - 2.1 Regression Models (Linear and Logistic)
 - 2.2 Time Series Analysis (ARIMA, GARCH)
 - 2.3 Decision Trees and Random Forest for Financial Predictions
 - 2.4 Monte Carlo Simulation and Scenario Analysis
- 3 Financial Forecasting and Risk Management**
 - 3.1 Forecasting Cash Flows and Revenues
 - 3.2 Value at Risk (VaR) and Conditional VaR (CVaR)

- 3.3 Credit Risk and Market Risk Analysis
- 3.4 Stress Testing and Sensitivity Analysis
- 4 Portfolio and Investment Analytics**
 - 4.1 Portfolio Diversification and Optimization
 - 4.2 CAPM (Capital Asset Pricing Model) and Beta Analysis
 - 4.3 Performance Evaluation using Sharpe and Sortino Ratios
 - 4.4 Algorithmic Trading and Quantitative Strategies
- 5 Financial Reporting and Visualization**
 - 5.1 Creating Dashboards with Power BI and Tableau
 - 5.2 Financial Data Visualization Techniques
 - 5.3 Building Financial Models in Excel
 - 5.4 Reporting Financial Performance to Stakeholders

Course Outcomes (COs)

After completing the course, the student shall be able to:

1. Understand the key drivers and principles of financial analytics.
2. Apply statistical and machine learning models to analyze financial data.
3. Develop financial forecasting models to predict business performance.
4. Assess financial risk and create data-driven strategies.
5. Create interactive financial reports and dashboards for decision-making.

References

1. Hull, J. C. (2015). *Options, Futures, and Other Derivatives*. Pearson.
2. Tsay, R. S. (2010). *Analysis of Financial Time Series*. Wiley.
3. Fabozzi, F. J. (2019). *Financial Modeling of Derivatives Securities*. Wiley.
4. Shreve, S. E. (2010). *Stochastic Calculus for Finance I & II*. Springer.

MBA 2nd Year
Semester 4
International Marketing (MBA MKT 210)

L	T	P
2	-	1

Course Name: International Marketing

Course Credits: 3

Course Code: MBA MKT 210

Course Objectives:

1. Provide students with a comprehensive understanding of international marketing strategies and practices.
2. Equip students with the knowledge and skills required to analyze global market trends.
3. Develop effective marketing strategies and adapt products and services for international consumers.
4. Teach students about cultural considerations, regulatory frameworks, and market entry strategies.

Course Description:

This course delves into the fundamentals of international marketing, exploring key concepts such as market segmentation, consumer behavior, and competitive analysis in a global context. Students will study international marketing frameworks, branding strategies, and digital marketing techniques for entering and thriving in foreign markets. The course will also examine case studies of successful global brands to provide practical insights and real-world application.

Course Contents:

Unit Modules

- 1 Introduction to International Marketing**
 - 1.1 Understanding Global Marketing Concepts
 - 1.2 Differences between Domestic and International Marketing
 - 1.3 Drivers of Globalization in Marketing
 - 1.4 Challenges in International Marketing
- 2 Market Analysis and Entry Strategies**
 - 2.1 Methods of Market Entry (Exporting, Licensing, Joint Ventures, etc.)
 - 2.2 International Market Research and Consumer Insights
 - 2.3 Competitive Analysis and Positioning in Foreign Markets
 - 2.4 Risk Assessment and Mitigation in Global Markets
- 3 International Marketing Mix**
 - 3.1 Product Adaptation and Innovation for Global Markets
 - 3.2 Global Pricing Strategies
 - 3.3 International Distribution Channels
 - 3.4 Cross-Cultural Communication and Promotion Strategies
- 4 Digital Marketing in the Global Context**
 - 4.1 Using Digital Platforms for International Expansion
 - 4.2 Social Media Strategies for Global Branding

- 4.3 SEO and Localization Techniques
- 4.4 Content Marketing for Diverse Audiences

5 Ethical and Regulatory Considerations

- 5.1 Cultural Sensitivity in Global Marketing
- 5.2 Adhering to International Trade Laws and Regulations
- 5.3 Managing Corporate Social Responsibility (CSR) in Global Campaigns

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand the key principles and challenges of international marketing.
2. Develop effective strategies for market entry and expansion.
3. Apply international marketing frameworks to real-world scenarios.
4. Design digital marketing campaigns tailored to global audiences.
5. Assess cultural, legal, and ethical considerations in international marketing.

References:

- Keegan, W. J., & Green, M. C. (2020). *Global Marketing*. Pearson.
- Hollensen, S. (2022). *Global Marketing: A Decision-Oriented Approach*. Pearson.
- Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). *International Marketing*. McGraw-Hill Education.
- Czinkota, M. R., & Ronkainen, I. A. (2013). *International Marketing*. Cengage Learning.

MBA 2nd Year
Semester 4
Sustainable Marketing in Practice (MBA MKT 230)

L	T	P
2	-	1

Course Name: Sustainable Marketing in Practice
Course Credit Hours: 3

Course Contact Hours: 2
Course Code: MBA MKT 230

Course Objectives:

1. Provide students with a comprehensive understanding of sustainable marketing concepts and practices.
2. Equip students with the knowledge to design marketing strategies that align with environmental and social responsibility.
3. Develop students' ability to evaluate sustainability initiatives and their impact on consumer behavior.
4. Enable students to create marketing campaigns that balance profitability with sustainable outcomes.

Course Description:

This course explores the principles of sustainable marketing, emphasizing the integration of environmental, social, and economic considerations in marketing strategies. Students will analyze best practices in sustainable marketing, understand consumer trends in sustainability, and develop innovative campaigns that align with corporate social responsibility (CSR). The course will include case studies and real-world examples of brands successfully adopting sustainable practices.

Course Contents:

Unit Modules

- 1 Fundamentals of Sustainable Marketing**
 - 1.1 Definition and Scope of Sustainable Marketing
 - 1.2 The Triple Bottom Line Approach (People, Planet, Profit)
 - 1.3 Importance of Sustainability in Modern Marketing
 - 1.4 Key Drivers of Sustainable Marketing Practices
- 2 Consumer Behavior and Sustainability**
 - 2.1 Understanding Eco-Conscious Consumer Behavior
 - 2.2 Greenwashing and Ethical Concerns in Marketing
 - 2.3 Influencing Sustainable Buying Decisions
 - 2.4 Building Trust through Transparent Communication
- 3 Sustainable Product Development and Innovation**
 - 3.1 Eco-Friendly Product Design and Packaging
 - 3.2 Lifecycle Assessment and Circular Economy Models
 - 3.3 Sustainable Supply Chain Management
 - 3.4 Case Studies on Sustainable Product Innovations
- 4 Digital and Social Media Strategies for Sustainability**
 - 4.1 Digital Platforms for Promoting Sustainable Practices

- 4.2 Creating Engaging Content with Environmental Messaging
- 4.3 Leveraging Influencers for Sustainable Brand Advocacy
- 4.4 Measuring the Impact of Digital Campaigns on Sustainability Goals

5 Corporate Social Responsibility (CSR) and Ethics

- 5.1 Designing CSR-Driven Marketing Strategies
- 5.2 Ethical Considerations in Sustainable Marketing
- 5.3 Creating a Sustainability-Driven Corporate Identity
- 5.4 Reporting and Communicating CSR Initiatives

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand key principles and frameworks of sustainable marketing.
2. Develop marketing campaigns that integrate environmental and social responsibility.
3. Identify consumer preferences and behaviors regarding sustainability.
4. Design innovative products and services that align with sustainable values.
5. Evaluate the effectiveness of sustainability-driven marketing strategies.

References:

- Belz, F. M., & Peattie, K. (2012). *Sustainability Marketing: A Global Perspective*. Wiley.
- Ottman, J. A. (2011). *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*. Berrett-Koehler Publishers.
- Martin, D., & Schouten, J. (2011). *Sustainable Marketing*. Pearson.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management (15th Edition)*. Pearson.

