

MBA-3rd Semester

Category	Course Code	Course Title	Subject Type	Hours per week			Marks Distribution			Credits
				L	T	P	Int	Ext	Total	
Core	25C1BAP-301	Organizational Behaviour and Design	T	4	0	0	40	60	100	4
Core	25C1BAP-302	AI for Managers	T	4	0	0	40	60	100	4
Training	25C1BAP-311	Summer Training Report	T	2	0	0	50	0	50	2
Practical	25C1BAP-312	Comprehensive Viva Voce	P	0	0	0	0	50	50	1
Elective		Elective 1(Based on 1st specialization)	T	4	0	0	40	60	100	4
		Elective 2 (Based on 1st specialization)	T	4	0	0	40	60	100	4
		Elective 1(Based on 2nd specialization)	T	4	0	0	40	60	100	4
		Elective 2(Based on 2nd specialization)	T	4	0	0	40	60	100	4
Ability Enhancement Compulsory Course	25C1BAP-303	Technical Skills for Managers	T	1	0	1	50	0	50	1
Ability Enhancement Compulsory Course	25C1BAP-305	Human Values, De-addiction & Traffic Rules	T	3	0	0	40	60	100	3
Ability Enhancement Compulsory Course	25C1BAP-313	Human Values, De-addiction & Traffic Rules Lab/Seminar	T	0	0	2	25	0	25	1
Value Added Course	25C1BAP-304	MOOC	T	0	0	0	0	0	S/NS	NCC
Total				30	0	3	405	470	875	32

Category	Specialization	Course Code	Course Name	Subject Type	Hours per week			Marks Distributions			Credits
					L	T	P	Int.	Ext.	Total	
Elective	Marketing	25C1BAP-PE1-01	Digital Marketing	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE1-02	Consumer Behavior	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE1-03	Service Marketing	T	4	0	0	40	60	100	4
Elective	HR	25C1BAP-PE2-01	Talent Acquisition and Development	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE2-02	Human Resource Analytics	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE2-03	Organizational Change and Development	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE2-04	Employee Relations	T	4	0	0	40	60	100	4
Elective	Finance	25C1BAP-PE3-01	Banking and Insurance Management	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE3-02	Financial Modelling	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE3-03	Management of Financial Services	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE3-04	Investment Analysis and Portfolio Management	T	4	0	0	40	60	100	4
Elective	Business Analytics	25C1BAP-PE4-01	Marketing Analytics	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE4-02	Data sciences using R	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE4-03	Analytics with Tableau & BI	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE4-04	Introduction to Python	T	4	0	0	40	60	100	4

MBA-4th Semester

Category	Course Code	Course Title	Subject Type	Hours per week			Marks Distribution			Credits
				L	T	P	Int	Ext	Total	
Core	25C1BAP-401	Corporate Strategy	T	4	0	0	40	60	100	4
Core	25C1BAP-402	Workshop on Indian Ethos	T	2	0	0	40	60	100	2
Ability Enhancement Compulsory Course	25C1BAP-403	Technical Skills for Managers	T	1	0	1	50	0	50	1
Project	25C1BAP-411	Capstone Project	P	0	0	3	0	100	100	3
Elective		Elective 1(Based on 1st specialization)	T	4	0	0	40	60	100	4
		Elective 2 (Based on 1st specialization)	T	4	0	0	40	60	100	4
		Elective 1(Based on 2nd specialization)	T	4	0	0	40	60	100	4
		Elective 2(Based on 2nd specialization)	T	4	0	0	40	60	100	4
Value Added Course	25C1BAP-404	MOOC (NCC)	T	0	0	0	0	0	S/NS	NCC
Total				23	0	4	290	460	750	26

Category	Specialization	Course Code	Course Name	Course Type	Hours per week			Marks Distributions			Credits
					L	T	P	Internal	External	Total	
Elective	Marketing	25C1BAP-PE1-04	Integrated Marketing Communication and Sales Management	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE1-05	Retail Management	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE1-06	International and Social Media Marketing	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE1-07	Product and Brand Management	T	4	0	0	40	60	100	4
Elective	HR	25C1BAP-PE2-05	International Human Resource Management	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE2-06	Strategic HRM	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE2-07	Leadership and Team Dynamics	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE2-08	Performance and Compensation Management	T	4	0	0	40	60	100	4
Elective	Finance	25C1BAP-PE3-05	Fintech	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE3-06	Behavioral Finance	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE3-07	Mergers, Acquisition and Corporate Restructuring	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE3-08	International Finance and Financial Derivatives	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE3-09	Taxation and Personal Financial Planning	T	4	0	0	40	60	100	4
Elective	Business Analytics	25C1BAP-PE4-05	Data Visualization for Managers	T	4	0	0	40	60	100	4
Elective		25C1BAP-PE4-06	Business Forecasting	T	4	0	0	40	60	100	4

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-301	Organization Behaviour and Design	Core	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of management principles and human resource management is essential for studying Organizational Behaviour and Design. Familiarity with basic psychology concepts, organizational structure, and workplace dynamics will help in better understanding the subject.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the requisites of Organizational Behaviour, individual behaviour, and learning theories.
CO2	Apply learning theories to modify workplace behaviour and improve employee performance.
CO3	Analyze personality traits, attitudes, perception, and emotional intelligence to understand employee behaviour.
CO4	Explain motivation strategies, leadership styles, learning organizations, and transactional analysis to enhance performance.
CO5	Develop adaptive organizational strategies considering structure, dynamics, conflict, power, and politics.

Detailed Syllabus

Unit I: Organisational Behaviour: Meaning, foundations, contributing disciplines to OB, Challenges and opportunities for OB. **Individual Behaviour:** Foundations of individual behaviour, Determinants of individual behaviour. **Learning and Reinforcement:** Theories of learning, Schedules of reinforcement, Behaviour modification. **Relevant Case Studies on Workplace Challenges, Behaviour Modification. (08 Hrs.)**

Unit II: Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality. **Attitudes & Values Perception, Emotions and Moods:** Types and sources of emotions, emotional intelligence, Digital Emotional Intelligence (EIQ) for virtual communication, managing emotions at workplace. **Relevant Case Studies on Attitude at Workplace, Digital Emotional Intelligence (DAQ) (12 Hrs.)**

Unit III: Motivation: early and contemporary theories of motivation, application of motivation process. **Leadership:** nature and significance of leadership, theories of leadership, transactional leadership, concept of charisma leaders, Servant Leadership, Authentic Leadership, Cross-generational leadership (Gen Z, Millennials, Gen Alpha). **Learning Organizations:** Meaning of learning organisations, creating learning organisations. **Transactional analysis:** Ego states, life positions, Johari window model. **Relevant Case Studies on Leadership Styles, Cross-Generational Leadership. (10 Hrs.)**

Unit IV Foundations of Group Behaviour: Nature and concept of group, Group formation,

stages of group formation, theories of group formation, Types of teams, issues in team management. Group Properties: Roles, norms, status, size, cohesiveness and decisions making in groups. Organizational culture: meaning, concept and dimensions of organizational culture, developing organizational culture, cultural differences. ***Relevant Case Studies on Developing Organizational Culture.*** (08 Hrs.)

Unit V: Understanding Organizations: Meaning and importance of organizations, Organizational theory, Organizational life cycle. Organizational Design: Meaning, factors influencing organizational design: organizational strategy, size, technology, environment, Traditional designs and contemporary designs. Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. Power and politics in organizations: Nature & concepts, sources and types of power, tactics and techniques of politics. ***Relevant Case Studies on Conflict Management.*** (12 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Organizational Behaviour	Stephen P Robbins, Timothy A Judge	Pearson Education	19 th (2023)
2	Organizational Behavior An Evidence-based Approach	Fred Luthans; Brett C. Luthans; Kyle W. Luthans	Mc Graw Hill	21 th (2021)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Organizational Behaviour	LM Prasad	Sultan Chand Sons	11 th (2024)
2	Organization Behaviour	Aswathappa, K.	Himalaya Publications	14 th (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-302	AI for Managers	Core	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of Management Principles and basic knowledge of Statistics and Business Analytics.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the fundamental concepts and applications of Artificial Intelligence in business management.
CO2	Make use of AI technologies in managerial decision-making.
CO3	Investigate the issues associated with AI implementation in organizations.
CO4	Recommend AI-driven business solutions across different functional areas.
CO5	Develop AI adoption strategies that enhance innovation, operational efficiency, and competitive advantage in organizations.

Detailed Syllabus

Unit I: Introduction to Artificial Intelligence in Business: Overview and Evolution of AI; Concept and Scope of AI; Types of AI (Narrow, General, Super AI); AI vs Machine Learning vs Deep Learning; Key AI Technologies; Data as the Foundation of AI; AI in Everyday Business Applications; Opportunities and Challenges of AI in Organizations; Role of Managers in AI-Driven Organizations. **Relevant Case Studies on AI Vs Machine Learning, Foundation of AI.**

(10 Hrs.)

Unit II: AI Technologies and Managerial Decision-Making: Machine Learning Basics (Supervised, Unsupervised, Reinforcement Learning); Predictive Analytics; Natural Language Processing (NLP); Chatbots and Virtual Assistants; Computer Vision; AI in Business Intelligence; Data-driven Decision Making; AI Tools and Platforms for Managers. **Relevant Case Studies on NLP.**

(10 Hrs.)

Unit III: AI Applications Across Business Functions: AI in Marketing; AI in Finance; AI in HR; AI in Operations & Supply Chain; AI in Strategy and Innovation; Industry-Specific AI Applications. **Relevant Case Studies Strategic AI.**

(10 Hrs.)

Unit IV: AI Strategy, Implementation and Governance: Developing AI Strategy aligned with Business Goals; AI Project Lifecycle; Build vs Buy Decisions; Data Infrastructure; Change Management; AI Governance Framework; Ethical Issues; Bias and Fairness; Data Privacy; Responsible AI Practices. **Relevant Case Studies on AI Governance.**

(10 Hrs.)

Unit V: Future of AI and Managerial Readiness: AI and Digital Transformation; Human-AI Collaboration; AI-driven Business Models; Emerging Trends (Generative AI, Autonomous Systems); Skill Requirements for Managers; Building an AI-ready Culture; Measuring ROI of AI Initiatives. **Relevant Case Studies on Generative AI.**

(12 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Artificial Intelligence Basics: A Non-Technical Introduction	Tom Taulli	Apress	6 th (2024)
2	Prediction Machines	Ajay Agrawal, Joshua Gans, Avi Goldfarb	Harvard Business Review Press	32 nd (2021)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Competing in the Age of AI	Marco Iansiti & Karim Lakhani	Harvard Business Review Press	3 rd Edition (2020)
2	Human + Machine	Paul R. Daugherty & H. James Wilson	Harvard Business Review Press	1 st Edition (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-311	Summer Training Report	Core	2		2		50	-	50

Pre-requisites: The study requires basic knowledge of management concepts and research methodology, along with organizational approval and access to relevant data. It also requires analytical skills, technical proficiency, and adherence to professional ethics and timelines.

**Guidelines for Summer Training Report is attached in Annexure I.*

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-312	Comprehensive Viva-Voce	Core	1		-		-	50	50

Pre-requisites: MBA students must have a clear understanding of all core subjects studied up to the second semester and be prepared to answer both conceptual and application-based questions. They should demonstrate clarity, confidence, and the ability to relate theoretical knowledge to practical business situations.

**For conducting Viva -voce Experts must be called as per IKG PTU norms.*

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-303	Technical Skills for Managers	AECC	1	1	0	1	50	-	50

Pre requisites: Basic computer literacy and familiarity with business data.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the role of Business Intelligence and Power BI in supporting data-driven managerial decision making.
CO2	Apply Power Query tools to clean, transform, and prepare business datasets for analysis.
CO3	Analyze business data using data modelling techniques and DAX functions in Power BI.
CO4	Design interactive dashboards and visual reports to communicate managerial insights effectively.
CO5	Evaluate and share business intelligence reports using Power BI Service for collaborative decision making.

Detailed Syllabus

Unit 1: Introduction to Business Intelligence & Power BI

- Concept of Business Intelligence (BI) in modern organizations.
- Role of data-driven decision making for managers.
- Overview of the Power BI ecosystem (Desktop, Service, Mobile).
- Power BI interface and workflow.
- Connecting to different business data sources (Excel, CSV, Web, Databases).
- Import vs Direct Query concept.

Practical: Connect Power BI to a sales or operational dataset & Import and preview business data for analysis. **(4 Hrs.)**

Unit II: Data Preparation and Transformation using Power Query

Importance of data preparation in business analytics.

- Power Query Editor interface.
- Data cleaning techniques: Removing duplicates, Handling missing values & Changing data types.
- Splitting, merging, and appending datasets.
- Creating custom columns for business calculations.
- Handling inconsistent business data.

Practical: Clean and transform a raw business dataset using Power Query & Prepare data for further analytical processing. **(4 Hrs.)**

Unit III: Data Modelling and Analytical Calculations using DAX

- Importance of data models in business analytics.
- Creating relationships between tables.
- Concept of star schema for business datasets.

- Calculated columns and measures.
- Introduction to key DAX functions: SUM, COUNT, CALCULATE, IF.
- Basic time-based business analysis (monthly or yearly performance).

Practical: Develop sales performance measures using DAX and analyze business performance indicators. **(4 Hrs.)**

Unit IV: Data Visualization & Dashboard Development

- Importance of visual analytics in managerial reporting.
- Creating visualizations: Bar charts, Column charts, Line charts, Pie charts, KPI cards & Maps.
- Using slicers and filters for interactive reports.
- Drill-down and drill-through analysis.
- Designing executive dashboards for management.

Practical: Create an interactive managerial dashboard displaying key business metrics. **(4 Hrs.)**

Unit V: Power BI Service and Business Intelligence Reporting

- Publishing reports to Power BI Service.
- Creating dashboards in Power BI Service.
- Data refresh and scheduling updates.
- Sharing reports for collaborative decision making.
- Concept of Row-Level Security (RLS).
- Using Power BI for organizational performance monitoring.

Practical: Publish a Power BI report online & Share dashboard with controlled access. **(4 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Data Visualization with Microsoft Power BI	Alex Kolokolov and Maxim Zelensky	O'Reilly Media	1 st (2024)
2	Microsoft Power BI Data Analysis and Visualization	Alberto Ferrari & Marco Russo	Microsoft Press	4 th (2022)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Pro Power BI Architecture	Reza Rad	Apress	2 nd Edition (2021)
2	Beginning Microsoft Power BI	Dan Clark	Apress	1 st Edition (2020)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-305	Human Values, De-addiction and Traffic Rules	AECC	3	3	0	0	40	60	100

Pre-requisites: Basic awareness of human values, ethics, and social responsibility in personal and professional life.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the need and principles of human values for achieving harmony and sustainable happiness.
CO2	Apply the understanding of self ('I') and body to maintain harmony within the individual.
CO3	Analyze human relationships and societal interactions based on trust, respect, and mutual fulfillment.
CO4	Interpret the interdependence and coexistence in nature for maintaining ecological and social harmony.
CO5	Develop value-based approaches for ethical decision-making in personal, professional, and societal life.