MBA 2nd Year Semester 4 Marketing for the Hinterlands (MBA MKT 232)

L	T	P
2	-	1

Course Name: Marketing for the Hinterlands

Course Credits: 3

Course Code: MBA MKT 232

Course Objectives:

1. Provide students with an understanding of rural and semi-urban market dynamics.
2. Equip students with skills to develop effective marketing strategies for hinterland regions.
3. Enable students to analyze consumer behavior and cultural diversity in rural markets.
4. Foster the ability to design innovative and cost-effective marketing campaigns for underserved regions.

Course Description:

This course focuses on the unique challenges and opportunities presented by marketing in hinterland regions. Students will explore strategies for engaging rural consumers, developing distribution channels, and overcoming infrastructural barriers. The course emphasizes innovation in product design, pricing, and promotion tailored to rural market segments. Real-world case studies will illustrate successful rural marketing campaigns.

Course Contents:

Unit Modules

- 1 Introduction to Rural and Hinterland Markets**
 - 1.1 Characteristics of Rural and Semi-Urban Markets
 - 1.2 Socio-Economic Profile of Rural Consumers
 - 1.3 Challenges in Rural Marketing
 - 1.4 Opportunities for Growth in Hinterland Markets
- 2 Consumer Behavior in Rural Markets**
 - 2.1 Understanding Cultural Diversity and Traditions
 - 2.2 Factors Influencing Buying Decisions in Rural Areas
 - 2.3 Role of Opinion Leaders and Influencers in Rural Markets
 - 2.4 Building Consumer Trust through Community Engagement
- 3 Product and Pricing Strategies for Rural Markets**
 - 3.1 Product Design and Packaging for Rural Consumers
 - 3.2 Low-Cost Innovation and Value Engineering
 - 3.3 Pricing Models for Cost-Conscious Consumers
 - 3.4 Managing Product Lifecycle in Rural Markets
- 4 Distribution and Promotion Strategies**
 - 4.1 Innovative Distribution Channels for Remote Regions
 - 4.2 Role of Retailers and Local Intermediaries
 - 4.3 Designing Impactful Rural Advertising Campaigns
 - 4.4 Leveraging Social and Cultural Events for Promotions
- 5 Digital and Mobile Marketing in Hinterlands**
 - 5.1 Role of Digital Penetration in Rural Markets
 - 5.2 Creating Mobile-Based Solutions for Rural Consumers
 - 5.3 Use of Social Media for Rural Brand Awareness
 - 5.4 Building Digital Literacy for Enhanced Marketing Reach

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand the unique characteristics and challenges of rural markets.

2. Develop marketing strategies that address rural consumer needs.
3. Design innovative product and pricing models for rural segments.
4. Create effective distribution networks for remote regions.
5. Develop digital and mobile marketing campaigns tailored to hinterland markets.

References:

- Kashyap, P. (2012). *Rural Marketing*. Pearson.
- Dogra, B., & Ghuman, K. (2008). *Rural Marketing: Concepts and Practices*. Tata McGraw-Hill.
- Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2011). *Rural Marketing: Text and Cases*. Pearson.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2009). *Marketing Management: A South Asian Perspective*. Pearson.

MBA 2nd Year
Semester 4
Services Marketing (MBA MKT 204)

L	T	P
2	-	1

Course Name: Services Marketing

Course Credits: 3

Course Code: MBA MKT 204

Course Objectives:

1. Provide students with a comprehensive understanding of services marketing concepts.
2. Equip students with skills to design effective marketing strategies for service-based businesses.
3. Develop students' ability to manage customer relationships in the service sector.
4. Enable students to create service experiences that enhance customer satisfaction and loyalty.

Course Description:

This course explores the unique characteristics of services marketing, focusing on strategies to create, deliver, and manage services. Topics include service design, customer experience management, and service quality frameworks. The course emphasizes the role of people, processes, and technology in delivering superior services. Real-world case studies will demonstrate successful service marketing strategies across various industries.

Course Contents:

Unit Modules

- 1 Introduction to Services Marketing**
 - 1.1 Nature and Characteristics of Services
 - 1.2 Differences between Goods and Services Marketing
 - 1.3 The Services Marketing Triangle
 - 1.4 Key Challenges in Marketing Services
- 2 Service Design and Delivery**
 - 2.1 Designing Service Processes for Efficiency and Effectiveness
 - 2.2 Service Blueprinting and Flowcharting
 - 2.3 Managing Service Capacity and Demand
 - 2.4 Role of Technology in Service Delivery
- 3 Understanding Consumer Behavior in Services**
 - 3.1 The Consumer Decision-Making Process for Services
 - 3.2 Factors Affecting Service Expectations
 - 3.3 Building Trust and Managing Customer Perceptions
 - 3.4 Managing Service Encounters for Positive Outcomes
- 4 Service Quality and Performance Measurement**
 - 4.1 SERVQUAL Model and Dimensions of Service Quality
 - 4.2 Customer Satisfaction Measurement Techniques
 - 4.3 Managing Customer Feedback and Complaints
 - 4.4 Strategies for Service Recovery

5 Marketing Strategies for Service Firms

5.1 Internal Marketing for Employee Engagement

5.2 Developing Relationship Marketing Strategies

5.3 Leveraging Digital Platforms for Service Promotion

5.4 Building Loyalty Programs for Service Customers

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand the core principles and challenges of services marketing.
2. Design effective service delivery processes to enhance customer experience.
3. Analyze consumer behavior and develop strategies to meet service expectations.
4. Implement quality management frameworks to improve service performance.
5. Develop customer relationship and loyalty programs for service-based businesses.

References:

- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2017). *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw-Hill Education.
- Lovelock, C., Wirtz, J., & Chatterjee, J. (2015). *Services Marketing: People, Technology, Strategy*. Pearson.
- Hoffman, K. D., & Bateson, J. E. G. (2016). *Services Marketing: Concepts, Strategies, & Cases*. Cengage Learning.
- Fitzsimmons, J. A., & Fitzsimmons, M. J. (2013). *Service Management: Operations, Strategy, and Information Technology*. McGraw-Hill Education.

MBA 2nd Year
Semester 4
Strategic People Dynamics (MBA ENT 234)

L	T	P
2	-	1

Course Name: Strategic People Dynamics

Course Code: MBA ENT 234

Course Credits: 3

Course Objectives:

1. Understand the strategic role of human capital in organizational success.
2. Develop leadership capabilities to manage dynamic workforce challenges.
3. Apply people analytics to enhance decision-making in talent management.
4. Explore organizational behavior theories to improve workplace productivity.
5. Evaluate the impact of company culture on employee performance and engagement.

Course Description:

1. Strategic People Dynamics explores the intersection of human capital management, organizational behavior, and business strategy. This course equips students with the knowledge and skills to lead people effectively in dynamic business environments.
2. Through case studies, interactive discussions, and real-world applications, students will learn to develop strategic approaches to workforce planning, talent management, and employee engagement. The course integrates psychological and behavioral insights to help managers and leaders foster a high-performance culture.

Course Contents:

Unit Modules

- 1 Foundations of Strategic People Management**
 - 1.1 Introduction to People Strategy & Organizational Behavior
 - 1.2 The Role of Human Capital in Competitive Advantage
 - 1.3 Workforce Planning and Talent Acquisition Strategies
- 2 Leadership and People Dynamics**
 - 2.1 Leadership Theories and Their Impact on Workforce
 - 2.2 Emotional Intelligence in Leadership
 - 2.3 Managing Cross-Cultural and Diverse Teams
- 3 Performance and Employee Engagement**
 - 3.1 Motivation Theories and Applications in Business
 - 3.2 Employee Experience and Workplace Well-being
 - 3.3 The Role of Recognition and Rewards in Performance Management
- 4 Change Management and Organizational Development**
 - 4.1 Managing Resistance to Change
 - 4.2 Agile and Adaptive Workforce Strategies
 - 4.3 The Future of Work: AI, Automation, and the Gig Economy

5 People Analytics and HR Technology

5.1 Introduction to People Analytics and Data-Driven Decision-Making

5.2 Workforce Analytics Tools and Techniques

5.3 Ethical Considerations in People Analytics

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Analyze the role of human capital in driving organizational success.
2. Develop leadership skills to manage dynamic workforce challenges.
3. Implement employee engagement strategies to improve productivity.
4. Apply people analytics for strategic workforce planning.
5. Navigate cultural and technological shifts in the workplace.

References:

- Armstrong, M. (2020). *Strategic Human Resource Management*. Kogan Page.
- Ulrich, D. (2019). *HR from the Outside In: Six Competencies for the Future of Human Resources*. McGraw-Hill.
- Goleman, D. (2006). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam.
- Harvard Business Review Articles on People Strategy and Leadership.

MBA 2nd Year
Semester 4
Corporate Compliance & Ethical Leadership (MBA ENT 236)

L	T	P
2	-	1

Course Name: Corporate Compliance & Ethical Leadership

Course Credits : 3

Course Code – MBA ENT 236

Course Objectives:

1. Understand the principles of corporate governance and compliance.
2. Analyze ethical leadership practices and their impact on business.
3. Examine regulatory frameworks and their influence on corporate decision-making.
4. Develop skills for ethical decision-making in complex business environments.
5. Explore global compliance standards and corporate social responsibility (CSR).

Course Description:

Corporate Compliance & Ethical Leadership provides a comprehensive overview of ethical decision-making, corporate governance, and regulatory compliance. The course equips students with the knowledge and skills to navigate ethical dilemmas and ensure adherence to legal and regulatory standards in business. Students will explore real-world case studies, corporate scandals, and best practices in ethical leadership to develop strategic solutions for compliance challenges.

Course Contents:

Unit Modules

- 1 Foundations of Corporate Governance and Compliance**
 - 1.1 Introduction to Corporate Governance
 - 1.2 Key Regulatory and Legal Frameworks (SOX, GDPR, FCPA, etc.)
 - 1.3 The Role of Compliance Officers in Organizations
- 2 Ethical Leadership and Decision-Making**
 - 2.1 Ethical Theories and Their Business Applications
 - 2.2 Ethical Decision-Making Models
 - 2.3 The Role of Leadership in Fostering an Ethical Culture
- 3 Corporate Compliance in Practice**
 - 3.1 Risk Management and Internal Controls
 - 3.2 Whistleblowing Policies and Ethical Reporting Mechanisms
 - 3.3 Case Studies: Corporate Scandals and Lessons Learned
- 4 Corporate Social Responsibility and ESG Compliance**
 - 4.1 The Business Case for CSR and Sustainability
 - 4.2 Environmental, Social, and Governance (ESG) Standards
 - 4.3 Stakeholder Engagement and Ethical Business Practices
- 5 Global Compliance and Future Trends**

- 5.1 International Business Ethics and Anti-Corruption Laws
- 5.2 AI and Compliance: Opportunities and Risks
- 5.3 Emerging Trends in Ethical Leadership and Compliance

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Demonstrate an understanding of corporate governance principles and regulatory compliance.
2. Apply ethical frameworks to real-world business scenarios.
3. Evaluate the impact of ethical leadership on corporate culture and decision-making.
4. Design risk management and compliance strategies for organizations.
5. Analyze corporate social responsibility initiatives and their alignment with business objectives.

References:

- Treviño, L. K., & Nelson, K. A. (2016). *Managing Business Ethics: Straight Talk About How to Do It Right*. Wiley.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2020). *Business Ethics: Ethical Decision Making & Cases*. Cengage.
- Carroll, A. B., & Buchholtz, A. K. (2017). *Business and Society: Ethics, Sustainability, and Stakeholder Management*. Cengage.
- Harvard Business Review Articles on Corporate Governance and Compliance.

MBA 2nd Year
Semester 4
Scaling Startups - Strategies for Growth (MBA ENT 217)

L	T	P
2	-	1

Course Name: Scaling Startups - Strategies for Growth

Course Credits: 3

Course Code: MBA ENT

217

Course Objectives:

1. Understand the fundamentals of startup scaling and growth strategies.
2. Analyze market expansion techniques and product scaling frameworks.
3. Develop financial and operational strategies for sustainable growth.
4. Evaluate leadership and organizational challenges in scaling startups.
5. Explore real-world case studies of successful and failed startup scaling efforts.

Course Description:

Scaling Startups - Strategies for Growth is designed to equip students with the knowledge and skills required to transition startups from early-stage ventures to scalable, high-growth businesses. This course explores frameworks, financial strategies, market entry tactics, and leadership principles essential for sustainable growth. Through case studies and hands-on projects, students will learn to navigate challenges such as funding, customer acquisition, operational efficiency, and team scaling.

Course Contents:

- 1 Introduction to Startup Growth and Scaling**
 - 1.1 Stages of Startup Growth: From Seed to Scale
 - 1.2 Understanding Product-Market Fit and Growth Metrics
 - 1.3 Building a Scalable Business Model
- 2 Market Expansion and Customer Acquisition**
 - 2.1 Growth Hacking and Digital Marketing Strategies
 - 2.2 Scaling Sales and Distribution Channels
 - 2.3 International Expansion and Entering New Markets
- 3 Financial Strategies for Scaling**
 - 3.1 Funding Rounds and Investment Strategies
 - 3.2 Revenue Models and Pricing Strategies
 - 3.3 Managing Cash Flow and Financial Sustainability
- 4 Operational Excellence and Leadership Challenges**
 - 4.1 Building and Managing High-Performance Teams
 - 4.2 Leadership and Culture in Scaling Startups
 - 4.3 Process Automation and Technology Integration
- 5 Case Studies and Future Trends in Startup Growth**

5.1 Lessons from Successful Scale-Ups (e.g., Airbnb, Uber, Blinkit)

5.2 Common Pitfalls and How to Avoid Them

5.3 Emerging Trends in Scaling: AI, Blockchain, and Sustainability

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Identify key challenges and strategies in scaling startups.
2. Develop data-driven market expansion and customer acquisition strategies.
3. Implement financial models and funding strategies for growth.
4. Design organizational structures and leadership approaches for scaling.
5. Analyze case studies to apply real-world scaling insights.

References:

- Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
- Blank, S., & Dorf, B. (2012). *The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company*. K&S Ranch.
- Ismail, S. (2014). *Exponential Organizations: Why New Organizations Are Ten Times Better, Faster, and Cheaper Than Yours (and What to Do About It)*. Diversion Books.
- Harvard Business Review Articles on Startup Growth and Scaling Strategies.

MBA 2nd Year
Semester 4
Family Enterprise Consultancy (MBA ENT 219)

L	T	P
2	-	1

Course Name: Family Enterprise Consultancy

Course Credits: 3

Course Code: MBA ENT 219

Course Objectives:

1. Understand the unique dynamics and challenges of family-owned businesses.
2. Develop consulting frameworks for advising family enterprises on governance, succession, and growth.
3. Analyze financial, operational, and strategic decision-making in family businesses.
4. Explore conflict resolution techniques and relationship management within family firms.
5. Assess real-world family business case studies and formulate strategic recommendations.

Course Description:

Family Enterprise Consultancy provides students with the tools and knowledge to effectively advise family-run businesses. The course covers key aspects such as governance, succession planning, business continuity, and family dynamics. Through case studies, role-playing exercises, and strategic frameworks, students will learn how to navigate the complexities of family enterprises and provide tailored consulting solutions.