Detailed Syllabus

Module 1: Course Introduction – Need, Basic Guidelines, Content and Process for Value Education

1. Understanding the need, basic guidelines, content and process for Value Education.
2. Self-Exploration–what is it? - Its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration.
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations.
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfilment of aspirations of every human being with their correct priority.
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario.
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels. **(09 Hrs.)**

Module 2: Understanding Harmony in the Human Being - Harmony in Myself!

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'.
8. Understanding the needs of Self ('I') and 'Body' - Sukhand Savidha.
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer).
10. Understanding the characteristics and activities of 'I' and harmony in 'I'.
11. Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail.
12. Programs to ensure Sanyam and Swasthya- Practice Exercises and Case Studies will be taken up in Practice Sessions. **(8 Hrs.)**

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

13. Understanding harmony in the Family- the basic unit of human interaction.
14. Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship.
15. Understanding the meaning of Vishwas; Difference between intention and competence.
16. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship.
17. Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals.
18. Visualizing a universal harmonious order in society- Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family!- - Practice Exercises and Case Studies will be taken up in Practice Sessions. **(09 Hrs.)**

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co- existence

19. Understanding the harmony in the Nature.
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature.
21. Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all- pervasive space.
22. Holistic perception of harmony at all levels of existence- Practice Exercises and Case Studies will be taken up in Practice Sessions. **(08 Hrs.)**

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

23. Natural acceptance of human values.
24. Definitiveness of Ethical Human Conduct.
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order.
26. Competence in professional ethics.
 - a) Ability to utilize the professional competence for augmenting universal human order.
 - b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems.
 - c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems.
28. Strategy for transition from the present state to Universal Human Order.
 - a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers.
 - b) At the level of society: as mutually enriching institutions and organizations. **(09 Hrs.)**

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	A Foundation Course in Human Values and Professional Ethics	Rishabh Anand	CBS Publishers & Distributors	1 st (2025)
2	Human Values and Professional Ethics	Dr. Madhukar Behara, Dr. N. Sambasiva Rao & Prof. Abdul Noorbasha	Himalaya Publishing House	2 nd (2023)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Universal Human Values and Professional Ethics	Dr. Ritu Soryan	S.K. Kataria & Sons	1 st (2025)
2	Human Rights and Values	Dr. Anjali Bhakhar	Mahavir Books	1 st (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-313	Human Values, De-addiction and Traffic Rules (Lab/Seminar)	AECC	1	0	0	2	25	-	25

Pre-requisites: Basic awareness of personal well-being, ethical responsibility, and responsible social behaviour in academic and professional contexts.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain human aspirations and the role of self-exploration in developing human values.
CO2	Apply self-reflection techniques to identify harmony between thoughts, behavior, and actions.
CO3	Analyze real-life situations and case studies to understand value-based relationships.
CO4	Recommend personal habits and social practices in relation to ethical and sustainable living.
CO5	Elaborate value-based solutions and action plans for responsible and harmonious living.

Detailed Syllabus

Module 1: Self-Awareness, Values and Emotional Well -Being

Activities:

- Self-Reflection Exercise.
- Mindfulness and Stress Management Activities. **(03 Hrs.)**

Module 2: Ethical Decision-Making and Professional Conduct

Activity: Case Discussions on Ethical Issues in Professional Life. **(03 Hrs.)**

Module 3: De-addiction and Mental Health

Activities:

- Interaction with psychologists/ rehabilitation experts/ NGOs.
- One compulsory expert seminar on De-addiction. **(04 Hrs.)**

Module 4: Digital Responsibility and Social Behaviour

Activities:

- Digital behaviour and Screen-time audit expert talk.
- Cyber ethics and responsible digital citizenship activities. **(1.5 Hrs.)**

Module 5: Traffic Rules, Road Safety and Responsible Citizenship

Activity: Expert talk on traffic rules and road safety norms. **(1.5 Hrs.)**

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-304	MOOC	VAC	NCC	0	0	0	-	-	S/NS

Course Outcomes:

Defined by the online platform for the specific course chosen.

The Departmental committee shall select a MOOC available on any reputed platform. However, the selected MOOC course should not be similar to the regular courses offered as a part of the department curriculum.

The overall monitoring of the MOOC course will be under the supervision of the teacher In-charge of the department. The Departmental Academic Committee shall assess the student work based relevant course completion certificate and Viva-Voce.

Rubrics for the MOOC:

Certificate- 25 Marks

Viva-Voce- 25 Marks

Satisfactory Criteria for MOOC

- 1.) During the 3rd and 4th semester every student has to complete a MOOC Course of minimum 30 Hrs.
- 2.) Student has to submit the certificate of the course.

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE1-01	Digital Marketing	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of Marketing principles, consumer behaviour, and communication concepts. Working knowledge of internet usage, social media platforms, and digital tools will be advantageous for effective learning.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the strategic role of digital marketing in contemporary business environments.
CO2	Develop audience segmentation perspectives to enhance digital customer engagement and retention.
CO3	Classify digital advertising and search strategies to improve online visibility and market positioning.
CO4	Recommend social media campaign strategies for effective brand communication and performance outcomes.
CO5	Develop integrated digital marketing approaches using social media platforms for business growth.

Detailed Syllabus

Unit I: Introduction to Digital Marketing and Digital Strategy- Introduction to Digital Marketing: Concept – Components – Need and Scope – Benefits – Digital Marketing Platforms and Strategies – Comparison of Marketing and Digital Marketing – Digital Marketing Trends. Design a Digital Marketing plan. *Relevant Case Studies on Digital Marketing* (10 Hrs.)

Unit II: Consumer Segmentation and Marketing in the Digital Era- Marketing in the digital era: Segmentation: Importance of Audience Segmentation- How different segments use Digital Media- Organizational Characteristics- Purchasing Characteristics- Using Digital Media to Reach- Acquisition and Retention of new customers- Digital Media for customer loyalty. *Relevant Case Studies on Segmentation, Digital Media Reach.* (11 Hrs.)

Unit III: Search Engine Marketing and Online Advertising: SEM and Online Advertising, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO). *Relevant Case Studies on Search Engine Optimization (SEO).* (10 Hrs.)

Unit IV: Social Media Marketing Strategy and Campaign Management: Introduction to Social Media Marketing, Introduction to social media, Social Media Strategy, Goal setting, Strategy and implementation, Measure and Improvement. Social media Platforms for Business-Fan Engagement, Anatomy of Ad Campaign, Adverts-Types of adverts, Adverts Targeting. *Relevant Case Studies on Social Media Marketing Strategy.* (11 Hrs.)

Unit V: Applications of Social Media Marketing Platforms- Application of Social Media Marketing Social Networking with Facebook, LinkedIn, Blogging as a social medium, Google +,

LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns. **Suggested Software:** *Meta Business Suite. Relevant Case Studies on Campaigns on social media.*

(08 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Digital Marketing	Dave Chaffey, Fiona Ellis-Chadwick with Majd Abed-Rabbo	Pearson	4 th Edition (2025)
2	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation	Damian Ryan	Kogan Page	5 th Edition (2020)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Internet Marketing	Moutsy Maity	Oxford University Press India	1 st (2017)
2	Strategic Digital Marketing	Eric Greenberg & Alexander Kates	McGraw-Hill Professional	1 st (2013)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE1-02	Consumer Behaviour	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of Principles of Marketing, human behaviour, and business environment. Introductory understanding of psychology concepts and market segmentation will help students grasp consumer decision-making processes effectively.

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the foundations and emerging dynamics of consumer behaviour in contemporary markets.
CO2	Apply behavioural perspectives to understand individual consumer responses and preferences.
CO3	Analyze social and cultural influences shaping consumer attitudes and marketplace behaviour.
CO4	Compare consumer decision processes and innovation adoption patterns in evolving markets.
CO5	Develop strategic marketing insights using consumer behaviour perspectives in digital and sustainable contexts.

Detailed Syllabus

Unit I: Introduction to Consumer Behaviour- Consumer Behaviour: Meaning, scope, importance and interdisciplinary nature. Evolution of consumer behaviour as a discipline. **Consumer Research Process:** Problem identification, research design, qualitative and quantitative research methods, data analysis and interpretation. **Market Segmentation:** Concept, need, uses and bases of segmentation (demographic, psychographic, geographic and behavioural). **Emerging trends in consumer behaviour:** Online and digital consumer behaviour, Omnichannel consumption, use of information technology and AI in consumer profiling and engagement, materialistic vs. spiritualistic and sustainable consumption, ethical consumerism. **Relevant Case Studies on Consumer Behavior and Contemporary Market** (12 Hrs.)

Unit II: Individual Determinants of Consumer Behaviour- **Motivation:** Nature and types of motives, motivational process, theories of motivation, types of needs. **Personality:** Personality theories, product and brand personality, self-concept and consumer identity. **Consumer Perception:** Concept and elements of perception, consumer imagery, perceived risk and sensory perception. **Consumer Learning:** Behavioural and cognitive learning theories, habit formation. **Consumer Attitude:** Nature and functions of attitude, sources of attitude development, attitude formation theories (Tri-component, Multi-attribute and Cognitive Dissonance), strategies for attitude change. **Relevant Case Studies on Consumer Attitude and Learning** (12 Hrs.)

Unit III: Social and Cultural Influences on Consumer Behaviour- **Group Dynamics and Reference Groups:** Types of consumer relevant groups and their influence. **Family:** Types of

family, functions of family, family decision-making roles, family life cycle (traditional and modern). **Culture:** Values, norms, characteristics and influence on consumer behaviour. Subculture and cross-cultural consumer behaviour. **Social Class:** Categories, measurement and applications of social class. Globalization and its impact on consumer behaviour. **Relevant Case Studies on Group Dynamics and Culture.** (08 Hrs.)

Unit IV: Consumer Decision Making and Innovation Adoption- Consumer Decision Making: Decision-making process and influencing factors. **Consumer decision-making models:** Howard Sheth Model, Nicosia Model, Engel Blackwell and Kollat Model. **Personal Influence and Opinion Leadership:** Process of opinion leadership, profile of opinion leader, opinion leadership and firm's promotional strategy. **Diffusion of innovations:** Diffusion process, adoption process, and profile of consumer innovators and early adopters. **Relevant Case Studies on Consumer and Innovation Adoption.** (09 Hrs.)

Unit V: Strategic Applications and Emerging Issues in Consumer Behaviour- Consumer behaviour and Marketing Strategy: Segmentation, targeting and positioning decisions. Consumer analytics and data-driven decision making. **Digital consumer behaviour:** social media, influencer marketing and online reviews. Neuromarketing and consumer insights. Sustainable consumption and ESG perspective. Consumer behaviour in start-ups, platform-based and app-based businesses. Ethical issues, consumer privacy and data protection. **Suggested Software:** HubSpot CRM. **Relevant Case Studies on Neuromarketing and Sustainable Consumption.** (09 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Consumer Behaviour	Dr. Pratibha Bhardwaj	Global Academic Publishers	1 st (2023)
2	Consumer Behaviour	Schiffman, L. G., Wisenblit, J. & Kumar, S. R.	Pearson Education	12 th (2019)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Basics of Consumer Behaviour	Dr. Dharmendra Kumar	Sahitya Bhawan Publications	2 nd (2023)
2	Consumer Behaviour: Building Marketing Strategy	David. L Mothersbaugh, Del I Hawkins, Susan Bardi Kleiser, Amit Mookerjee	McGraw Hill	14 th (2022)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE1-03	Services Marketing	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of Marketing Management concepts, consumer behaviour, and service sector fundamentals. Familiarity with marketing mix (4Ps) and introductory knowledge of customer satisfaction and service quality is desirable.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the foundations of service marketing and the role of service quality in shaping customer experiences.
CO2	Apply service design perspectives to enhance customer relationships and service delivery environments.
CO3	Analyze service delivery systems and operational strategies influencing service performance and customer participation.
CO4	Interpret integrated service communication and pricing approaches in competitive service markets.
CO5	Develop innovative service marketing strategies addressing digital transformation and evolving customer expectations.

Detailed Syllabus

Unit I: Introduction to Services and Service Quality- Introduction to Services: Growth and development of service sector economy, contribution of services to the Indian and global economy, characteristics of services, classification of services, service marketing mix (7Ps). **Consumer Behavior in Services:** Customer expectations of service, customer perceptions of service, factors influencing service purchase decisions, customer journey and touchpoints. **Service Quality:** Nature and dimensions of service quality, integrated gaps model of service quality, prescriptions for closing service quality gaps. *Relevant Case Studies on Consumer Behaviour.* **(12 Hrs.)**

Unit II: Service Design, Development and Physical Evidence- Managing Relationships in Services: Building customer loyalty, relationship marketing, complaint handling and service recovery strategies. **Service Development and Design:** Challenges of service design, types of new services, core and supplementary service elements, new service development process. **Service Blueprinting:** Nature, need and process of service blueprinting. **Physical Evidence and Servicescapes:** Nature, importance and types of servicescapes, role of physical evidence and its effect on consumer behavior. *Relevant Case Studies on Service Development and Design.* **(11 Hrs.)**

Unit III: Service Delivery, Employees, Intermediaries and Capacity Management- Delivering and Performing Services through Employees and Customers: Service culture, role of employees in service delivery, strategies to deliver service quality, cycle of failure, mediocrity and success, self-service technologies, customer participation in service delivery. **Delivering**

Services through Intermediaries: Nature and types of intermediaries, role of electronic and digital channels in service delivery, omnichannel service systems. **Managing Demand and Capacity:** Demand fluctuations, capacity management strategies, integrated waiting line and queuing strategies. *Relevant Case Studies on Capacity Management and Demand Fluctuations.*

(10 Hrs.)

Unit IV: Integrated Services Marketing Communication and Pricing- Integrated Services Marketing Communications: Nature and importance of integrated services marketing communications, services marketing triangle, internal, external and interactive marketing, role of digital and social media in service communication. **Pricing of Services:** Challenges in pricing services, pricing objectives, pricing approaches, pricing strategies, value-based and dynamic pricing in service organizations. *Relevant Case Studies on Pricing Service.*

(08 Hrs.)

Unit V: Service Marketing Applications and Emerging Trends- Service Marketing Applications: Marketing of services in financial services, healthcare services and hospitality and tourism services. **Emerging Issues in Services Marketing:** Digital transformation in service industries, role of AI and data analytics in service personalization, sustainability and ethical issues in services, customer experience management, service innovation in the contemporary business environment. *Relevant Case Studies on AI in Services Marketing.*

(09 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Services Marketing: Integrating Customer Focus Across the Firm	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler	McGraw Hill Education	8 th (2025)
2	Services Marketing: People, Technology, Strategy	Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee	Pearson Education	9 th (2023)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Services Marketing: Concepts, Strategies & Cases	K. D. Hoffman & J. E. G. Bateson	Cengage Learning	6 th (2024)
2	Services Marketing	P. K. Sinha, S. C. Sahoo	Himalaya Publishing House	1 st (2019)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-01	Talent Acquisition and Development	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of Human Resource Management and organizational behavior is required to study Talent Acquisition and Development. Understanding of recruitment processes, training methods, and basic management principles will help in effectively learning the subject.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the concepts, scope, processes, tools, and systems of Talent Management and their role in organizational effectiveness.
CO2	Apply the linkage between business strategy and talent management processes including workforce planning and talent assessment.
CO3	Analyze the impact of organizational environment, leadership, culture, and ethics on talent planning, development, and retention.
CO4	Determine talent planning, succession planning, and innovative acquisition practices in line with industry trends.
CO5	Design sustainable compensation and total rewards strategies to enhance talent engagement, performance, and retention.

Detailed Syllabus

Unit I: Introduction to Talent Management: Overview, Concept, History, Scope of Talent Management, Need and Importance of Talent Management in organization; Key Processes of Talent Management, Talent vs Knowledge people, Sources of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Effective Talent Management System, Building Blocks of Effective Talent Management System. **Relevant Case Studies on Issues in Managing Talent.** (09 Hrs.)

Unit II: Talent Management Process and Workforce Linkage. Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process. **Talent Management Approaches,** Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management. **Relevant Case Studies on Mapping Business Strategy and Talent Management.** (12 Hrs.)

Unit III: Talent Management and Organisational Environment: understanding talent management in relation to the organisational environment. Shaping Talent Planning and Developing Values: talent planning and the development of strong organizational values that guide employee behaviour and culture. **Promoting Ethical Behaviour:** role of leadership, culture, and HR practices in promoting ethical behaviour and effectively managing and retaining talent. **Relevant Case Studies on HR Practices in Promoting Ethical Behaviour.** (11 Hrs.)

Unit IV: Talent Planning; Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. **Talent Acquisition**, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. *Relevant Case Studies on Talent Planning in MNCs.* **(09 Hrs.)**

Unit V: Talent Management and compensation; Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards. **Sustainable Talent Management and Reward Model**, Strategic Compensation plan for Talent Engagement, Finding the Path for Success. *Relevant Case Studies on Sustainable Talent Management.* **(09 Hrs.)**

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Resourcing and Talent Management	Stephen Taylor	CIPD / Kogan Page	9 th (2024)
2	The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People	Lance A. Berger; Dorothy R. Berger	McGraw-Hill Education	3 rd (2023)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Applied Psychology in Talent Management	Wayne F. Cascio; Herman Aguinis	Sage Publications	9 th (2024)
2	Talent Management: A Decade of Developments	David Collings; Vlad Vaiman; Hugh Scullion	Emerald Publishing Limited	7 th (2022)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-02	Human Resource Analytics	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of Human Resource Management and fundamental statistics is required to study Human Resource Analytics. Familiarity with data analysis tools (such as Excel or basic statistical software) and analytical thinking skills will help in understanding HR data interpretation and decision-making.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the fundamentals and strategic role of HR analytics in addressing talent management challenges.
CO2	Apply HR metrics, data, and KPIs ethically to support HR decisions aligned with business strategy.
CO3	Analyze HR data using appropriate analytical techniques and HR analytics tools.
CO4	Interpret HR analytics tools for effective HR interventions.
CO5	Develop predictive and real-time HR analytics models for workforce planning and talent management.

Detailed Syllabus

Unit I: Foundations of HR Analytics: Concept, scope, and evolution of HR analytics. Roles in HR analytics. Types of HR analytics. HR analytics in decision-making. Typical HR problems addressed through analytics. Strategic value and business impact of HR analytics. **Relevant Case Studies on HR Analytics.** (08 Hrs.)

Unit II: HR Data, Metrics, and Business Alignment: HR data and data sources. Types of HR metrics and key performance indicators. Framing analytical and business questions. **Data quality issues**, ethics, and privacy. Aligning HR analytics with organizational strategy and business outcomes. **Relevant Case Studies on Data Privacy, Data Quality Issues.** (10 Hrs.)

Unit III: Analytical Techniques and HR Analytics Toolkits; Techniques for establishing analytical questions. Stakeholder engagement and support. Data acquisition, integration, cleaning, and preparation. Use of supplementary data. Overview and application of HR analytics tools. **Human Resource Analytics**, Tableau, Org Vue, and related platforms. **Relevant Case Studies on Tableau.** (10 Hrs.)

Unit IV: Data Interpretation and Analytical Challenges; Challenges in HR data analysis. Correlation versus causation. Avoiding common analytical and interpretational errors. **Making HR data operational.** Translating analytical outputs into actionable HR decisions and interventions. **Relevant Case Studies on Data Interpretational Errors.** (10 Hrs.)

Unit V: Predictive and Real-Time HR Analytics: Predictive analytics in HR. Workforce

planning and forecasting. Organization and process-led design. Talent and transition management. Impact analysis of HR initiatives. **Communication and storytelling using analytics.** Real-time HR analytics and dashboards for proactive decision-making. *Relevant Case Studies on HR Analytics in Workforce Planning and Forecasting.* **(12 Hrs.)**

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Predictive HR Analytics: Mastering the HR Metric	M. R. Edwards & K. Edwards	Kogan Page	3 rd (2024)
2	People Analytics: Recalculating the Value of Talent	Ben Waber	Harvard Business Review Press	4 th (2023)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Applied HR Analytics: Using Data to Drive Business Results	Gene Pease; John Boudreau; Wayne Cascio	Wiley	7 th (2022)
2	The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance	Nigel Guenole; Jonathan Ferrar; Sheri Feinzig	Pearson	2 nd (2017)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-03	Organizational Change and Development	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of management principles and organizational behavior is required to study Organizational Change and Development. Understanding of human resource management, leadership concepts, and group dynamics will help in effectively learning the subject.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the theories, models, and foundations of planned organizational change and development.
CO2	Apply systems theory and action research approaches to diagnose and manage organizational change.
CO3	Analyze organizational issues and design OD interventions at individual, group, and organizational levels.
CO4	Estimate consultant–client relationships, ethics, and professional standards in OD practice.
CO5	Design strategies to address contemporary challenges in organizational change including digital transformation and sustainability.

Detailed Syllabus

Unit I: Introduction to Organizational Change and Development; definitions and distinguishing characteristics; dynamics of planned change; Planned vs. Emergent Change; models and theories of planned change; triggers for organizational change; strategies for implementing organizational change. **Foundations of Organizational Development:** conceptual framework of OD; historical background and evolution of OD; values, assumptions and beliefs in OD; systems theory; participation and empowerment; teams and teamwork; strategies of change; interdisciplinary nature of OD. *Relevant Case Studies on Strategies of Organizational Change.*

(12 Hrs.)

Unit II: Action Research and OD; Action research as a process and as an approach; Appreciative Inquiry as an OD Approach. **Managing the OD process;** organizational diagnosis; the Six-Box Model; Third-Wave Consulting; analysis of discrepancies; phases of OD programs. Models of managing change; creating parallel learning structures; feedback mechanisms and learning loops in change initiatives. *Relevant Case Studies on Organizational Diagnosis, Parallel Learning Structures.*

(09 Hrs.)

Unit III: OD interventions: overview and characteristics; nature of OD interventions; structural interventions; training and experiential learning interventions – T-Groups, sensitivity training, behavioral modeling and career anchors. Team interventions; intergroup interventions; third-party peace-making interventions; comprehensive OD interventions. **Power, politics and OD:** meaning and sources of power; theories of power; organizational politics in OD practice. *Relevant Case*

Studies on Interventions in Organizational Development.

(10 Hrs.)

Unit IV: Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship. **Ethical standards in OD:** Ethical Dilemmas in Change Interventions; implications of OD for client organizations. **Relevant Case Studies on Issues in Consultant-Client Relations.**

(10 Hrs.)

Unit V: Contemporary issues in Organizational Development; OD and quality movement; OD and Total Quality Management; learning organizations; OD in service and knowledge-based organizations. **OD – now and beyond:** future directions of OD practice; role of technology in OD; managing change in virtual and digitally enabled organizations. **Relevant Case Studies on Total Quality Management.**

(09 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Organization Development and Change	Thomas G. Cummings, Christopher G. Worley	Cengage Learning	19 th (2022)
2	Organization Development and Transformation	Wendell L. French, Cecil H. Bell Jr., Robert A. Zawacki	McGraw-Hill Education	21 th (2020)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Organization Change: Theory and Practice	W. Warner Burke	Sage Publications	11 th (2022)
2	Process Consultation Revisited	Edgar H. Schein	Addison-Wesley	14 th (2021)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-04	Employee Relations	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of Human Resource Management and labour laws is required to study Employee Relations. Understanding of organizational behavior, workplace communication, and conflict management will help in effectively grasping the subject.

Course Outcomes

At the end of the course, student will be able to :	
CO1	Explain concepts and approaches to Industrial Relations, including trade unions and gig economy.
CO2	Apply dispute resolution mechanisms under the Industrial Disputes Act, 1947.
CO3	Analyze labour laws and workplace issues such as safety, diversity and harassment
CO4	Validate social security and wage laws affecting unorganized and gig workers
CO5	Develop labour welfare frameworks integrating labour standards and ESG practice

Detailed Syllabus

Unit I: Industrial Relations: Concept, Nature, Scope and Importance, Theories and Evolution of Industrial Relations. System Approach to Industrial Relations: Actors (Employers, Employees, Government) Context (Technological, Economic, Political) Web of Rules and Ideology. Trade Unionism: Concept, Growth and Development in India, Impact of Trade Unions on Wages and Working Conditions, The Trade Unions Act, 1926 (with amendments) Changing Role of Trade Unions in the Era of Gig Economy and Digital Platforms. **Relevant Case Studies on Trade Unionism.** (11 Hrs.)

Unit II: Anatomy and Causes of Industrial Disputes: Dispute Settlement Machinery in India: Conciliation: Concept, Types, Procedure & Practices, Adjudication: Concept, Types (Labour Courts, Industrial Tribunals), Arbitration: Approaches and Types. Industrial Disputes Act, 1947; Salient Provisions: Lay-off, Retrenchment, Termination, Closures and Voluntary Retirement Scheme (VRS), Alternative Dispute Resolution (ADR), Online Dispute Resolution (ODR) in Industrial Relations. **Relevant Case Studies on Industrial Tribunals, Dispute Resolution.** (12 Hrs.)

Unit III: Factories Act, 1948 (with amendments): Health, Safety and Welfare Provisions, Sexual Harassment at Workplace: Concept, Causes and Prevention. Legal Framework for Prevention of Sexual Harassment, Managing Foreign Nationals in Indian Organizations: Legal and Industrial Relations Issues, Workplace Diversity, Inclusion and Compliance in Multinational Organizations. **Relevant Case Studies on POSH, Workplace Diversity.** (09 Hrs.)

Unit IV: Social Security: Concept, Objectives and Importance, Social Assistance and Social Insurance. Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Workmen's Compensation Act, 1923, Payment of Gratuity Act, 1972. Universal Social Security and Social Protection for Unorganized Workers. **Relevant Case Studies on Social Assistance for Employees.** (08 Hrs.)

Unit V: Labour Welfare: Concept, Definition, Scope and Objectives: Classification of Labour

Welfare Work, Agencies for Labour Welfare in India, International Labour Organization (ILO) and Social Security. Maternity Benefit Act, 1961, Employees' State Insurance (ESI) Act, 1948, Employees' Provident Fund and Miscellaneous Provisions Act, 1952. Labour Codes in India: Overview and Impact on Industrial Relations and Social Security. *Relevant Case Studies on ESI & Provident Fund.* (10 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Employee Relations And Labour Laws	Veera Thakur & Vikrant Verma	Thakur Publication Pvt. Ltd.	1 st (2025)
2	Employee Relations Management	P.N. Singh & Neeraj Kumar	Pearson	1 st (2011)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Industrial Relations and Labour Laws (Revised with Labour Codes & Contemporary IR)	S. C. Srivastava	Vikas Publishing House.	9 th (2025)
2	Employee Relations and Labour Legislation	Dr. Jyothi Pawar, Dr. Dilip Aher, Ms. Rupali Mane, Dr. Archana Dixit-Patil	San International Scientific Publication	1 st (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-01	Banking and Insurance Management	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of Finance and Accounting

Course Outcomes

At the end of the course, student will be able to :	
CO1	Describe the structure and functioning of the Indian banking and financial system.
CO2	Apply banking concepts to analyze accounts, lending, rural banking, microfinance, and e-banking operations.
CO3	Analyze risk management principles and examine the role of insurance and bancassurance.
CO4	Validate life insurance principles and differentiate among insurance products for financial planning.
CO5	Discuss insurance, reinsurance, and electronic banking systems in a digital banking environment.

Detailed Syllabus

UNIT I: Introduction to Indian Banking System: Financial Market and its segmentation, Financial System overview, Recent developments in Indian Financial System, Role and Functions of RBI, Introduction to Equity and Debt markets, Historical aspects of Banking in India. Commercial & Co-operative Banks: Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, Foreign Banks, Categories & Features of Co-operative Banks, Introduction to Regional Rural Banks. Banking Sectors in India: Types of Banking Sectors, Introduction to Retail Banking, Retail Banking Products, Introduction to Wholesale Banking & International Banking, Wholesale Banking Products, Financial Intermediaries. *Relevant Case Studies on Structure of Commercial Bank.* **(11 Hrs.)**

UNIT II: Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening and Closure. Loans and Advances: Principles of lending, Different types of loans, Credit appraisal techniques, Credit management and credit monitoring. Mutual Funds: Mutual Funds and their types, Electronic Banking. Rural Banking: An introduction, Rural Banking System in India, Reserve Bank of India and its policy, functions of Rural Banks, Financial Inclusion and its current perspective. Microfinance: Trends, Issues & Challenges, Microfinance Institutions in India, Role of Self-help groups. *Relevant Case Studies on Microfinance.* **(10 Hrs.)**

UNIT III: Risk Management: Concept of Risk, Perils and Hazards of Risk, types of risk, source of risk, method of handling risk. Introduction of Insurance: Concept and nature of insurance, Purpose and need of insurance, working of insurance, insurance as security tools, insurance and economic development, Role of bancassurance in Indian Scenario. History of Insurance: Segments of insurance – life insurance, non-life insurance, history of life insurance, history of non-

life insurance, Recent trends in Insurance in India. *Relevant Case Studies on Bancassurance.*

(08 Hrs.)

UNIT-IV: Principles of Life Insurance: Utmost good faith, Principle of Insurable interest, Principle of Indemnity, Subrogation Clause, Contribution Clause, Warranties, Proximate Cause. Life Insurance Products: Introduction, Traditional insurance products - Term, Endowment, Whole life, Various Life Insurance Policies of different Insurance Companies. ULIPs: Linked Life Insurance Products, Types, recent trends, ULIP as a tool for financial planning. Annuity Policy: Introduction, Basis of Annuity Income, Classification of Annuities, Uses of Annuity, Limitation of Annuity. *Relevant Case Studies on Insurance*

(12 Hrs.)

UNIT V: Insurance Products: Introduction and Classification of Products. Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance. Popular Products and Services in Electronic Banking: Internet banking, Mobile banking and other sources, Market assessment for e-banking services, e-banking: a customer's perspective. Electronic payment systems in Banks: Various payment systems: ECS (Debit & Credit) EFT, NEFT, RTGS, Communication Network. *Relevant Case Studies on E-Banking Service.*

(09 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Banking & Insurance	Saptarshi Ray & Sayanee Nayak	Pearson	2 nd Edition (2024)
2	Elements of Banking	Jyotsna Sethi and Nishwan Bhatia	Wiley	3 rd Edition (2023)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Banking and Financial Institutions in India: Acts, Policies and Modern Practices	Naresh Ranga	RIGI Publication	1 st (2024)
2	Risk Management	Indian Institute of Banking & Finance	Macmillan Education	1 st (2023)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP- PE3-02	Financial Modeling	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of Finance and Accounting.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Infer integrated three-statement financial models using advanced Excel techniques and automation tools.
CO2	Apply forecasting, valuation, and scenario analysis techniques incorporating AI- driven analytics and data visualization tools.
CO3	Explore corporate financial performance using modern finance practices including FinTech applications and automation frameworks.
CO4	Predict ESG (Environmental, Social, and Governance) factors into financial valuation and risk assessment models.
CO5	Design data-driven financial dashboards and automated reporting systems for strategic financial decision-making.