Course Contents:

Unit Modules

- 1 Introduction to Family Business Consulting**
 - 1.1 Understanding Family Business Structures and Governance
 - 1.2 The Role of Consultants in Family Enterprises
 - 1.3 Key Challenges Faced by Family Businesses
- 2 Succession Planning and Leadership Transition**
 - 2.1 Family Business Succession Models and Strategies
 - 2.2 Managing Leadership Transitions and Next-Gen Development
 - 2.3 Legal and Financial Considerations in Succession Planning
- 3 Governance and Conflict Resolution**
 - 3.1 Family Councils, Boards, and Governance Best Practices
 - 3.2 Conflict Resolution Strategies in Family Enterprises
 - 3.3 Balancing Family Values and Business Performance
- 4 Growth Strategies for Family Businesses**
 - 4.1 Scaling and Diversification Strategies
 - 4.2 Innovation and Digital Transformation in Family Enterprises
 - 4.3 Funding and Investment Considerations for Family-Owned Firms
- 5 Case Studies and Consulting Practicum**

- 5.1 Analysis of Successful and Struggling Family Enterprises
- 5.2 Ethical Considerations in Family Business Consulting
- 5.3 Capstone Project: Developing a Consulting Plan for a Family Business

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Identify and analyze key challenges in family businesses.
2. Develop strategic solutions for governance, leadership transition, and conflict resolution.
3. Apply financial and operational best practices in family enterprise consulting.
4. Provide advisory recommendations for business growth and succession planning.
5. Demonstrate consulting skills through real-world case studies and projects.

References:

- Poza, E. J. (2013). *Family Business*. Cengage Learning.
- Ward, J. L. (2011). *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership*. Palgrave Macmillan.
- Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to Generation: Life Cycles of the Family Business*. Harvard Business Review Press.
- Harvard Business Review Articles on Family Business Management and Consulting.

MBA 2nd year
Semester 4
Business Intelligence using Power BI (MBA BA 234)

L	T	P
2	-	1

Course Name: Business Intelligence using Power BI

Course Credits: 3

Course Code: MBA BA

234

Course Objectives:

1. Understand the fundamentals of Business Intelligence (BI) and its role in decision-making.
2. Learn to use Power BI for data visualization, analytics, and reporting.
3. Develop skills in data transformation, modeling, and dashboard creation.
4. Apply DAX (Data Analysis Expressions) to enhance data insights.
5. Implement BI strategies to solve real-world business problems.

Course Description:

This course provides a hands-on approach to Business Intelligence (BI) using Microsoft Power BI. Students will learn how to collect, clean, analyze, and visualize data to generate actionable insights. The course covers Power BI fundamentals, data transformation techniques, advanced DAX calculations, and best practices for designing interactive dashboards. Through case studies and practical projects, students will gain expertise in leveraging Power BI for strategic business decision-making.

Course Contents:

Unit Modules

- 1 Introduction to Business Intelligence and Power BI**
 - 1.1 Understanding Business Intelligence and Data Analytics
 - 1.2 Introduction to Power BI: Components and Features
 - 1.3 Connecting to Data Sources and Data Import Techniques
- 2 Data Transformation and Modeling**
 - 2.1 Data Cleaning and Shaping using Power Query
 - 2.2 Data Relationships and Data Modeling Techniques
 - 2.3 Introduction to DAX: Basic Functions and Calculations
- 3 Data Visualization and Dashboard Development**
 - 3.1 Creating Effective Visualizations (Charts, Tables, KPIs)
 - 3.2 Designing Interactive Dashboards and Reports
 - 3.3 Advanced Filtering and Slicing Techniques
- 4 Advanced Power BI Features**
 - 4.1 Time Intelligence Functions in DAX
 - 4.2 Implementing Row-Level Security (RLS)
 - 4.3 Power BI Service: Publishing, Sharing, and Collaboration

5 Business Applications and Case Studies

5.1 Real-World Business Scenarios using Power BI

5.2 Optimizing Performance in Power BI Reports

5.3 Future Trends in Business Intelligence and Data Analytics

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Understand the role of Business Intelligence in decision-making.
2. Utilize Power BI to collect, clean, and visualize data effectively.
3. Develop interactive dashboards to track business performance.
4. Apply DAX functions to create meaningful data insights.
5. Implement Power BI solutions to solve real-world business challenges.

References:

- Rand, R. (2021). *Microsoft Power BI Quick Start Guide*. Packt Publishing.
- Shapiro, B. (2020). *Mastering Microsoft Power BI: Expert Techniques for Effective Data Analytics and Business Intelligence*. Packt Publishing.
- Harvard Business Review Articles on Data Analytics and BI.
- Microsoft Power BI Documentation and Tutorials.

MBA 2nd Year
Semester 4
SQL Programming (MBA BA 236)

L	T	P
1	-	3

Course Name: SQL Programming

Course Credits: 3

Course Code: MBA BA 236

Course Objectives:

1. Understand the fundamentals of Structured Query Language (SQL) and relational databases.
2. Learn to write SQL queries for data retrieval, manipulation, and management.
3. Develop skills in database design, normalization, and indexing.
4. Implement advanced SQL techniques such as stored procedures and triggers.
5. Apply SQL in business intelligence and data analytics applications.

Course Description:

This course provides a comprehensive introduction to SQL programming, focusing on data storage, retrieval, and management within relational databases. Students will learn essential SQL commands, including SELECT, INSERT, UPDATE, DELETE, and JOIN operations. The course also covers advanced topics like stored procedures, indexing, triggers, and optimization techniques. Through hands-on exercises and real-world business applications, students will gain proficiency in SQL for business intelligence and data analytics.

Course Contents:

Unit Modules

- 1 Introduction to SQL and Relational Databases**
 - 1.1 Understanding Databases and SQL
 - 1.2 Introduction to Relational Database Management Systems (RDBMS)
 - 1.3 Setting Up SQL Environments (MySQL, PostgreSQL, SQL Server)
- 2 Basic SQL Queries and Data Manipulation**
 - 2.1 SELECT Statements: Filtering, Sorting, and Aggregation
 - 2.2 Data Modification: INSERT, UPDATE, DELETE
 - 2.3 Using WHERE, GROUP BY, and HAVING Clauses
- 3 Joins, Subqueries, and Data Relationships**
 - 3.1 INNER, LEFT, RIGHT, and FULL Joins
 - 3.2 Using Subqueries for Complex Data Retrieval
 - 3.3 Working with UNION, INTERSECT, and EXCEPT Operators
- 4 Database Design, Indexing, and Optimization**
 - 4.1 Normalization and Database Schema Design
 - 4.2 Indexing for Query Optimization
 - 4.3 Performance Tuning and Query Execution Plans

5 Advanced SQL and Business Applications

5.1 Stored Procedures and Triggers

5.2 Views and User-Defined Functions

5.3 SQL for Business Intelligence and Data Analytics

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Write SQL queries to retrieve and manipulate data efficiently.
2. Design and optimize relational databases for business applications.
3. Implement advanced SQL features like stored procedures and indexing.
4. Utilize SQL for business intelligence and analytics.
5. Solve real-world data challenges using SQL-based solutions.

References:

- Ben-Gan, I. (2022). *T-SQL Fundamentals*. Microsoft Press.
- Oppel, A. J. (2020). *SQL: The Complete Reference*. McGraw-Hill Education.
- Harvard Business Review Articles on Data Management and SQL Applications.
- Official MySQL, PostgreSQL, and SQL Server Documentation.

MBA 2nd Year
Semester 4
Text and Social Media Analytics (MBA BA 226)

L	T	P
1	-	3

Course Name: Text and Social Media Analytics

Course Credits: 3

Course Code: MBA BA 226

Course Objectives:

1. Understand the fundamentals of text analytics and social media data processing.
2. Learn techniques for sentiment analysis, topic modeling, and text classification.
3. Explore social network analysis and its applications in business.
4. Develop skills in natural language processing (NLP) and machine learning for text data.
5. Apply social media analytics for brand monitoring, customer insights, and marketing strategy.

Course Description:

This course provides a comprehensive introduction to text and social media analytics, focusing on extracting insights from unstructured data. Students will learn text processing techniques, sentiment analysis, and social network analysis using real-world datasets. The course integrates natural language processing (NLP) and machine learning applications to analyze textual and social media data, enabling businesses to make data-driven decisions.