Detailed Syllabus

Unit I: Foundations of Financial Modeling & Excel Automation Introduction to Financial Modeling: Purpose, scope, types of financial models (Three-statement, DCF, LBO, Project Finance). Understanding financial statements – Income Statement, Balance Sheet, Cash Flow Statement and interlinkages. Advanced Excel for Financial Modeling: Logical functions, financial functions, lookup functions (VLOOKUP, HLOOKUP, XLOOKUP), Pivot Tables, Data Tables, Scenario Manager, Goal Seek, Solver, Macros basics, Power Query introduction. Automation & Best Practices: Model structuring, assumptions sheet, avoiding circular references, documentation standards, error checks, and audit techniques. *Relevant Case Studies on Analysis of Income Statement, Cash Flow Statement.* **(13 Hrs)**

Unit II: Financial Statement Analysis & Forecasting with Data Analytics Financial Statement Analysis: Ratio analysis (liquidity, profitability, solvency, efficiency), trend analysis, common-size statements. Forecasting Techniques: Revenue drivers, cost behavior analysis, working capital forecasting, CAPEX and depreciation modeling. *Data Analytics Integration: Introduction to Power BI / Tableau concepts, data visualization principles, regression basics for financial forecasting, predictive analytics concepts using AI tools.* *Relevant Case Studies on Financial Statement Analysis.* **(10 Hrs.)**

Unit III: Valuation, FinTech & Modern Financial Practices Discounted Cash Flow (DCF) Valuation: Free Cash Flow computation, WACC calculation, terminal value methods. Relative Valuation: Market multiples (P/E, EV/EBITDA, P/BV), comparable company analysis. FinTech Applications: Digital payments ecosystem, blockchain basics, robo-advisory models, algorithmic trading overview. Automation in Finance: Use of Python concepts in finance (conceptual), RPA in financial reporting, API-based financial data extraction. *Relevant Case Studies on Algorithm*

Trading.

(10 Hrs.)

Unit IV: ESG, Risk Modeling & Sustainable Finance Introduction to ESG Frameworks: ESG metrics, sustainability reporting standards (GRI, SASB basics), carbon accounting overview. Integrating ESG in Valuation Models: Adjusting cash flows and discount rates based on ESG risks and governance quality. Risk Modeling: Sensitivity analysis, scenario analysis, Monte Carlo simulation (conceptual), credit risk basics, stress testing. *Relevant Case Studies on Integrating ESG in Valuation Models.* (08 Hrs.)

Unit V: Integrated Financial Modeling Project & Strategic Decision Making Building an Integrated Financial Model: Complete three-statement projection with valuation. Dashboard & Reporting: Financial dashboards using Excel/BI tools, automated MIS reporting. AI in Financial Decision Making: Use of AI tools for anomaly detection, fraud analytics basics, machine learning applications in finance (conceptual understanding). Capstone Project: Industry-based case study incorporating valuation, ESG, automation, and analytics. *Relevant Case Studies on AI in Financial Decision Making.* (08 Hrs.)

Text Book

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Financial Modeling & Investment Banking	Sandeep Agarwal	Adhyaan Books	1 st (2025)
2	Investment Valuation: Tools and Techniques for Determining the Value of Any Asset	Aswath Damodaran	Wiley	4 th (2025)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Fin GPT for Financial Analysis	Dr. Jignasha Dalal & Dr. Santhilata K.V.	Orange Eduation Pvt. Ltd.	1 st (2025)
2	Python For Finance	Dmytro Zherlitsyn	BPB Publications	1 st (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-03	Management of Financial Services	Elective	4	4	0	0	40	60	100

Prerequisites: Basic understanding of Finance and Accounting.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the structure, role, and evolution of financial services and financial sector reforms.
CO2	Make use of investment and intermediary services in Financial Sector.
CO3	Categorize modern financial innovations.
CO4	Explain the concepts of asset-liability management and select risk management techniques.
CO5	Adapt emerging trends in financial sector.

Detailed Syllabus

Unit I: Financial Services Environment & Sector Reforms Financial Services: Meaning, types and their importance. Financial sector reforms in India, Future challenges for Indian banks, Banking and the Management of Financial Services, Mutual Fund and Pensions Fund; Venture Capital: Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital. *Relevant Case Studies on Financial Sector Reforms, Venture Capital.* **(07 Hrs.)**

Unit II: Investment & Intermediary Services: Private Equity –strategic secrets of private equity, Hedge funds, Financial Inclusion, Behavioural Finance; Depository: Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository system in India, Dematerialization and Re materialization. Role, objectives and functions of SEBI and its guidelines relating to depository system; ESG (Environmental, Social, Governance) Investing, Green Bonds. *Relevant Case Studies on ESG & Sustainable Investing, Financial Inclusion.* **(09 Hrs.)**

Unit III: Credit & Corporate Financial Services: Credit rating: The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Are Indian Credit Rating Credible? International credit rating agencies –crisis of confidence; Leasing: Concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing; Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers; Fintech Lending Platforms. *Relevant Case Studies on Leasing, Merchant Banking* **(12 Hrs.)**

Unit IV: Modern Financial Instruments & Services: Debt Securitization: Meaning, Features,

Scope and process of securitization, Securitization – Indian Banking and Financial crisis, Asset Reconstruction Companies (ARCs); Factoring: Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India; Plastic Money: Concept and different forms of plastic money – credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India; Cryptocurrency, Cybersecurity in Banking. **Relevant Case Studies on Cybersecurity in Banking, Asset Reconstruction Companies (ARCs).** (12 Hrs.)

Unit V: Asset Liability & Risk Management: Asset Liability Management: Significances, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk value of equity and market value of equity perspective. Risk Management in Banks: Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Improving risk management systems, Asset Liability Management and Basel 3, IPR and Basel 3, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Software's., Risk Analytics & Big Data. **Relevant Case Studies on Asset Liability Management, Risk Management in Banks** (10 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Financial Markets and Services	Dr. P. Sudha	Sultan Chand & Sons	1 st (2024)
2	Financial Services	M.Y. Khan	McGraw Hill Education	10 th (2019)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Indian Financial System	Dr. Mohsina Hayat, Mr. Hashim Khan, Dr. Rachana Saxena	Authors Click Publishing	1 st (2025)
2	Financial Institutions and Markets	L.M. Bhole & Jitendra Mahakud	McGraw Hill Education	6 th (2017)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-04	Investment Analysis and Portfolio Management	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of Management Principles and basic knowledge of Finance and Financial Markets.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain key investment concepts, various avenues, and assessing processes along with associated market risks.
CO2	Identify the functions of capital markets and financial derivatives with their expected payoffs.
CO3	Analyse the markets through fundamental analysis techniques.
CO4	Interpret the role of daily price movements and market trends using technical analysis tools and techniques.
CO5	Construct, evaluate, and optimize investment portfolios by applying modern portfolio theories.

Detailed Syllabus

Unit I: Introduction to Investments and Risk: Concepts of investment, objectives of investment, various alternatives of investments, investment process, financial investments vs. real investments, differentiate investment, speculation and gambling. Risk and Return: Concept, types and measurement of risk and return. *Relevant Case Studies on Asset Liability Management, Risk Management in Banks.* (10 Hrs.)

Unit II: Financial Markets: Market: Introduction to primary market, design of primary market, its role and functions, types of offers in the primary market, SEBI guidelines on primary market. Secondary Market: Introduction, participants, trading and settlement Mechanism, types of orders, stop Loss, margin trading, short selling, price freeze, hair-cut, market wide circuit breakers, insider trading, bulk deals, block deals and arbitrage opportunity in the market. Derivatives: Introduction, features, derivative instruments, difference between forward and futures contracts, types of option contracts, computing payoffs of forward, futures and option contracts. **Crypto currency:** Meaning, features, Crypto currency exchanges. *Relevant Case Studies on Asset Liability Management, Risk Management in Banks.* (10 Hrs.)

Unit III: Fundamental Analysis: Meaning, scope and introduction to concept of intrinsic value. Process of conducting economic analysis; industry analysis and company analysis by using E-I-C and C-I-E approaches, Valuation of securities with reference to shares and bonds. *Relevant Case Studies on Asset Liability Management, Risk Management in Banks.* (10 Hrs.)

Unit IV: Technical Analysis: Introduction, terminology of technical analysis, Dow theory, characteristic phases of Bull and Bear trends, critical appraisal of Dow theory, various types of charts, concept of trend, trend lines: support and resistance, Importance of trading volume, reversal

patterns, continuation pattern, moving averages, other market indicators. **Relevant Case Studies on Asset Liability Management, Risk Management in Banks.** (10 Hrs.)

Unit V: Portfolio Management: Meaning, importance and approaches of portfolio management, portfolio analysis, portfolio evaluation and revision techniques. Portfolio Theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing Theory. Market Efficiency and Behavioral Finance. Suggested Tool: Yahoo Finance **Relevant Case Studies on Asset Liability Management, Risk Management in Banks.** (10 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw Hill	7 th (2025)
2	Security Analysis and Portfolio Management	S. Kevin	PHI Learning Pvt. Ltd.	3 rd (2022)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Financial Markets and Institutions	Frederic S. Mishkin, Stanley G. Eakins, Tulsi Jayakumar, Hemant Manuj	Pearson	10 th (2024)
2	Fundamentals of Investment Management	Frank Reilly, Keith C. Brown and Sanford J. Leeds	Cengage Learning India Pvt. Ltd.	4 th (2022)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE4-01	Marketing Analytics	Elective	4	4	0	0	40	60	100

Pre-requisites: Fundamental knowledge of computer principles. A Student should possess basic computer skill and analytics skill.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Observe the market conditions in the era of social media and digital markets.
CO2	Identify the applications of statistical tools on marketing data metrics for competitive advantage and price analysis.
CO3	Figure out the use of analytics and big data in determining promotion strategies.
CO4	Interpret the scope of marketing analytics problem in a scientific and process-driven manner.
CO5	Discuss importance, usage and types of the analytics in the evolving electronic market.

Detailed Syllabus

Unit I: Understanding Data: Introduction to analytics, Basics of Statistics and Data Interpretation on MS EXCEL. Market Analysis: Sales Forecasting, Market Share Analysis; Other Market performance Indicators like Penetration, Usage, Brand Performance, and Satisfaction. Customer Analysis: Customer Choice Analysis, Customer Profitability Analysis, Lifetime Value; Acquisition and Retention Costs and Rates Product Analysis: Product Portfolio Analysis, New Product Sales Forecasting; Cannibalization Analysis. **Relevant Case Studies on Understanding Data Using MS Excel. (09 Hrs.)**

Unit II: Pricing Analysis Understanding Price; Price Sensitivity; Price-Volume Equation - Analysis, How to Price Sales and distribution analysis Sales Force Sizing, Effort (Call Planning), Territory Planning, Target Setting, Compensation Planning; Performance Appraisal. Distributor, Numbers, Margin and Profitability, Performance Appraisal and People analytics. **Relevant Case Studies on Pricing Analysis. (10 Hrs.)**

Unit III: Advertising and sales promotion Performance of Ads, Media Planning, Setting Advertising and Sales Promotion Budget. Measuring Retail Lift and Promotional Lift Social Media Analysis, Understanding the Metrics behind Social Media Spends. **Relevant Case Studies on Social Media Analysis. (11 Hrs.)**

Unit IV: Brief information: Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, and Prescriptive Analytics. E-Marketing: Introduction, Objectives, Definition, History, Scope, Benefits and Problems; E- marketing Techniques and Digital Marketing; Components of E-Marketing; E-Customers Introduction & Objectives, Dealing with Customers' and Online Buying Process; Types & Applications of E-Market. **Relevant Case Studies on E-Marketing (12 Hrs.)**

Unit V: E-Marketing Tools: Introduction, Objectives, E-Mail Marketing, Creating a Website,

Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing Search Engine Marketing, Blogging and Classified Advertising. E-Marketing Plan: Introduction, Objectives, Definition of E-Marketing Plan, Situational Analysis, Setting Objectives, Marketing Mix Decision, Budget Allocation, Action Plan, Measuring Success. Suggested Software: *Google Analytics* **Relevant Case Studies on Situational Analysis.** (10 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Data Scientist: The Sexiest Job of the 21st Century	Thomas H. Davenport and D.J. Patil	Harvard Business Review	1 st (2022)
2	Making Advanced Analytics Work for You	Dominic Barton and David Court	Harvard Business Review	1 st (2012)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Customer Profitability and Lifetime Value	Elie Ofek	Harvard Business Review	4 th (2024)
2	Keep Up with Your Quants	Thomas H. Davenport	Harvard Business Review	1 st (2013)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE4-02	Marketing Analytics	Elective	4	4	0	0	40	60	100

Prerequisites: Fundamental knowledge of computer principles. A Student should possess basic computer skill and analytics skill.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the fundamental concepts and business applications of Data Science.
CO2	Apply statistical methods using R software for data analysis in business contexts.
CO3	Analyze probability and regression models along with classification techniques for data science problems.
CO4	Evaluate ensemble and clustering techniques for pattern discovery in datasets.
CO5	Simulate the performance mechanism of machine learning models using validation and evaluation methods.

Detailed Syllabus

UNIT I: Data Science: Understanding Different Components of Data Science & their Roles, Introduction to concepts like Big Data, data pre-processing, concepts of supervised and unsupervised learning, Data Mining, Data Analysis, Web Analytics, Machine Learning, Business Applications of Data Science Internet Search Digital Advertisements, Recommender Systems, Price Comparison Websites. **Relevant Case Studies on Data Mining, Web Analytics (10 Hrs.)**

UNIT II: Fraud and Risk Detection, Roles & responsibilities of Data Scientists in Business Analytics. Introduction to R Software Installation, basic Elements, R- Data Interfaces, R- Charts & Graphs, R- Statistics. Basic statistics through R: Mean median, standard deviation, variance, correlation, and covariance. **Relevant Case Studies on Fraud And Risk Detection using Data Science. (11 Hrs.)**

UNIT III: Probability Theory for Data science (Bayes Theorem), Regression- Linear, multiple and logistic regression. Decision tree along with application and Support Vector Machine (SVM) and types. **Relevant Case Studies on Decision Tree. (12 Hrs.)**

UNIT IV: Ensemble methods: bagging, random forests, boosting. Clustering: K-mean Clustering, K medoids, Agglomerative, Hierarchical clustering, X-means Clustering, Density- based spatial clustering of applications with noise (DBSCAN). **Relevant Case Studies on Agglomerative. (10 Hrs.)**

UNIT V: Evaluation and validation: methods of estimating the performance of classifiers: cross-validation, Holdout Method and Bootstrap Method; Confusion Matrix, assessing the statistical significance of data mining results. Selection of advanced topics such as: scalable machine learning, big data related techniques, Data mining stream, social networks - advantage disadvantage and application. **Relevant Case Studies on Big Data Techniques. (09 Hrs.)**

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking	Foster Provost, Tom Fawcett	O'Reilly Media Inc	1 st (2021)
2	Data Mining and Analysis: Fundamental Concepts & Algorithm	Mohammed J. Zaki and Wagner Miera	Cambridge University Press	1 st (2014)

Reference Books

S. No	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Machine Learning: A Probabilistic Perspective	Kevin P. Murphy	The MIT Press	1 st (2022)
2	Mining of Massive Datasets	Jure Leskovekz, Anand Rajaraman and Jeffrey Ullman	Cambridge University Press	2 nd (2014)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE4-03	Analytics with Tableau & Power BI	Elective	4	4	0	0	40	60	100

Pre-requisites: Fundamental knowledge of numbers and arithmetic principles. A Student should process basic algebraic skills.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain organizational reporting perspectives, standards, KPIs, balanced scorecards, dashboards, and performance measurement frameworks clearly.
CO2	Devlop Tableau data preparation skills including connections, cleaning, joins, blending, and metadata management.
CO3	Analyse interactive visualizations, dashboards, forecasts, clusters, and time-series analyses
CO4	Choose Import, transform, and manage business data using Power BI.
CO5	Construct interactive reports and dashboards for managerial analysis and decision-making.