Course Contents:

Unit Modules

- 1 Introduction to Text and Social Media Analytics**
 - 1.1 Understanding Unstructured Data and Text Mining
 - 1.2 Overview of Social Media Data Sources (Twitter, Facebook, LinkedIn, Reddit)
 - 1.3 Tools and Techniques for Text and Social Media Analytics
- 2 Text Preprocessing and Feature Extraction**
 - 2.1 Tokenization, Lemmatization, and Stopword Removal
 - 2.2 TF-IDF, Word Embeddings, and Vectorization Techniques
 - 2.3 Named Entity Recognition (NER) and Part-of-Speech Tagging
- 3 Sentiment Analysis and Topic Modeling**
 - 3.1 Rule-Based and Machine Learning Approaches to Sentiment Analysis
 - 3.2 Latent Dirichlet Allocation (LDA) for Topic Modeling
 - 3.3 Case Study: Sentiment Analysis on Social Media Brand Mentions
- 4 Social Network and Influence Analysis**
 - 4.1 Basics of Social Network Analysis (SNA)
 - 4.2 Identifying Key Influencers and Virality Metrics
 - 4.3 Community Detection and Graph-Based Analysis
- 5 Business Applications and Case Studies**
 - 5.1 Social Media Listening and Brand Monitoring
 - 5.2 Crisis Management and Predictive Analytics in Social Media
 - 5.3 Future Trends in Social Media and Text Analytics

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Process and analyze text data using NLP techniques.
2. Perform sentiment analysis and topic modeling on large datasets.
3. Apply social network analysis to identify key influencers and trends.
4. Utilize text analytics for brand monitoring and consumer insights.
5. Implement data-driven strategies for marketing and reputation management.

References:

- Jurafsky, D., & Martin, J. H. (2021). *Speech and Language Processing*. Pearson.
- Russell, M. A. (2019). *Mining the Social Web: Data Mining Facebook, Twitter, LinkedIn, Instagram, GitHub, and More*. O'Reilly Media.
- Harvard Business Review Articles on Social Media Analytics and Business Applications.
- Python Libraries: NLTK, SpaCy, TextBlob, NetworkX for Social Network Analysis.

MBA 2nd Year
Semester 4
Ethics & Moral Issues in Adopting AI (MBA BA 238)

L	T	P
1	-	3

Course Name: Ethics & Moral Issues in Adopting AI

Course Credit Hours: 3

Course Code: MBA BA

238

Course Objectives:

1. Provide students with a clear understanding of ethical frameworks and principles applicable to artificial intelligence (AI).
2. Explore moral dilemmas, biases, and decision-making challenges associated with AI adoption in businesses and society.
3. Develop students' ability to critically evaluate AI's impact on privacy, security, labor markets, and social structures.
4. Equip students with strategies to ensure ethical AI deployment in corporate and public sectors

Course Description:

This course explores the ethical and moral implications of artificial intelligence in business, governance, and daily life. Students will analyze key challenges such as algorithmic bias, privacy concerns, data security, and AI-driven decision-making. Through real-world case studies, they will understand how organizations navigate AI ethics while maintaining corporate responsibility and public trust.

Additionally, students will examine global AI regulations, the role of human oversight, and ethical leadership in AI governance. By the end of the course, students will be equipped with strategies to ensure responsible AI adoption that aligns with human values and societal welfare.

Course Contents:

Unit Modules

1 Fundamentals of AI Ethics

- 1.1 Introduction to AI Ethics and Moral Frameworks
- 1.2 Key Ethical Challenges in AI Adoption
- 1.3 AI and Human Decision-Making: Risks and Accountability
- 1.4 Corporate Responsibility in AI Development

2 Ethical Theories and AI Governance

- 2.1 Utilitarianism, Deontology, and Virtue Ethics in AI
- 2.2 AI Bias and Fairness: Ethical Considerations
- 2.3 Global Regulations on AI Ethics (GDPR, AI Act, etc.)
- 2.4 The Role of Human Oversight in AI Governance

- 3 AI, Privacy, and Security**
 - 3.1 Data Ethics and Consumer Privacy
 - 3.2 AI Surveillance and Its Ethical Implications
 - 3.3 Cybersecurity Challenges in AI Systems
 - 3.4 AI and Workplace Ethics: Surveillance vs. Employee Rights
- 4 AI's Impact on Society and Economy**
 - 4.1 AI in Hiring, Healthcare, and Finance: Ethical Concerns
 - 4.2 AI and the Future of Work: Job Loss vs. Job Creation
 - 4.3 Ethical AI in Marketing and Consumer Behavior
 - 4.4 AI for Social Good: Ethical Innovation

Course Outcomes (COs):

After completing the course, the student shall be able to:

1. Understand the key ethical principles governing AI development and use.
2. Analyze and evaluate ethical dilemmas in AI adoption across industries.
3. Develop strategies for implementing AI responsibly in business and society.
4. Identify and mitigate AI-related biases and privacy risks in decision-making.

References:

- Russell, S., & Norvig, P. (2020). Artificial Intelligence: A Modern Approach. Pearson.
- Bostrom, N. (2014). Superintelligence: Paths, Dangers, Strategies. Oxford University Press.
- O'Neil, C. (2016). Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy. Crown Publishing.
- Brynjolfsson, E., & McAfee, A. (2017). Machine, Platform, Crowd: Harnessing Our Digital Future. W.W. Norton & Company.

Sustainable Finance (MBA FIN 226)

L	T	P
2	-	1

Course Name: Sustainable Finance

Course Credits: 3

Course Code: MBA FIN 226

Course Objectives

1. Provide students with a comprehensive understanding of sustainable finance and its role in driving long-term economic growth.
2. Develop the ability to integrate environmental, social, and governance (ESG) factors into financial decision-making.
3. Enable students to evaluate the impact of sustainable finance initiatives on corporate performance and shareholder value.
4. Equip students with the analytical tools and frameworks to assess green investments, carbon markets, and sustainability-linked bonds.

Course Description

1. This course explores the intersection of finance and sustainability, focusing on how financial markets, institutions, and instruments can drive positive environmental and social impact. Students will gain insights into the role of sustainable finance in mitigating climate change, supporting social responsibility, and enhancing corporate governance.
2. Through case studies and real-world scenarios, students will learn to assess the financial viability of green investments, measure the impact of ESG factors, and develop strategies for raising sustainable capital. The course covers key topics such as green bonds, impact investing, carbon markets, and the integration of ESG factors in financial decision-making.

Course Contents

Unit Modules

- 1 Introduction to Sustainable Finance**
 - 1.1 Overview of Sustainable Finance and Its Importance
 - 1.2 Role of Financial Institutions in Promoting Sustainability
 - 1.3 Triple Bottom Line (People, Planet, Profit)
 - 1.4 Sustainable Development Goals (SDGs) and Finance
- 2 Environmental, Social, and Governance (ESG) Factors**
 - 2.1 Understanding ESG and Its Impact on Financial Performance
 - 2.2 ESG Metrics and Reporting Standards (GRI, SASB)
 - 2.3 Integrating ESG into Investment and Risk Management
 - 2.4 Corporate Governance and Social Responsibility
- 3 Green Financial Instruments**
 - 3.1 Green Bonds and Sustainability-Linked Bonds
 - 3.2 Carbon Credits and Carbon Trading
 - 3.3 Social Impact Bonds and Development Impact Bonds
 - 3.4 Role of Multilateral Financial Institutions (World Bank, IMF)
- 4 Sustainable Investment Strategies**

4.1 Impact Investing and Socially Responsible Investing (SRI)

4.2 ESG Screening and Portfolio Construction

4.3 Risk and Return in Sustainable Investments

4.4 Engagement and Proxy Voting in ESG Funds

5 Regulatory Framework and Global Trends

5.1 Climate-Related Financial Disclosures (TCFD)

5.2 EU Green Taxonomy and Sustainable Finance Disclosure Regulation (SFDR)

5.3 Role of Central Banks and Financial Regulators

5.4 Emerging Trends and Future of Sustainable Finance

Course Outcomes (COs)

After completing the course, the student shall be able to:

1. Understand the key principles and drivers of sustainable finance.
2. Integrate ESG factors into financial analysis and decision-making.
3. Evaluate the financial viability of green and social impact investments.
4. Develop sustainable investment strategies and manage ESG risks.
5. Analyze the role of financial institutions and regulators in driving sustainability.

References

1. Friede, G. (2015). *ESG and Financial Performance*. Cambridge University Press.
2. Schoenmaker, D. (2019). *Principles of Sustainable Finance*. Oxford University Press.
3. Weber, O. (2018). *Sustainable Finance and Banking: Principles and Practice*. Routledge.
4. Hebb, T. (2011). *The Next Generation of Responsible Investing*. Springer.

MBA 2nd Year
Semester 4
Behavioral Finance (MBA FIN 228)

L	T	P
2	-	1

Course Name: Sustainable Finance

Course Credits: 3

Course Code: MBA FIN 228

Course Objectives

1. **Understanding Behavioral Finance Concepts:** To introduce students to the psychological factors that influence financial decision-making and market behavior.
2. **Analyzing Cognitive Biases:** To equip students with the ability to identify and analyze common cognitive biases affecting investors and financial markets.
3. **Applying Behavioral Insights:** To develop strategies for mitigating biases and improving decision-making in personal and corporate finance.

Course Description

This course explores the intersection of psychology and finance, examining how emotions, cognitive biases, and social influences affect investor behavior and market dynamics. Students will learn about key behavioral finance theories, such as prospect theory and mental accounting, and how these concepts challenge traditional finance models. The course aims to enhance students' understanding of market anomalies, investment strategies, and corporate finance decisions through a behavioral lens.

Course Contents

Unit Module

1 Introduction to Behavioral Finance

- 1.1 Definition and Importance of Behavioral Finance
- 1.2 Traditional vs. Behavioral Finance: Key Differences
- 1.3 Foundational Theories: Prospect Theory, Bounded Rationality, Mental Accounting

2 Cognitive Biases in Financial Decision-Making

- 2.1 Overconfidence Bias: Impact on Trading Decisions
- 2.2 Anchoring Bias: Influence of Reference Points
- 2.3 Confirmation Bias: Seeking Information that Supports Pre-existing Beliefs
- 2.4 Loss Aversion: The Fear of Loss vs. the Desire for Gain

3 Emotional Influences on Financial Behavior

- 3.1 The Role of Emotions: Fear and Greed in Market Cycles
- 3.2 Regret Aversion: Avoiding Actions that Could Lead to Regret
- 3.3 Herding Behavior: Following the Crowd in Investment Decisions

4 Behavioral Insights in Investing

- 4.1 Market Anomalies: Understanding Momentum, Reversal, and Bubbles
- 4.2 Behavioral Portfolio Theory: An Alternative to Modern Portfolio Theory (MPT)
- 4.3 The Impact of Noise Traders on Asset Pricing

5 Applications of Behavioral Finance

- 5.1 Behavioral Corporate Finance: Managerial Biases in Decision-Making
- 5.2 Financial Advising: Integrating Behavioral Insights into Client Strategies

5.3 Public Policy Implications: Nudging and Default Options in Economic Decisions

Course Outcomes (COs)

After completing the course, students will be able to:

1. **Identify Cognitive Biases:** Recognize and analyze common biases affecting financial decisions.
2. **Critique Traditional Models:** Evaluate the limitations of traditional finance theories such as the Efficient Market Hypothesis (EMH).
3. **Apply Behavioral Principles:** Use insights from behavioral finance to explain market anomalies and improve decision-making.
4. **Develop Mitigation Strategies:** Create strategies to reduce the impact of biases on investment and corporate decisions.

References

- **Thaler, R. H., & Sunstein, C. R.** (2008). *Nudge: Improving Decisions About Health, Wealth, and Happiness*. Yale University Press.
- **Kahneman, D., & Tversky, A.** (1979). *Prospect Theory: An Analysis of Decision under Risk*. *Econometrica*.
- **Shefrin, H.** (2000). *Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing*. Oxford University Press.

MBA 2nd Year
Semester 4
Creator Economy (MBA MKT 234)

L	T	P
2	-	1

Course Name: Creator Economy

Course Credits: 3

Course Code: MBA MKT 234

Course Objectives:

1. Provide students with a comprehensive understanding of the creator economy and its growth.
2. Equip students with the skills to build, manage, and monetize content in the digital space.
3. Develop students' ability to identify emerging trends and opportunities in the creator ecosystem.
4. Enable students to understand platform algorithms, audience engagement, and brand partnerships.

Course Description:

This course delves into the fast-evolving creator economy, exploring how digital platforms empower individuals to build personal brands and monetize their content. Students will learn about content creation strategies, audience growth tactics, and monetization models. The course also addresses the role of social media algorithms, influencer collaborations, and digital community management. Case studies of successful content creators will provide practical insights.

Course Contents:

Unit Modules

- 1 Introduction to the Creator Economy**
 - 1.1 Evolution and Growth of the Creator Economy
 - 1.2 Key Platforms in the Creator Space
 - 1.3 Identifying Niche Markets for Content Creation
 - 1.4 Legal and Ethical Considerations in the Creator Economy
- 2 Content Creation Strategies**
 - 2.1 Understanding Platform Algorithms
 - 2.2 Creating Engaging and Shareable Content
 - 2.3 Leveraging Visual, Audio, and Written Formats
 - 2.4 Tools and Technologies for Efficient Content Production
- 3 Building and Engaging an Audience**
 - 3.1 Strategies for Growing a Digital Community
 - 3.2 Managing Audience Feedback and Engagement
 - 3.3 Building Loyalty Through Personalized Content
 - 3.4 Effective Use of Analytics to Understand Audience Preferences
- 4 Monetization Models in the Creator Economy**
 - 4.1 Revenue Streams for Content Creators
 - 4.2 Sponsored Content and Brand Partnerships
 - 4.3 Memberships, Subscriptions, and Crowdfunding Models
 - 4.4 Intellectual Property and Content Ownership

5 Building Sustainable Growth as a Creator

5.1 Managing Creator Burnout and Mental Well-being

5.2 Creating Long-Term Partnerships with Brands

5.3 Diversifying Income Sources for Financial Stability

5.4 Leveraging Emerging Technologies (e.g., NFTs, Web3)

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand the fundamental principles of the creator economy.
2. Develop content strategies that align with platform algorithms and audience preferences.
3. Design effective monetization models for content creators.
4. Manage audience engagement and build loyal digital communities.
5. Implement sustainable practices to ensure long-term growth in the creator economy.

References:

- Koval, D. (2021). *The Creator Economy Handbook*. Self-Published.
- Weiss, L. (2022). *The Business of Influence: Optimizing Your Impact in the Creator Economy*. HarperCollins.
- Anderson, C. (2006). *The Long Tail: Why the Future of Business is Selling Less of More*. Hyperion.
- Van Dijk, J. (2020). *The Network Society*. SAGE Publications.

MBA 2nd Year

Semester 4

Chanakya's Arthashastra (MBA MKT 236)

L	T	P
2	-	1

Course Name: Chanakya's Arthashastra

Course Credits: 3

Course Code: MBA MKT 236

Course Objectives:

1. Provide students with insights into the economic, political, and administrative principles outlined in Chanakya's Arthashastra.
2. Equip students with strategic thinking skills inspired by ancient Indian wisdom.
3. Develop an understanding of governance, leadership, and management through Arthashastra's principles.
4. Enable students to apply these strategies in modern business contexts.

Course Description:

This course explores the teachings of Chanakya's Arthashastra, a timeless treatise on statecraft, economic policies, and governance. Students will analyze strategic frameworks, leadership models, and economic principles outlined in the text. The course connects these ancient principles with contemporary business and management practices, fostering innovative thinking and strategic planning.