Detailed Syllabus

Unit I: Basics of Business Reporting: Reporting perspectives for organization – Functional, Internal / external, Role, Nature, Purpose, Content, Timeframe; Reporting standards and practices, Report layouts and characteristics, KPI's, Balance scorecards and Dashboards. **Relevant Case Studies on Business Reporting, Managing Dashboards.** (09 Hrs.)

Unit II: Introduction to Tableau: Home, Overview, Environment Setup, Getting Started, Navigation, Design Flow, File Types, Data Types, Show Me, Terminology Tableau data sources: Data Sources, Custom Data View, Extracting Data, Fields Operations, Editing Metadata, Data Joining, Data Blending. **Relevant Case Studies on Extracting Data, Editing MetaData** (10 Hrs.)

Unit III: Introduction to Tableau – Continuous and discrete data – Different kinds of plots and their usage (bar chart, line chart, scatter plot, histogram, dual axis) – Parameters – Functions and calculated field – Row and aggregate calculations – Time series analysis – Bin & group – Forecast & clusters – Joins and blends – Dashboard and interactive plots – Data interpretation – Connecting to real time database. **Relevant Case Studies on Time Series Analysis** (11 Hrs.)

Unit IV: Basics of Power BI and Data Preparation: · Introduction to Business Intelligence and Power BI, Power BI Desktop interface and features, connecting to data sources (Excel, CSV, SQL), Data cleaning and transformation using Power Query, Basic data modeling and table relationships. **Relevant Case Studies on Data Cleaning, Data Modeling.** (11 Hrs)

Unit V: Power BI - Data Visualization and Dashboard Development: Creating charts, graphs, and report visuals, Using filters, slicers, and interactive tools, Basics of DAX functions and measures, Designing dashboards for business decision-making, Publishing and sharing reports in Power BI

Service. *Relevant Case Studies on Data Analysis Expressions*

(09 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Microsoft Power BI Cookbook	Brett Powell	Packt	2 nd (2021)
2	Data Visualization Made Simple	Kristen Sosulski	Routledge	6 th (2018)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Business Analytics Using R and Tableau – A Simplified Approach	Dr. Deepak Dagar, Ms. Rashi Aggarwal, Mr. Praveen Kumar Singh	VL Media Solutions	1 st (2024)
2	Data Science for Business	Foster Provost & Tom Fawcett	O'Reilly Media	1 st (2013)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE4-04	Introduction to Python	Elective	4	4	0	0	40	60	100

Pre- requisites: Basic knowledge of computers and fundamental understanding of mathematics and logical reasoning are recommended prerequisites for Introduction to Python

Course Outcomes

At the end of the course, student will be able to:	
CO1	Outline fundamental programming concepts and Python syntax for business applications.
CO2	Make use of control structures, functions and modules to solve business problems.
CO3	Examine and implement Python data structures for structured data handling.
CO4	Determine programs for file handling, exception handling and automation tasks.
CO5	Adapt Python basics for introductory data analysis and business decision-making

Detailed Syllabus

Unit I: Introduction to Programming; Features and Applications of Python; Installation of Python and IDEs; Variables and Data Types; Operators; Input and Output Functions; Python Syntax and Structure. Introduction to Python in Cloud Environment; Using Google Colab and Kaggle Notebooks; Basics of GitHub and Version Control; Introduction to APIs and Data Collection from Web; Prompt Engineering Basics using Python; Python for Low-Code/No-Code Automation. *Relevant Case Studies on Python in Cloud Environment* (11 Hrs.)

Unit II: Conditional Statements; Loops (for and while); Break, Continue and Pass Statements; Functions and Parameters; Lambda Functions; Recursion; Modules and Packages. Writing Scalable and Reusable Code; Introduction to Object-Oriented Programming (OOP) Concepts; Decorators and Generators (Basics); Integration with REST APIs; Introduction to Python for Microservices; Basics of Testing using PyTest. *Relevant Case Studies on Python for Micro Services.* (10 Hrs.)

Unit III: Strings and String Operations; Lists, Tuples, Sets and Dictionaries; List Comprehension; Searching and Sorting; Working with JSON, CSV and Excel Files. Handling Semi-Structured and Unstructured Data; Working with Large Datasets; Introduction to SQL Integration with Python; Web Scraping using BeautifulSoup (Basic Concepts); Data Privacy and Secure Data Handling Practices. *Relevant Case Studies on Handling Unstructured Data* (08 Hrs.)

Unit IV: File Handling; Reading and Writing Text and CSV Files; Exception Handling using try, except and finally; Debugging Techniques; Introduction to Logging and Automation of Business Tasks Automation of Business Reports; Email and Task Automation using Python; Introduction to Robotic Process Automation (RPA) Concepts; Working with APIs for Real-Time Data; Introduction to Cybersecurity Basics in Programming; Secure Coding Practices. *Relevant Case Studies on Automation of Business Reports Using Python.* (11 Hrs.)

Unit V: Introduction to Num Py and Pandas; Data Cleaning and Manipulation; Basic Data Visualization using Matplotlib; Introduction to Machine Learning Concepts; Mini Project based

on Business Application. Introduction to Machine Learning using Scikit-Learn; Exploratory Data Analysis (EDA); Introduction to Generative AI and Python Integration; ChatGPT API Integration Concepts; AutoML Basics for Managers; Responsible AI and Data Ethics; Introduction to AI-driven Decision Support Systems; Overview of Big Data and PySpark Concepts. ***Relevant Case Studies on AI and Managers, Python and Business Organizations.*** (10 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Python for MBA	Vijay T. Patil	Nirali Prakashan	1 st (2025)
2	Python for Data Analysis	Wes McKinney	O'Reilly Media	2 nd (2017)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Foundational Python Data Science	Kennedy Behrman	Pearson	1 st (2021)
2	Think Python	Allen B. Downey	O'Reilly Media	2 nd (2015)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-401	Corporate Strategy	Core	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of business management principles, organizational functions, and the business environment.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Describe the strategic management process, strategic intent and external environmental analysis.
CO2	Interpret industry structure and organizational resources using strategic analysis frameworks.
CO3	Apply corporate-level strategies including diversification, integration and restructuring.
CO4	Distinguish strategy implementation mechanisms and strategic control systems in organizations.
CO5	Explain strategic responses to digital transformation, sustainability and innovation challenges.

Detailed Syllabus

Unit I: Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, McKinsey's 7S Model. Strategic Intent: Vision, Mission, Goals and Objectives. External Environment Analysis: Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS. **Relevant Case Studies on strategic management, PEST and SWOT. (10 Hrs.)**

Unit II: Industry analysis Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix. Internal Environment Analysis – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix. Business Level Strategies – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence. **Relevant Case Studies on VRIO framework and Critical Success Factors (CSF). (12 Hrs.)**

Unit III: Corporate Level Strategies Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies. Strategic Analysis and choice (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine cell, Product life cycle Matrix). **Relevant Case Studies on Mergers & Acquisitions and Portfolio Strategies. (10 Hrs.)**

Unit IV: Strategy Implementation Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership

and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation, Strategy Evaluation Framework; The Balanced Score Card. **Relevant Case Studies on Leadership and Balanced Score Card.** (10 Hrs.)

Unit V: Recent Trends in Corporate Strategy: Trends in the external environment of business, new directions in strategic thinking, digital transformation of business - A strategic perspective, Contemporary issues in Strategic Management. **Relevant Case Studies on digital transformation in businesses and strategic management issues.** (10 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Strategic Management	Azhar Kazmi & Adela Kazmi	McGraw Hill Education	5 th (2025)
2	Strategic Management	Charles WL Hill and Gareth R Jones	Cengage Learning	15 th (2025)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Strategic Management	Fred R David	PHI Learning	17 th (2024)
2	Strategic Management: Concepts and Cases	Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson & Jeffrey S. Harrison	Cengage Learning	14 th (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-402	Workshop on Indian Ethos	Core	2	2	0	0	40	60	100

Pre-requisites: Basic understanding of Indian philosophy, ethics, and principles of management.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain Indian ethos, cultural values, and their relevance in management practices.
CO2	Demonstrate value-based management principles and ethical practices in business decision-making.
CO3	Examine management principles from Indian scriptures and their application in organisations.
CO4	Determine workplace stress causes and apply Indian techniques for effective stress management.
CO5	Apply responsible management approaches based on Indian learning systems and Karma philosophy.

Detailed Syllabus

Unit I: Indian Ethos: History & Relevance, Principles Practised by Indian Companies, Role of Indian Ethos in Managerial Practices. Management Lessons- from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management. **Relevant Case Studies on Indian Ethos in Corporate Governance and Ethical Leadership.** (09 Hrs.)

Unit II: Work Ethos: Meaning, levels, dimensions and steps. Values: Values for Indian Managers, Relevance of Value-Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture. **Relevant Case Studies on Values for Indian Managers and Trans-Cultural Human Values.** (12 Hrs.)

Unit III: Stress Management: Meaning, types of stress, causes and consequences of stress. Techniques for Managing Stress: Meditation: Meaning, advantages for mental health and its importance in management. Brainstorming, brain stilling, Yoga: Meaning, Significance. Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership, Qualities of Karta. **Relevant Case Studies on Art of Living Programs in Corporate Stress Management.** (12 Hrs.)

Unit IV: Indian Systems of Learning: Gurukul System of Learning, Advantages-Disadvantages of Karma, importance of Karma to Managers, Nishkama Karma. Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection. Corporate Karma: Meaning, methodologies, guidelines for good corporate karma. **Relevant Case Studies on Corporate Karma in Action.** (09 Hrs.)

Unit V: Introduction to IKS: Relevance of Indian philosophy in leadership and governance, Dharma-based leadership, Meaning of spiritual intelligence; Difference between IQ, EQ, and SQ, Concept of Vasudhaiva Kutumbakam, Sustainable development through Indian

philosophy. *Relevant Case Studies on Leadership Model: Dharma-Based Governance and Collective Vision.* **(08 Hrs.)**

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Indian Ethos & Values for Management	N M Khandelwal	Himalya Publishing	3 rd (2023)
2	Indian Ethos in Management	Tushar Agrawal and Nidhi Chandorkar	Himalya Publishing	1 st (2017)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Indian Ethos for Management	Swami Jitatmananda	Ramakrishna Ashrama, Rajkot	5 th Edition (2025)
2	Indian Ethos and Leadership	Bhavani M.R., Sindhu A. N.,	Himalaya Publishing House	1 st Edition (2021)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-403	Technical Skills for Managers	AECC	1	1	0	1	50	-	50

Pre-requisites: Basic Tableau knowledge (formulas, formatting, charts)

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain Business Intelligence concepts and the Tableau interface for managerial analytics.
CO2	Classify business data by connecting, cleaning, and transforming datasets using Tableau tools.
CO3	Apply calculated fields and Level of Detail (LOD) expressions for effective data analysis in Tableau.
CO4	Develop interactive dashboards and visual reports to support managerial decision-making.
CO5	Design and manage the sharing of reports using Tableau Server or Tableau Public.

Detailed Syllabus

Unit I: Business Intelligence and Tableau Fundamentals

- Role of Business Intelligence (BI) in modern organizations
- Importance of data visualization in managerial decision making
- Overview of the Tableau ecosystem: Tableau Desktop, Tableau Server, Tableau Public.
- Tableau interface and workspace
- Connecting to different business data sources: Excel, CSV, Databases.
- Understanding data types, dimensions, and measures

Practical: Connect Tableau to a sales or marketing dataset, explore and understand the dataset structure for analysis. **(4 Hrs.)**

Unit II: Data Preparation and Data Management in Tableau

- Importance of data preparation in business analytics and managerial decision making
- Understanding the Tableau Data Source environment
- Managing multiple business datasets using joins and relationships
- Concept of data blending for integrating data from different business sources
- Techniques for cleaning and transforming business data: Handling missing or inconsistent values, Removing duplicates & Correcting data formats.
- Organizing data through sorting, filtering, grouping, and sets
- Creating hierarchies and categories for structured business analysis

Practical: Prepare and structure a raw operational dataset for business analysis. **(4 Hrs.)**

Unit III: Calculations and Business Performance Analysis

- Creating calculated fields for business metrics
- Basic analytical functions (SUM, AVG, IF, CASE)
- Table calculations for performance analysis
- Introduction to Level of Detail (LOD) expressions
- Identifying trends using trend lines and forecasting tools
- Developing Key Performance Indicators (KPIs) for managerial monitoring

Practical: Develop sales performance metrics and KPI indicators. **(4 Hrs.)**

Unit IV: Business Data Visualization and Decision Support Dashboards

- Principles of effective data visualization for managers
- Creating charts and visualizations: Bar charts, Line charts, Pie charts, Heat maps, Tree maps, Geographic maps
- Filters, parameters, and actions
- Designing interactive dashboards for business reporting
- Storytelling with data using Tableau Story feature
- Best practices for executive dashboards

Practical: Develop an interactive managerial dashboard showing business performance indicators. **(4 Hrs.)**

Unit V: Publishing and Business Intelligence Collaboration

- Publishing dashboards to Tableau Public or Tableau Server
- Sharing reports across teams for collaborative decision making
- Exporting dashboards and reports
- Managing data refresh and updates
- Overview of Tableau Server environment and governance
- Using dashboards for organizational performance monitoring

Practical: Publish and share a Tableau dashboard with business stakeholders. **(4 Hrs.)**

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Tableau Desktop Specialist Certification Guide	Mike Van Dril	Packt Publishing	1 st (2023)
2	Learning Tableau	Joshua N. Milligan	Packt Publishing	1 st (2021)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Tableau Your Data	Daniel G. Murray	Wilsey	14 th (2017)
2	Mastering Tableau	David Baldwin	Packt Publishing	9 th (2022)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-411	Capstone Project	Project	3		3		-	100	100

Pre-requisites: The Capstone project requires in-depth knowledge of the chosen specialization, research methodology, and statistical tools, along with faculty approval and access to reliable primary/secondary data. It also demands strong analytical ability, technical proficiency, and adherence to academic ethics and deadlines.

Guidelines are attached in Annexure ii

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-404	MOOC	VAC	NCC	0	0	0	-	-	S/NS

Course Outcomes:

Defined by the online platform for the specific course chosen.

The Departmental committee shall select a MOOC available on any reputed platform. However, the selected MOOC course should not be similar to the regular courses offered as a part of the department curriculum.

The overall monitoring of the MOOC course will be under the supervision of the teacher In-charge of the department. The Departmental Academic Committee shall assess the student work based relevant course completion certificate and Viva-Voce.

Rubrics for the MOOC:

Certificate- 25 Marks

Viva-Voce- 25 Marks

Satisfactory Criteria for MOOC

- 1.) During the 3rd and 4th semester every student has to complete a MOOC Course of minimum 30 Hrs..
- 2.) Student has to submit the certificate of the course.

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE1-04	Integrated Marketing Communications and Sales Management	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of marketing management and communication fundamentals.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Outline the role of IMC in marketing, brand building, and organizational performance.
CO2	Examine IMC tools including advertising, sales promotion, PR, direct, and digital marketing.
CO3	Apply the concepts of sales management, personal selling, and forecasting for effective sales strategies.
CO4	Determine sales operations, sales force management, and customer psychology for sales effectiveness.
CO5	Interpret recent IMC and sales management trends for informed managerial decisions.

Detailed Syllabus

Unit I: Integrated Marketing Communication & Advertising Management: Role of IMC in the marketing process, IMC planning model and components, Communication process and steps in developing an IMC programme, Effectiveness of marketing communications, Purpose, functions, and types of IMC Advertising management- Advertising appeals and advertising design, Advertising agencies and their role, Advertising budgeting, Media planning, media strategy, and media evaluation, Creativity in advertising, Elements of creative strategy and implementation. Recent Trend Focus: Strategic integration of traditional and digital communication. Relevant Case Studies on Blending Traditional & Digital Media. **(08 Hrs.)**

Unit II: Promotion Mix, Public Relations & Digital Advertising: Direct marketing: Meaning, features, advantages and disadvantages, Direct marketing strategies, Sales promotion-Meaning, importance, tools, Push & pull strategies, Publicity & Public Relations: Meaning, objectives, techniques and tools, Corporate advertising: Role, types and limitations, Monitoring, evaluation and control, Advertising measurement- Pre-testing & post-testing methods, International advertising, Global advertising environment, Internet advertising-Meaning, components, Advantages and limitations, Types of internet advertising. Recent Trend Focus: Digital media, global branding, and online promotional tools. **Relevant Case Studies on Digital-First Global Campaign Strategy. (09 Hrs.)**

Unit III: Sales Management & Personal Selling: Sales management: meaning and objectives, Role of sales executive as a coordinator, Sales management and control, Sales organisation, Purpose and importance, Setting up a sales organisation, Types of sales organisation, Personal selling, Objectives and theories, Market analysis- Market potential, sales potential, Sales forecasting methods and evaluation, Sales-related marketing policies- Product policies,

Distribution policies, Pricing policies Recent Trend Focus: Relationship selling and customer-centric sales strategies. ***Relevant Case Studies on Rural Sales Strategy and Relationship Selling Model.*** (10 Hrs.)

Unit IV: Sales Operations & Sales Force Management- Sales operations, Sales budgeting, Sales territories, Sales quotas, Control of sales, Sales meetings and sales contests, Organizing displays, showrooms and exhibitions, Sales manager, Qualities and functions, Sales force, Types of salesmen, Psychology of customers. Recent Trend Focus: Professional selling skills and customer experience management. ***Relevant Case Studies on Sales Force Management and Territory Strategy.*** (11 Hrs.)

Unit V: Contemporary Trends in IMC & Sales Management: Digital and social media integration in IMC, Ethical issues in advertising and selling, Customer relationship management (CRM), Integrated brand communication strategies, Global sales and cross-cultural selling challenges, Emerging trends in sales force automation. ***Relevant Case Studies on CRM-Driven IMC and Sales Automation Strategy.*** (12 Hrs.)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Integrated Advertising, Promotion and Marketing Communications	Clow, Kenneth E. & Baack, Donald	Pearson Education, India	9 th (2025)
2	Integrated Marketing Communications: A Primer	Kitchen, Philip J. & De Pelsmacker, Patrick	Routledge, London	3 rd (2024)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Sales and Distribution Management	Havaladar, K. K. & Cavale, V. M.	Tata McGraw-Hill Education	4 th (2024)
2	Sales and Distribution Management	Chunawalla, S. A.	Himalaya Publishing House	7 th (2025)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE1-05	Retail Management	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of management principles, business environment, and fundamentals of marketing and retailing.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Examine the foundations, evolution, and structure of retailing in the Indian and global environment.
CO2	Obtain retail formats, ownership patterns, and business models for strategic decision-making.
CO3	Analyse the principles of store operations and human resource management in retail organizations.
CO4	Integrate customer service systems, retail technologies, and global practices to improve retail performance.
CO5	Identify emerging trends and sustainable models to design future-ready retail strategies.

Detailed Syllabus

Unit I: Introduction to Retailing: Meaning, scope and nature of retailing, economic significance of retailing, opportunities in retailing, retail management decision process. Retailing in India: Evolution of retailing in India, structure of Indian retail sector, organized and unorganized retail, drivers of retail change, challenges to retail development in India. **Relevant Case Studies on Retail Evolution, and Indian Retail Transformation. (10 Hrs.)**

Unit II: Types of Retailers: Food retailers, general merchandise retailers, non-store retail formats, services retailing, types of ownership. Theories and Concepts: Retail Models and Theories of Retail Development: Evolution of retail formats, theories of retail development, concept of life cycle in retail, business models in retail, format innovation and hybrid retail formats. **Relevant Case Studies on Retail Formats, Business Models and Format Innovation. (10 Hrs.)**

Unit III: Managing the Store: Store management responsibilities, retail human resource planning, recruiting and selecting store employees, socializing and training new store employees, motivation techniques, performance management and evaluation, retail leadership and store culture. Store Design: Store Layout, Design and Visual Merchandising: Objectives of good store design, store layout planning, space management, merchandise presentation techniques, visual merchandising, retail atmospherics and customer experience design. **Relevant Case Studies on Store Leadership, Workforce Management and Visual Merchandising. (10 Hrs.)**

Unit IV: Customer Service: Strategic advantages through customer service, customer satisfaction and loyalty, customer evaluation of service quality, service quality measurement, GAPS model for improving retail service quality, relationship marketing in retail. Application of IT to Retailing: Growing role of IT in retailing, IT for competitive advantage, data mining, database marketing, business intelligence, customer relationship management systems, digital

supply chain integration. International Retailing: International retail structures, global retail strategies, globalization of retailing, multichannel integration and cross-border retail management. **Relevant Case Studies on Customer Service Strategy, CRM and Global Retail Integration.** (12 Hrs.)

Unit V: Digital Retailing: E-retailing, mobile retailing, omnichannel retailing, platform-based retailing, direct-to-consumer models, social commerce and quick commerce. Technology in Retail: Artificial intelligence in retailing, smart stores, automated retailing, RFID and IoT applications, self-checkout systems, cashier-less stores, retail analytics and data-driven decision making. **Relevant Case Studies on Digital Retailing, AI Integration and Smart Store Innovation** (10 Hrs.)

Text Books

Sr. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Principles of Retailing	Rosemary Varley & Mohammed Rafiq	Bloomsbury Academic	10 th (2023)
2	Retailing Management: Text and Cases	Swapna Pradhan,	McGraw Hill Education	1 st (2020)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Retail Management: A Strategic Approach	Barry R. Berman and Joel R. Evans	Pearson Education	13 th (2021)
2	Retailing in the 21st Century: Current and Future Trends	John Fernie and Leigh Sparks	Kogan Page	4 th (2019)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE1-06	International and Social Media Marketing	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of marketing principles, international business concepts, and fundamentals of digital and social media platforms.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain international marketing concepts, global marketing environment, and market entry strategies.
CO2	Analyze international trade policies and effective global marketing & distribution strategies.
CO3	Interpret social media marketing frameworks and digital consumer behavior in online markets.
CO4	Design social media marketing campaigns using digital tools and analytics.
CO5	Examine AI, data analytics, and emerging technologies in global digital marketing.

Detailed Syllabus

Unit I: International Marketing: Definition, scope and challenges of international marketing, reasons for going international, international market segmentation and positioning, international market entry strategies, screening and selection of markets, methods of entering international markets. International Marketing Environment: Political, legal, environmental, socio-cultural and technological environment, country risk analysis, international economic environment, IMF, WTO, international monetary system, international trade barriers, and tariff & non-tariff barriers. *Relevant Case Studies on global market entry strategies and international trade barriers* **(09 Hrs.)**

Unit II: International Trade and Policy Framework: EXIM policy of India, export promotion organizations, export incentives, export documentation, organization and structure of export and import houses. International Marketing Strategy: International product policies, product standardization and adaptation, international pricing policies, international pricing strategies. International Distribution and Promotion: International distribution systems, international distribution channels, types of channels, role of internet in international distribution, international communication policy, communication strategies in international marketing, international promotion mix, international marketing research. *Relevant Case Studies on international product adaptation, pricing strategies, and digital distribution channels.* **(08 Hrs.)**

Unit III: Introduction to Social Media Marketing: Evolution from traditional to modern marketing, rise of internet and e-concepts, emergence of social media marketing as a tool. Social Media Ecosystem: Social media channels, types and models, social media benefits and applications, social media marketing framework. Digital Consumer Behavior: Consumer behavior on the internet, evolution of the digital consumer, managing consumer demand in digital markets. Integrated Marketing Communication: IMC in digital and social media context. Social Media Marketing Strategy: Social media marketing strategies, defining social

media marketing mix, social media marketing planning, social media marketing channels.
Relevant Case Studies on digital consumer behavior and social media marketing frameworks.
(10 Hrs.)

Unit IV: Social Media Marketing Campaigns: Elements of marketing campaigns, implementing social media marketing campaigns, social media execution. Digital Marketing Tools: Search engine marketing (SEM), search engine optimization (SEO), content marketing, and social media execution strategies. Performance Measurement and Revenue Management: Campaign analytics and ROI, managing social media marketing revenue, social media marketing revenue sources, managing service delivery and digital payments. Content Creation and **Sharing:** Blogging, micro-blogging, streaming video, podcasts, webinars. **Relevant Case Studies on SEO, SEM, and content marketing for revenue optimization.** **(11 Hrs.)**

Unit V: Digital Global Marketing: Digital globalization, cross-border e-commerce, international digital branding, global digital consumer culture, platform-based international marketing. Advanced Social Media Marketing: Influencer marketing, community marketing, social commerce, creator economy, short-form video marketing, and live commerce. Data-Driven Marketing: Big data in marketing, AI in marketing decision making, predictive analytics, marketing automation, personalization technologies. Technology-Driven Marketing: Internet of Things in marketing, marketing through smart devices, conversational marketing, chatbots and virtual assistants. Future Trends: virtual brand experiences, ethical digital marketing, future of international and social media marketing. **Relevant Case Studies on influencer marketing, and social commerce strategies.** **(12 Hrs.)**

Text Books

S. No.	Name of the Book	Name of the Author	Publisher	Edition (Publication Year)
1.	International Marketing	Philip R. Cateora, Mary C. Gilly and John L. Graham	McGraw Hill Education	18 th (2020)
2	Social Media Marketing	Dan Zarrella	O'Reilly Media	2 nd (2020)

Reference Books

S. No	Name of the Book	Name of the Author	Publisher	Edition (Publication Year)
1	International Marketing	Masaaki (Mike) Kotabe and Kristiaan Helsen	John Wiley & Sons	8 th (2020)
2	International Trade and Export Management	Francis Cherunilam	Himalaya Publishing House	6 th (2018)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE1-07	Product and Brand Management	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of marketing principles, consumer behaviour, and fundamentals of product management and branding.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain product management concepts, portfolio planning, and competitive product–brand positioning in dynamic markets.
CO2	Interpret product planning, development processes, test marketing, and market entry strategies for successful new product introduction.
CO3	Inspect branding principles, brand structures, and customer-based brand equity concepts in brand development decisions.
CO4	Outline brand loyalty, brand performance, brand equity management, and brand growth strategies in domestic and global markets.
CO5	Examine emerging digital and sustainable branding trends to design future-ready product and brand strategies.

Detailed Syllabus

Unit I: Product Management: Meaning and scope of product management, importance of the product manager’s role, planning and control systems for product management, product portfolio planning and analysis, mapping and understanding company products and brands, competitive brand market positioning, impact of global forces on products and product strategy. *Relevant Case Studies on product portfolio management, and global product strategy.* **(10 Hrs.)**

Unit II: Product Planning and Development: Meaning and objectives of product planning and development, strategic reasons for new product development, processes, challenges and issues in product development, forecasting demand, estimating market opportunity. Test Marketing and Market Entry: Test marketing meaning and types, design issues in test marketing, evaluation of test marketing results, market entry decisions, launching new product programs, national launching of new products, tracking the launch process, absorbing the new product into the product mix. *Relevant Case Studies on new product development, and market entry decisions* **(08 Hrs.)**

Unit III: Brand Fundamentals: Basic understanding of brands, brand concepts and branding process, significance of a brand, brand mark and trademark, types of brands, family brand, individual brand, private brand, co-branding, brand name selection. Brand Functions and Structure: Functions of a brand, branding decisions and influencing factors, customer-based brand equity, monitoring brand performance, branding research, designing and implementing branding research, brand design and brand structures. *Relevant Case Studies on brand identity, co-branding strategies, and customer-based brand equity.* **(10 Hrs.)**

Unit IV: Brand Loyalty and Performance: Brand loyalty, loyalty programs, building strong brands, measuring brand performance, brand extensions. **Brand Equity Management:** Brand equity measurement, brand leverage, global branding strategies, brand audit, role of brand manager, branding challenges and opportunities. **Brand Growth and Renewal:** Brand rejuvenation and re-launch, brand development through acquisition, takeover and merger, re-launching the brand, need for re-launch, methods and success rate. *Relevant Case Studies on brand loyalty, performance measurement, and extension strategies.* **(12 Hrs.)**

Unit V: Digital Transformation in Product and Brand Management: Digital products and platforms, data-driven product decisions, digital branding strategies. **Emerging Trends:** Sustainable and ethical branding, technology-driven branding practices, future directions of product and brand management. *Relevant Case Studies on digital branding transformation, and data-driven product decisions.* **(10 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Strategic Brand Management: Building, Measuring and Managing Brand Equity	Kevin Lane Keller	Pearson Education	6 th (2025)
2	Product and Brand Management	Subroto Sengupta	Tata McGraw-Hill Publishing Company	2 nd (2022)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	The New Strategic Brand Management	Jean-Noël Kapferer	Kogan Page	7 th (2024)
2	Brand Leadership: Building Assets in an Information Economy	David A. Aaker and Erich Joachimsthaler	Pearson Education – Free Press	Classic (2023)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-05	International Human Resource Management	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of Human Resource Management principles, organizational behavior, and business management fundamentals.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the concept, scope, and contextual differences between domestic and international HRM.
CO2	Examine international staffing, recruitment, and selection practices including diversity issues.
CO3	Demonstrate training, development, and repatriation practices for managing expatriates and multicultural teams.
CO4	Interpret performance management, international compensation systems, and knowledge transfer in multinational corporations.
CO5	Discuss international industrial relations, comparative HRM practices, and emerging IHRM trends.