Course Contents:

Unit Modules

- 1 Introduction to Chanakya's Arthashastra**
 - 1.1 Historical Background and Significance
 - 1.2 Core Principles of Arthashastra
 - 1.3 Role of Economics and Governance in Ancient India
 - 1.4 Relevance of Arthashastra in Modern Management
- 2 Leadership and Strategic Thinking**
 - 2.1 Chanakya's Principles of Leadership
 - 2.2 Building Influence and Authority
 - 2.3 Strategic Planning and Execution
 - 2.4 Managing Power Dynamics in Organizations
- 3 Economic Policies and Wealth Management**
 - 3.1 Principles of Taxation and Revenue Management
 - 3.2 Wealth Creation and Distribution
 - 3.3 Managing Trade and Commerce
 - 3.4 Developing Sustainable Economic Systems
- 4 Governance and Administration**
 - 4.1 Principles of Ethical Governance
 - 4.2 Managing Resources and Public Welfare
 - 4.3 Conflict Resolution and Crisis Management
 - 4.4 Role of Diplomacy in Building Alliances

5 Applying Arthashastra in Modern Business

5.1 Business Negotiation Strategies

5.2 Competitive Analysis and Market Positioning

5.3 Risk Management and Crisis Response

5.4 Ethical Decision-Making in Business Practices

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand the key principles of Chanakya's Arthashastra.
2. Apply leadership and strategic thinking techniques inspired by Chanakya's wisdom.
3. Develop effective governance and wealth management strategies.
4. Implement conflict resolution techniques in professional environments.
5. Incorporate ethical practices and strategic frameworks into modern business models.

References:

- Rangarajan, L. N. (1992). *Kautilya's Arthashastra*. Penguin Books India.
- Radhakrishnan, P. (2013). *Chanakya's Political Wisdom*. Wisdom Tree.
- Pillai, R. (2010). *Corporate Chanakya*. Jaico Publishing House.
- Shenoy, K. (2020). *Chanakya in Daily Life*. Jaico Publishing House.

MBA 2nd Year

Semester 4

IPR, Startup Laws & Ecosystem (MBA ENT 232)

L	T	P
2	-	1

Course Name: IPR, Startup Laws & Ecosystem

Course Credits: 3

Course Code: MBA ENT 232

Course Objectives:

1. Understand the fundamentals of Intellectual Property Rights (IPR) and their role in startups.
2. Analyze the legal framework governing startups, including company formation and compliance.
3. Explore the regulatory environment for venture funding and investor relations.
4. Develop strategies for protecting and leveraging intellectual property in business.
5. Evaluate government policies and ecosystem support for startups in different regions.

Course Description:

This course provides an in-depth understanding of intellectual property laws, startup regulations, and the entrepreneurial ecosystem. It equips students with the knowledge to navigate legal complexities, secure intellectual property, and comply with regulatory frameworks while building a startup.

Through case studies and legal analysis, students will gain practical insights into how laws impact innovation, funding, and growth strategies.

Course Contents:

Unit Modules

1 Introduction to IPR and Startup Laws

- 1.1 Overview of Intellectual Property Rights (IPR)
- 1.2 Importance of IPR for Startups and Innovation
- 1.3 Legal Structures for Startups: Proprietorship, LLP, Pvt. Ltd., and Public Ltd.

2 Protecting Intellectual Property

- 2.1 Trademarks, Copyrights, and Patents: Application and Enforcement
- 2.2 Trade Secrets and Non-Disclosure Agreements (NDAs)
- 2.3 IP Infringement and Legal Remedies

3 Startup Regulations and Compliance

- 3.1 Company Registration and Business Licensing
- 3.2 Taxation, GST, and Financial Compliance
- 3.3 Labor Laws, Contracts, and Employment Agreements

4 Funding, Investments, and Investor Relations

- 4.1 Venture Capital, Angel Investing, and Startup Funding Rounds
- 4.2 Regulatory Considerations for Fundraising (SEBI, FDI, FEMA)
- 4.3 Term Sheets, Shareholders' Agreements, and Exit Strategies.

5 Startup Ecosystem and Government Policies

- 5.1 Role of Incubators, Accelerators, and Startup Hubs
- 5.2 Government Schemes and Incentives for Startups (Startup India, MSME, etc.)
- 5.3 International Perspectives on Startup Laws and Ecosystems

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Apply knowledge of IPR to safeguard business innovations.
2. Navigate the legal and regulatory landscape for startups.
3. Understand compliance requirements related to taxation, labor laws, and company formation.
4. Develop legal strategies for securing investments and managing investor relations.
5. Leverage government initiatives and ecosystem support for startup growth.

References:

- Bainbridge, D. (2018). *Intellectual Property*. Pearson.
- Narayanan, P. (2019). *Intellectual Property Law in India*. LexisNexis.
- Harvard Business Review Articles on Startup Laws and Compliance.
- Government of India, *Startup India Handbook* (latest edition).

MBA 2nd Year
Semester 4
Innovation & Technological Adaptation in Family Enterprise
(MBA ENT 238)

L	T	P
2	-	1

Course Name: Innovation & Technological Adaptation in Family Enterprise

Course Credits: 3

Course Code: MBA ENT

238

Course Objectives:

1. Understand the role of innovation in sustaining and growing family enterprises.
2. Analyze the impact of emerging technologies on traditional family businesses.
3. Develop strategies for digital transformation and technological adaptation in family firms.
4. Explore frameworks for fostering an innovation-driven culture in family enterprises.
5. Examine real-world case studies of successful technology integration in family businesses.

Course Description:

This course explores how family enterprises can leverage innovation and technology to stay competitive in an evolving business landscape. It examines the challenges and opportunities in adopting new technologies while maintaining family business values and legacy. Students will learn about digital transformation, automation, AI, and other emerging technologies that are reshaping industries. Through case studies and hands-on projects, students will develop strategies to integrate innovation while ensuring business continuity.

Course Contents:

Unit Modules

- 1 The Need for Innovation in Family Enterprises**
 - 1.1 Understanding Innovation in the Context of Family Businesses
 - 1.2 Balancing Tradition and Modernization
 - 1.3 Barriers to Innovation and Overcoming Resistance
- 2 Emerging Technologies and Their Business Impact**
 - 2.1 Digital Transformation and Automation in Family Firms
 - 2.2 Artificial Intelligence, Blockchain, and IoT for Traditional Businesses
 - 2.3 Industry-Specific Innovations and Case Studies
- 3 Developing an Innovation Strategy**
 - 3.1 Frameworks for Driving Innovation in Family Enterprises
 - 3.2 Strategic Partnerships and Open Innovation Models
 - 3.3 Funding Innovation: Investment, Grants, and Government Schemes
- 4 Leadership and Change Management in Innovation**
 - 4.1 The Role of Next-Generation Leaders in Driving Technological Change
 - 4.2 Change Management Strategies for Family-Owned Businesses
 - 4.3 Managing Intergenerational Conflicts in Technology Adoption
- 5 Case Studies and Future Trends**

- 5.1 Successful Technological Adaptations in Family Enterprises
- 5.2 Lessons from Global Family Businesses on Innovation
- 5.3 Future Trends and Preparing for the Next Wave of Disruption

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Assess the impact of technological innovation on family businesses.
2. Develop actionable digital transformation strategies for family enterprises.
3. Identify opportunities for integrating emerging technologies into traditional business models.
4. Navigate intergenerational challenges in implementing innovation.
5. Apply global best practices to foster an innovation-driven culture in family businesses.

References:

- Christensen, C. M. (2016). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business Review Press.
- Ward, J. L. (2011). *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership*. Palgrave Macmillan.
- Harvard Business Review Articles on Family Business Innovation.
- Reports on Digital Transformation in SMEs and Family Businesses by McKinsey & Co.

MBA 2nd Year

Semester 4

Machine Learning Fundamentals (MBA BA 240)

L	T	P
1	-	3

Course Name: Machine Learning Fundamentals

Course Credits: 3

Course Code: MBA BA 240

Course Objectives:

1. Understand the core concepts and techniques of machine learning.
2. Learn supervised and unsupervised learning algorithms.
3. Develop skills in data preprocessing, feature engineering, and model evaluation.
4. Implement machine learning models using Python and relevant libraries.
5. Apply machine learning techniques to solve real-world business problems.