Detailed Syllabus

Unit I: Introduction to International Human Resource Management: International Human Resource Management: Concept and scope of IHRM; differences between domestic HRM and international HRM; variables moderating differences between domestic and international HRM. Sustaining International Business Operations: Approaches to staffing; transferring staff for international business activities; role of expatriates and non-expatriates; role of corporate HR function in multinational corporations. *Relevant Case Studies on Approaches of staffing and Role of expatriates.* **(10 Hrs.)**

Unit II: International Staffing, Recruitment and Selection: Recruitment and Selection for International Assignments: Concept and importance; issues in international staff selection; factors moderating expatriate performance; selection criteria. Diversity Issues in International Staffing: Dual-career couples; role of women in international management. *Relevant Case Studies on Diversity Issue and Dual-career couples.* **(08 Hrs.)**

Unit III: Training, Development and Repatriation: Training and Development: Concept; role of expatriate training; expatriates versus local managers; components of effective pre-departure training programs; effectiveness of pre-departure training; developing employees through international assignments. Re-entry and Career Issues: Concept of repatriation; repatriation process; individual reactions to re-entry; multinational responses; designing effective repatriation programs. Staffing and Training for Global Operations: Global staffing choices; dynamics of cross-cultural leadership; managing and motivating multicultural teams. *Relevant Case Studies on Pre-departure training and Cross-cultural leadership.* **(10 Hrs.)**

Unit IV Performance Management, Compensation and Knowledge Transfer: Performance

Management: Concept; multinational performance management; performance management of international employees; performance appraisal of expatriates. International Compensation: Concept and objectives; key components of international compensation programs; approaches to international compensation. Knowledge Transfer in Multinational Corporations: Organizational knowledge and its significance; sources of knowledge; tacit and explicit knowledge; HRM and organizational knowledge; transfer of knowledge within MNCs and across national borders; transfer of managerial know-how and HRM practices. **Relevant Case Studies on Knowledge Transfer in MNCs and Performance appraisal of expatriates.**

(12 Hrs.)

Unit V: International Industrial Relations, National HRM Contexts and Latest Trends: International Industrial Relations: Key issues in international industrial relations; trade unions and MNCs; responses of trade unions to multinationals; regional integration with special reference to the European Union; issue of social dumping; impact of the digital economy. National Context of HRM, Comparative HRM practices in Japan, United Kingdom, United States, India, and China. Latest Trends in IHRM: Global Talent Management, Digital HR and e-HRM, Artificial Intelligence in HRM, HR Analytics in Global Organizations, Managing Virtual and Remote Global Teams, Sustainable and Green HRM, Employer Branding in International Markets, Strategic International HRM. **Relevant Case Studies on Issues in International Industrial Relations and Global Talent Management.**

(10 Hrs.)

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	International Human Resource Management	Dowling, Festing & Engle	Cengage Learning	8 th (2025)
2	International Human Resource Management	K. Aswathappa & Sadhna Dash	McGraw Hill Education	4 th (2024)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	International Human Resource Management	Anne-Wil Harzing & Ashly Pinnington	SAGE Publications	6 th (2022)
2	International Human Resource Management – A Multinational Company Perspective	Monir H. Tayeb	Oxford University Press	1 st (2020)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-06	Strategic HRM	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of Human Resource Management principles, organizational behavior, and business management fundamentals.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the relevance of Strategic Human Resource Management towards business and corporate strategy Management.
CO2	Demonstrate strategic HR practices that align workforce plans with business objectives.
CO3	Examine behavioral factors influencing strategy implementation, leadership, culture, and talent management.
CO4	Analyse global HRM practices and staffing approaches for managing multinational workforce.
CO5	Formulate innovative HR strategies using digital technologies, analytics, and artificial intelligence.

Detailed Syllabus

Unit I: Strategic HRM: Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms. Human Resource System, HR as a Strategic Partner. Strategic HRM: Scope and process of strategic HRM, traditional vs strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management. *Relevant Case Studies on Strategic HRM and HR strategy.* (12 Hrs.)

Unit II: Strategic role of HR systems: Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies. Human Resource Environment Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour; Recruitment & Retention strategies, training & development strategies. *Relevant Case Studies on Compensation Strategies and Retrenchment Strategies.* (12Hrs.)

Unit III: Human aspects of strategy implementation: behavioural issues in strategic implementation matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies. *Relevant Case Studies on Behavioural issues in strategic implementation and employee engagement strategies.* (10Hrs.)

Unit IV Global HRM: Environment Trends and Human Resource Challenges: Business environment: Globalization and increased competition, Mergers and Acquisitions and Downsizing; Changing nature of work: Industry and Occupational Fits, Technology, Outsourcing and Flexible work arrangements; Demographic, Societal and Workforce Trends: Workforce Diversity; Changing nature of Employment Relationship. **Relevant Case Studies on global HRM and Mergers and Acquisitions.** (10 Hrs.)

Unit V: Recent Trends in Strategic Human Resource Management: Digital HR and Technology in HRM: HR analytics, artificial intelligence (AI) in recruitment and performance management, digital HR platforms, HR information systems (HRIS), virtual onboarding. **Relevant Case Studies on Digital HR and Technology in HRM.** (10 Hrs.)

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Strategic Human Resource Management	Jeffrey A. Mello	Cengage Learnin	6 th (2025)
2	Armstrong's Handbook of Strategic Human Resource Management	Michael Armstrong	Kogan Page	8 th (2024)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Armstrong's Handbook of Strategic Human Resource Management	Michael Armstrong & Stephen Taylor	Kogan Page	8 th (2023)
2	Strategic Human Resource Management: A General Managerial Approach	Greer, C.R	Pearson Education Asia.	43 rd (2021)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-07	Leadership and Team Dynamics	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of management principles, organizational behavior, and interpersonal communication skills.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Interpret the concepts, roles, skills, traits, and ethical foundations of effective leadership.
CO2	Categorise appropriate leadership theories, styles, and development approaches for building high-performance organizations.
CO3	Analyse the role of strategic and ethical leadership in shaping vision, culture, change, and learning organizations.
CO4	Develop team dynamics, performance, conflict, communication, and collaborative behaviours for effective team leadership.
CO5	Create leadership and team strategies aligned with emerging trends, digital transformation, diversity, and virtual work environments.

Detailed Syllabus

Unit I: Leadership: Meaning, definitions, Skills and Roles of a leader, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership. Understanding the inspiration, dilemmas and issues in becoming a leader. **Relevant Case Studies on Leadership traits, Leadership behavior and motivation.** (10 Hrs.)

Unit II: Leadership theories and styles: charismatic and transformational leadership, team leadership, organizational Leadership, strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, leadership communication. **Relevant Case Studies on team leadership, organizational Leadership and strategic leadership.** (08 Hrs.)

Unit III: Strategic leadership: Strategic Leadership and Ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people. **Relevant Case Studies on Strategic leadership and ethical leadership.** (08 Hrs.)

Unit IV Team composition, formation, and development- Introduction to Teams: Meaning and nature of teams, types of work teams, significance of work teams, External and internal factors affecting team, Individual Vs Group Vs Team; Group Development Stages, Understanding Team, Differentiating Groups and Teams, Building Effective Teams, Consensus Building, Collaboration, categories of teams. Team Performance and Motivation Team Conflict and Leadership Team Decision Making, **Relevant Case Studies on Leadership Team Decision Making and strategies for team building.** (12 Hrs.)

Unit V Recent Trends in Leadership and Team Dynamics: Emerging trends in leadership; Digital and e-leadership; Agile, adaptive, and shared leadership; Inclusive and cross-cultural leadership; Emotional intelligence and ethical leadership; Technology-driven leadership; Remote and virtual team leadership; Managing diverse and multigenerational teams; Building trust, collaboration, and high-performance teams in contemporary organizations. **Relevant Case Studies on Emotional intelligence and ethical leadership. (10 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Leadership - Theory and Practice,	Northouse, P.G	Sage Publications.	6 th (2025)
2	Team Dynamics at Work	Dr. R. Chandra Moorthy, Ms. Sukanya RC	IP Iterative International Publishers	1 st (2024)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Leadership and Organization: A Behavioral Science Approach	Tannenbaum, R., Weschler, I.R. and Hansen, J.	McGraw-Hill.	4 th (2025)
2	Team Building and Leadership	Ms. Neelam S. Bhargava, Mr. Gaurav Bhargava	Himalaya Publishing House	1 st (2017)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE2-08	Performance and Compensation Management	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of Human Resource Management principles, organizational behavior, and business management fundamentals.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the concepts of performance management systems used in organizations.
CO2	Analyze strategic performance management models, review mechanisms, and ethical issues in performance evaluation for building high-performance cultures.
CO3	Categorise compensation and reward management principles to design performance-linked pay systems.
CO4	Interpret compensation management administration practices in the Indian organizational context.
CO5	Elaborate contemporary performance and compensation strategies by integrating emerging trends and industry practices.

Detailed Syllabus

Unit I: Introduction to Performance Management: Performance Management: Concept and objectives; performance management system; performance planning; performance monitoring; performance implementation; performance counseling; performance appraisal; potential appraisal. Problems and errors in performance appraisal; ethics in performance management; role of HR professionals in performance management; performance management through training and development. *Relevant Case Studies on Performance Planning and ethics in performance management.* **(10 Hrs.)**

Unit II: Performance Review and Strategic Performance Management: Reviewing and Managing Performance: Performance management and strategic planning. Alternative models for assessing performance: Balanced Scorecard; EFQM Model. Outcome Metrics: Economic Value Added (EVA) and other economic measures. Building a High-Performance Culture: Performance management and employee development; performance management and rewards. *Relevant Case Studies on High- Performance Culture and performance management and rewards.* **(12 Hrs.)**

Unit III: Foundations of Compensation and Reward Management: Compensation and Benefits Management: Concept and objectives. Job evaluation approaches to compensation management. Pay for Performance: Bonuses – concept and methods of calculation; competency-based pay; equity-based rewards; team-based rewards. Reward strategy and psychological contract; laws relating to compensation. *Relevant Case Studies on Job evaluation approaches and Reward strategy.* **(10 Hrs.)**

Unit IV Wage, Salary and Benefits Administration: Executive Compensation: Concept and components; executive pay structure in India; linking salary with potential and performance.

Rewards and Incentives: Types of rewards; wage incentive schemes in India; wage incentive plans. Employee Benefits and Services: Fringe benefits – concept, types, and special features; benefit programmes for management and other employees; administration of benefits and services. Employee welfare and working conditions – statutory and voluntary measures. ***Relevant Case Studies on Fringe benefits and Employees welfare.*** (12 Hrs.)

Unit V Contemporary Issues and Latest Trends in Performance and Compensation Management: Recent trends in wages and salaries in Indian industries and service sector. Latest Trends in Performance and Compensation Management: Strategic performance management; continuous and agile performance management systems; performance-linked pay; total rewards approach; competency-based and skill-based pay; executive and variable pay; compensation for contingent and gig workers; pay equity and transparency; digital and analytics-driven compensation management. ***Relevant Case studies on Strategic pay performance management and Pay equity.*** (10 Hrs.)

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Performance Appraisal and Compensation Management: A Modern Approach	Dewakar Goel	PHI Learning Pvt. Ltd.	3 rd (2023)
2	Compensation Handbook: A State-of-the-Art Guide	M.L. Rock & L.A. Berger	Mc Graw-Hill	7 th (2020)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Performance Management: Strategies, Interventions, Drivers	S.R. Kandula	PHI Learning	10 th (2020)
2	Performance Management Education 5th Edition (2023)	Herman Aguinis Pearson	Pearson Education	5 th (2023)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-05	Fintech	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of banking, financial markets, financial services and digital business models.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the evolution, concept and impact of FinTech on the financial industry.
CO2	Categorise the role of the major stakeholders in the FinTech ecosystem.
CO3	Elaborate FinTech infrastructure and illustrate the application of blockchain, AI, cloud, and payment systems.
CO4	Contrast FinTech regulatory frameworks in global and Indian regulatory practices.
CO5	Analyze emerging FinTech trends such as robo-advisory, algorithmic trading, digital wealth management, and future innovations.

Detailed Syllabus

Unit I: Introduction to FinTech: The history of FinTech and its evolution over time- Changing Payment Landscape- Defining FinTech and its impact on the financial industry- FinTech products and services- FinTech and its key characteristics-The role of technology and innovation in FinTech. **Relevant Case Studies on fintech products and industry. (10 Hrs.)**

Unit II: The FinTech Ecosystem: Various players in the FinTech ecosystem- roles and responsibilities of each player in the FinTech ecosystem. The importance of collaboration and partnerships in the FinTech ecosystem- Types of FinTech products and services. **Relevant Case Studies on collaboration and partnerships in the FinTech ecosystem. (12 Hrs.)**

Unit III: FinTech Infrastructure: Blockchain- cryptocurrencies and digital identity-Artificial Intelligence (AI)- How AI is used in FinTech, including in fraud detection and risk management- Cloud Computing in FinTech- Data in FinTech- Payment Systems- various players involved in payment systems. **Relevant Case Studies on blockchain, cryptocurrency and data in fintech payment. (10 Hrs.)**

Unit IV FinTech Regulatory System: The role of regulators in overseeing the FinTech industry- The various regulatory frameworks- Regulations regarding banking, securities, and consumer protection- Role of Central Banks- Securities Regulation in FinTech- Global Regulatory Trends in FinTech. **Relevant Case Studies on regulatory frameworks of fintech. (12 Hrs.)**

Unit V Recent Trends in FinTech: Personal Finance with Fintech - retirement planning, and real estate financing - Wealth Management & Fin Tech – Discount Broking - Algorithmic Trading - robo-advisory - Financial Issues in Fintech - start-ups and FinTech - Future of Fintech. **Relevant Case Studies on retirement planning, Algorithmic Trading and Future of Fintech. (10 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	FinTech and the Remaking of Financial Institutions	John Hill	Elsevier	2 nd (2026)
2	Global FinTech: Financial Innovation in the Connected World	David L. Shrier, Alex Pentland (Eds.)	MIT Press	1 st (2022)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	FinTech, Business, and Development	Chandan Kumar Jha, Chandan Sharma (Eds.)	MDPI Books	1 st (2025)
2	Generative AI in FinTech: Revolutionizing Finance Through Intelligent Algorithms	Soumi Dutta et al. (Eds.)	Springer	1 st (2025)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-06	Behavioral Finance	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of Investment Analysis, and Capital Market concepts, Familiarity with classical finance theories such as Efficient Market Hypothesis.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Interpret the fundamental concepts, scope, and theories of behavioural finance using appropriate frameworks.
CO2	Analyze behavioural biases, heuristics, and emotional factors influencing investment decisions.
CO3	Discuss investor behaviour patterns and market anomalies arising from psychological and social factors.
CO4	Determine investor sentiment models, market efficiency, and behavioural corporate finance perspectives.
CO5	Propose insights on recent trends in behavioural finance and their implications for modern financial markets.