Course Description:

This course introduces students to the fundamental concepts of machine learning and its applications in business analytics. It covers supervised and unsupervised learning techniques, model evaluation, and feature engineering. Students will gain hands-on experience using Python and popular machine learning libraries to build predictive models for various business applications.

Course Contents:

Unit Modules

1 Introduction to Machine Learning

- 1.1 Overview of Machine Learning and AI
- 1.2 Types of Machine Learning: Supervised, Unsupervised, and Reinforcement Learning
- 1.3 Machine Learning Workflow and Applications in Business

2 Data Preprocessing and Feature Engineering

- 2.1 Handling Missing Data and Data Cleaning
- 2.2 Feature Selection and Dimensionality Reduction
- 2.3 Data Transformation and Normalization

3 Supervised Learning Techniques

- 3.1 Regression Models (Linear, Polynomial, Ridge, Lasso)
- 3.2 Classification Models (Logistic Regression, Decision Trees, Random Forest, SVM)
- 3.3 Model Evaluation: Accuracy, Precision, Recall, F1-Score, and ROC Curve

4 Unsupervised Learning Techniques

- 4.1 Clustering Techniques (K-Means, Hierarchical, DBSCAN)
- 4.2 Principal Component Analysis (PCA) for Dimensionality Reduction
- 4.3 Anomaly Detection and Market Segmentation

5 Business Applications and Case Studies

- 5.1 Predictive Analytics for Customer Behavior Analysis
- 5.2 Fraud Detection and Risk Management
- 5.3 Future Trends in Machine Learning and AI

Course Outcomes (COs):

Upon completion of this course, students will be able to:

1. Understand and apply machine learning concepts in business contexts.
2. Preprocess and analyze data for building machine learning models.
3. Implement regression and classification models for predictive analytics.
4. Use clustering and dimensionality reduction techniques for data analysis.
5. Develop machine learning solutions for real-world business challenges.

References:

- Géron, A. (2019). *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow*. O'Reilly Media.
- Hastie, T., Tibshirani, R., & Friedman, J. (2016). *The Elements of Statistical Learning*. Springer.
- Harvard Business Review Articles on AI and Machine Learning in Business.
- Python Libraries: Scikit-Learn, TensorFlow, Keras, Pandas, NumPy.

MBA 2nd Year Semester 4

Python Coding (MBA BA 242)

L	T	P
1	-	3

Course Name: Python Coding

Course Credits: 3

Course Code: MBA BA 242

Course Objectives:

1. Provide students with a solid understanding of Python programming fundamentals.
2. Equip students with the skills to write efficient and error-free Python code.
3. Develop students' ability to solve real-world business problems using Python.
4. Enable students to apply Python for data analysis, automation, and visualization.

Course Description:

This course introduces students to Python programming, focusing on coding fundamentals, data structures, and libraries. The course emphasizes practical coding skills, enabling students to build solutions for data analytics, automation, and business insights. Through hands-on projects and coding exercises, students will gain confidence in writing clean, effective Python code.

Course Contents:

Unit Modules

1 Introduction to Python Programming

- 1.1 Understanding Python Basics (Syntax, Variables, and Data Types)
- 1.2 Control Flow and Decision-Making Structures
- 1.3 Looping Techniques and Iteration
- 1.4 Error Handling and Exception Management

2 Data Structures in Python

- 2.1 Lists, Tuples, and Dictionaries
- 2.2 String Manipulation Techniques
- 2.3 Working with Sets and Frozen Sets
- 2.4 Advanced Data Handling with Pandas and NumPy

3 Functions and Modules

- 3.1 Writing User-Defined Functions
- 3.2 Understanding Scope, Recursion, and Lambda Functions
- 3.3 Creating and Managing Modules
- 3.4 Implementing Object-Oriented Programming (OOP) Concepts

4 File Handling and Automation

- 4.1 Reading and Writing Files in Python
- 4.2 Automating Routine Tasks with Python
- 4.3 Working with APIs and Web Scraping
- 4.4 Building Command-Line Tools for Business Applications

5 Data Analysis and Visualization

- 5.1 Data Analysis with Pandas
- 5.2 Data Visualization with Matplotlib and Seaborn

5.3 Creating Interactive Dashboards

5.4 Building Data-Driven Business Solutions

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand Python syntax, data structures, and core programming concepts.
2. Write efficient Python code to solve complex business problems.
3. Develop and use functions, modules, and automation tools in Python.
4. Implement data analysis and visualization techniques using Python libraries.
5. Create Python-based solutions for business insights and automation.

References:

- McKinney, W. (2017). *Python for Data Analysis*. O'Reilly Media.
- VanderPlas, J. (2016). *Python Data Science Handbook*. O'Reilly Media.
- Zed A. Shaw. (2017). *Learn Python the Hard Way*. Addison-Wesley.
- Sweigart, A. (2020). *Automate the Boring Stuff with Python*. No Starch Press.

MBA 2nd Year

Semester 4

Skill - Interface Design (MBA DMST 214)

L	T	P
1	-	3

Course Name: Skill - Interface Design

Course Credits: 3

Course Code: MBA DMST 214

Course Objectives:

1. Provide students with foundational knowledge of interface design principles.
2. Equip students with the skills to create user-centric digital interfaces.
3. Develop students' ability to apply visual design elements and user experience (UX) strategies.
4. Enable students to design interactive prototypes and conduct usability testing.

Course Description:

This course introduces students to the principles of effective interface design with a focus on enhancing user experience. Students will explore design tools, wireframing techniques, and usability best practices. The course emphasizes practical applications, encouraging students to develop interactive prototypes and create aesthetically pleasing, functional designs. Case studies and real-world design projects will offer hands-on experience.

Course Contents:

Unit Modules

- 1 Introduction to Interface Design**
 - 1.1 Fundamentals of Interface Design
 - 1.2 Principles of Visual Hierarchy and Information Architecture
 - 1.3 Understanding User Behavior and Cognitive Psychology
 - 1.4 Design Trends in Digital Interfaces
- 2 Design Tools and Techniques**
 - 2.1 Introduction to Popular Design Tools (Figma, Adobe XD, etc.)
 - 2.2 Creating Wireframes and Prototypes
 - 2.3 Designing for Multiple Devices and Screen Sizes
 - 2.4 Managing Design Systems and Style Guides
- 3 User Experience (UX) Design Principles**
 - 3.1 Designing Intuitive Navigation Systems
 - 3.2 Creating Engaging and Interactive Interfaces
 - 3.3 Enhancing Accessibility and Inclusivity
 - 3.4 Conducting User Research and Gathering Feedback
- 4 Usability Testing and Optimization**
 - 4.1 Conducting Usability Tests for Interface Improvements
 - 4.2 Analyzing User Behavior Data
 - 4.3 Implementing Iterative Design Improvements
 - 4.4 Managing User Feedback for Continuous Enhancement
- 5 Real-World Applications and Case Studies**
 - 5.1 Interface Design for Websites and Mobile Apps
 - 5.2 Designing E-commerce and SaaS Platform Interfaces

5.3 Building Interactive Dashboards for Data Visualization

5.4 Exploring Future Trends in Interface Design

Course Outcomes (COs):

After completing the course, students shall be able to:

1. Understand fundamental principles of interface design and user experience.
2. Develop wireframes, prototypes, and interactive interfaces using industry-standard tools.
3. Apply UX strategies to create intuitive and user-friendly designs.
4. Conduct usability testing and implement design improvements based on user feedback.
5. Develop functional interface designs for websites, mobile apps, and digital platforms.

References:

- Krug, S. (2014). *Don't Make Me Think: A Common Sense Approach to Web Usability*. New Riders.
- Norman, D. (2013). *The Design of Everyday Things*. Basic Books.
- Tidwell, J. (2019). *Designing Interfaces: Patterns for Effective Interaction Design*. O'Reilly Media.
- Kalbach, J. (2020). *Mapping Experiences: A Complete Guide to Creating Value through Journeys, Blueprints, and Diagrams*. O'Reilly Media.





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