Detailed Syllabus

Unit I: Introduction to Behavioral Finance: Meaning, features, and scope of behavioral finance. Rational Expectations Paradigm and behavioral challenge. Theories of behavioral finance including Agency theory, Prospect theory, reasoned emotions, overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis. **Relevant case studies on behavioral finance and Neo-classical finance. (10 Hrs.)**

Unit II: Behavioral aspects of Investing: Heuristics and biases, self- deception, Emotional Factors and Social Forces and Neuro-scientific and Biological Perspective, Small / Medium / Large firm effect, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting, Over confidence, Emotion and reasoning, Excessive risk taking, behavioral explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy. **Relevant case studies on Excessive risk taking and behavioral explanation for anomalies. (12 Hrs.)**

Unit III: Investor behavior: Types of investors – on the basis of risk appetite and investment exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognizing failure, Conflict of interest. Value investing and growth investing. Stock market bubbles. **Relevant case studies on Group psychology on Board, Resistance to recognizing failure. (10 Hrs.)**

Unit IV Model of Investor Sentiment, Market Efficiency and Biases in Brokerage Recommendations, Evidence on the Characteristics of Cross-sectional Variation in Stock Returns behavioral Corporate Finance and Wisdom from Other Sources. **Relevant case studies on Cross- sectional Variation in Stock Returns behavioral Corporate Finance. (10 Hrs.)**

Unit V Recent Trends in behavioral Finance: Recent developments such as behavioral fintech, nudging in financial decision-making, ESG investing behavior, impact of artificial intelligence on investor psychology, digital trading behavior, behavioral risk management, and implications for global financial markets. Behavioral Finance and Cryptocurrency Markets: Study the influence of behavioral biases in cryptocurrency markets, Neuro Finance: Neural processes during financial decision making, Future of Neuro finance, Adaptive Market. *Relevant case studies on Recent Trends in behavioral Finance.* **(12 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Behavioural Finance	Sulphey, M.M.	PHI Learning	2 nd (2024)
2	Behavioural Finance	Prasanna Chandra	Mc Graw Hill	2 nd (2020)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Value Investing and Behavioural Finance	Parag Parikh	Mc Graw Hill	1 st (2024)
2	Understanding Behavioural Finance	Ackert, L.F. & Deaves, R.	Cengage Learning	2 nd (2025)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-07	Mergers, Acquisitions and Corporate Restructuring	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of valuation concepts and capital market fundamentals of mergers, acquisitions, and corporate restructuring.

Course Outcomes

At the end of the course, student will be able to :	
CO1	Summarize the basic concepts, forms and strategic relevance of M&A and restructuring
CO2	Identify reasons for success or failure of M&A in addition to its value and takeover issues
CO3	Apply the concept of restructuring strategies and valuation concepts in M&A.
CO4	Explain financing, accounting and wealth effects of M&A decisions.
CO5	Interpret the role of regulatory, international and emerging trends in M&A and corporate restructuring.

Detailed Syllabus

Unit I: Foundations of Mergers, Acquisitions and Corporate Restructuring: Introduction to Mergers, Acquisitions and Corporate Restructuring: Evolution, Need and Reasons/Motives for Mergers and Acquisitions. Forms of Corporate Restructuring. Mergers and Acquisitions as Strategic Choice. *Relevant case studies on Mergers & acquisitions and corporate restructuring.* **(10 Hrs.)**

Unit II: Value Creation, Failures and Strategic Issues in M&A: Value creation in mergers and acquisitions. Takeover strategies and takeover defence mechanisms. Reasons for failures of mergers and acquisitions. *Relevant case studies on value creation and on takeover strategies.* **(12 Hrs.)**

Unit III Corporate Restructuring, LBOs, Strategic Alliances and M&A Valuation: Demerger, Reverse Merger and Buyback of Shares. Strategic Alliances: Types, Structure and Problems in Strategic Alliances. LBO (Leveraged Buy Out): Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles. *Relevant case studies on Strategic Alliances and Deal Valuation.* **(10 Hrs.)**

Unit IV Financing, Accounting and Shareholder Value in Mergers and Acquisitions: Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS (Earning Per Share). Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on Shareholder Wealth. *Relevant case studies on Accounting aspects and impact on shareholders wealth.* **(12 Hrs.)**

Unit V Global M&A Strategy, Compliance, Due Diligence and Modern Trends: Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. Regulatory Aspects of Mergers and Acquisitions: Tax Laws, The Companies Act, 2013, The Competition Act, 2002, SEBI Regulations and any other laws and regulations affecting M&A. Recent Trends in M&A and Corporate Restructuring: Digital and technology-driven acquisitions (AI, fintech, platform businesses); Use of data analytics and automation in due diligence. ***Relevant case studies on International Mergers and Acquisitions and Due Diligence.*** **(10 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Mergers and Acquisitions	Aurora, Rajinder S., Shetty, Kavita and Kale, Sharad	Oxford Higher Education.	1 st (2024)
2	Mergers, Acquisitions and Corporate Restructuring	Kar, Rabi Narayan	International Book House	4 th (2026)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Mergers and Acquisitions	Krishnamurti, Chandrashekar and Vishwanath, S R	SAGE	5 th 2023)
2	Mergers and Acquisitions	Kapil, Sheeba & Kapil, Kanwal N	Wiley Publications	2 nd (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-08	International Finance and Financial Derivatives	Elective	4	4	0	0	40	60	100

Pre-requisites: Fundamental understanding of financial management, basic economics (including exchange rates and interest rates), and introductory knowledge of capital markets and derivatives concepts.

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the foundations and evolution of international finance and monetary systems.
CO2	Apply parity conditions in international financing mechanisms.
CO3	Analyze derivatives, futures, and options for financial decision-making.
CO4	Evaluate advanced derivatives and risk management strategies.
CO5	Examine strategies using recent trends in international finance and derivatives.

Detailed Syllabus

Unit I: Foundations of International Finance and Monetary Systems: International Finance: An overview, importance, nature and scope, recent changes and challenges in IFM. International flow of funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, Agencies that facilitate International flows. International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates. **Relevant Case studies on Balance of Payments Crisis in various economies** (10 Hrs.)

Unit II: Parity Conditions, Forecasting & International Financing: Parity Conditions in International Finance and Currency Forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate. International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfaiting, EXIM Bank of India. **Relevant Case studies on Interest Rate Parity and Sources of International Finance.** (12 Hrs.)

Unit III: Derivatives: Forwards, Futures, and Options: Derivatives: Meaning, Types, Importance, Principles and regulatory framework in India Forward and Futures Contracts: Meaning, Difference between forward and futures contracts, pricing of futures contracts, determinants of value of futures contracts, Mark-to-Market, Payoffs of futures contracts. Speculation, Hedging and Arbitrage by using futures contracts. Options Contracts: Meaning, type, importance, Black-Scholes Model for pricing options contracts, factors determining option prices, Payoffs of Call Option and Put Option contracts, Put-Call Parity. Option

Trading Strategies: Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, Spreads including butterfly spreads, calendar spreads etc. **Relevant Case studies on Hedging and Arbitrage by using future contracts.** (10 Hrs.)

Unit IV Advanced Derivatives and Risk Management: Swaps and Swaptions: Meaning, types, importance and pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions. Credit Derivatives: Meaning, Importance, pricing models and strategies to hedge by using credit derivatives. Foreign Exchange Risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives. **Relevant Case studies on Risk Management.** (12 Hrs.)

Unit V Recent Trends and Integrative Strategies: Recent Trends in International Finance: Digital currencies, fintech in forex, ESG investing, geopolitical impacts on forex. Innovations in Derivatives: Cryptocurrency derivatives, algorithmic trading, AI in risk modeling. Regulatory Updates: SEBI guidelines, global regulatory shifts, compliance in derivatives trading. Integrative Case Studies on multinational financial strategy. Future Outlook: Sustainable finance, green bonds, climate risk derivatives. **Relevant Case studies on Cryptocurrency derivatives, algorithmic trading.** (10 Hrs.)

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	International Financial Management	P. G. Apte	Tata McGraw-Hill	9 th (2024)
2	Multinational Financial Management	Alan C. Shapiro	Wiley	12 th (2024)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Options, Futures and Other Derivatives	John C. Hull	Pearson Education	12 th (2025)
2	Financial Derivatives	S.S.S. Kumar	PHI Learning	5 th (2025)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE3-09	Taxation and Personal Financial Planning	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of fundamental accounting and basic concepts of income, savings, and investments

Course Outcomes

At the end of the course, student will be able to:	
CO1	Interpret the concept, scope, and methods of tax management.
CO2	Apply tax planning techniques for income heads, deductions, exemptions, and loss adjustments.
CO3	Outline the importance of time value of money and financial statement analysis in personal planning.
CO4	Examine personal risk, insurance, and investment planning aligned with financial goals.
CO5	Implement investment instruments and recent taxation trends including digital filing and estate planning.

Detailed Syllabus

Unit I: Introduction to Tax Management: Introduction to tax management, features and scope of tax management. Differentiate between tax planning, tax avoidance and tax evasion. Tax Planning: Meaning, need, scope, objectives and methods of tax planning. **Relevant Case Studies on tax management, tax planning, tax avoidance and tax evasion. (10 Hrs.)**

Unit II: Tax planning for Five Heads of Income: Income from salary, house property, profits and gains from business or profession, capital gains and income from other sources. Tax Planning with reference to Residential status, exempted incomes, permissible deductions, clubbing of income and setting off & carry forward of losses. **Relevant Case Studies on capital gain, residential status and deductions. (12 Hrs.)**

Unit III Personal Financial Planning: Introduction, features, objectives and scope of personal financial planning. Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning. Time Value of Money and Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements. **Relevant Case Studies on time value of money, personal financial planning. (10 Hrs.)**

Unit IV Personal Risk Management: Meaning of risk, measurement of risk and its identification (Risk taker, moderate risk taker, risk averter), introduction to life insurance and general insurance, differentiate between life insurance and investment. Insurance planning for the individual as well as family. Investment Planning: Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety. **Relevant Case Studies on life insurance, general insurance and retirement planning. (12 Hrs.)**

Unit V Investment Instruments for Personal Financial Management and Recent Trends: Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes, Fixed income securities, Capital market instruments, Money market instruments and Real Assets. Recent Trends in Taxation and Personal Financial Planning: Focus on digital taxation, e-filing of ITR, Estate Planning: Need for estate plan, Objective of estate planning process. *Relevant Case Studies on mutual fund schemes, money market instruments and ITR.* **(10 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Taxmann's Financial Literacy	Amit Kumar Singh	Taxmann Publications	3 rd (2025)
2	Personal Financial Planning with MindTap	Randy Billingsley, Lawrence Gitman & Michael Joehnk	Cengage Learning	15 th (2022)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Personal Financial Planning (Wealth Management)	K.R. Subbakrishna & S. Murali	Himalaya Publishing House	1 st (2025)
2	Personal Income Tax	G. Sekar	Commercial Law Publishers	19 th (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE4-05	Data Visualization for Managers	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic understanding of business data, descriptive statistics, spreadsheets (MS Excel), and fundamental concepts of business analytics and managerial

Course Outcomes

At the end of the course, student will be able to:	
CO1	Explain the role of data visualization and visual perception principles in managerial decision making.
CO2	Implement the application of visualization techniques and tools to transform business data into meaningful visuals.
CO3	Simulate the design of effective dashboards and KPI-driven visual reports using sound design principles.
CO4	Examine methods of communicating business insights through data storytelling and audience-focused visual narratives.
CO5	Evaluate and use ethical, interactive, and contemporary visualization practices for managerial reporting.

Detailed Syllabus

Unit I: Foundations of Data Visualization: Introduction to data visualization and its role in managerial decision making, evolution and importance of visualization in business analytics, purpose of data visualization, types of data, common visualization idioms including bar line pie area scatter and histograms, use of color size and layout, avoiding misleading visuals and chart junk, exploratory versus explanatory visualization. *Relevant Case Studies on Managerial Decision-Making through Data Visualization and Avoiding Misleading Visuals.* (10 Hrs.)

Unit II: Data Preparation and Visualization Tools: Data preparation for visualization, data cleaning and transformation, decision models using pivot grids and charts, introduction to Tableau interface, data connections and data sources, creating worksheets dashboards and stories, interactive visualization features, filters parameters and actions, conceptual exposure to Power BI and Excel dashboards for managerial reporting. *Relevant Case Studies on Data Preparation, Dashboard Development, and Managerial Reporting using Tableau and Power BI.* (12 Hrs.)

Unit III Design Principles and KPI-Driven Visualization: Design fundamentals and principles, Shaffer's 4 Cs of data visualization, color theory and visual hierarchy, creating effective datasets for analysis, data modeling fundamentals for analytics, selecting and defining KPIs, dashboard design best practices, KPI-driven dashboards, heatmaps and comparative visualizations, geospatial and map-based visualizations. *Relevant Case Studies on KPI-Driven Dashboard Design, Heatmaps, and Geospatial Visualizations.* (10 Hrs.)

Unit IV Storytelling and Managerial Communication: Storytelling with data and business narratives, importance of context and audience, narrative structures for data-driven insights,

design thinking in visualization, dashboards versus storyboards versus infographics, executive and board- level reporting dashboards, communicating insights to non-technical stakeholders, visualization for strategic and operational decision making, case-based visualization projects.

Relevant Case Studies on *Data Storytelling, Executive Dashboard Reporting, and Communicating Insights to Non-Technical Stakeholders.* **(12 Hour)**

Unit V Advanced Applications and Contemporary Trends: Integration of visualization with business analytics outcomes, visualization of forecasts and performance metrics, ethical and responsible visualization practices, visualization in digital business environments, emerging trends in data visualization, mini projects and applied case studies. Suggested Software: QlikView and D3. **Relevant Case Studies** on *Forecast Visualization, Performance Analytics, and Ethical Practices in Digital Business Environments.* **(10 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Storytelling with Data: A Data Visualization Guide for Business Professionals Wiley India	Cole Nussbaumer Knaflic	Wiley India	10 th (2025)
2	Data Visualization: A Handbook for Data Driven Design	Andy Kirk	SAGE Publications	3 rd (2024)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Visualization Analysis and Design	Tamara Munzner,	CRC Press	2 nd (2024)
2	Data Visualization with Microsoft Power BI	Alex Kolokolov & Maxim Zelensky	O'Reilly Media	4 th (2024)

Course Code	Course Title	Category	Cd	L	T	P	Marks		
							Internal	External	Total
25C1BAP-PE4-06	Business Forecasting	Elective	4	4	0	0	40	60	100

Pre-requisites: Basic knowledge of business statistics, economics, and data analysis with MS Excel

Course Outcomes

At the end of the course, student will be able to:	
CO1	Outline the importance of forecasting and demand analysis in managerial decision making.
CO2	Explain the techniques of qualitative and quantitative forecasting for business data.
CO3	Evaluate time series and regression-based models for business forecasting.
CO4	Interpret forecasting accuracy and results for managerial applications.
CO5	Integrate forecasting tools and ethical practices to support business planning and decision making.

Detailed Syllabus

Unit I: Introduction to Forecasting and Demand Analysis: Concept and importance of business forecasting, role of forecasting in managerial decision making, forecasting process and steps, demand analysis and determinants of demand, elasticity of demand, types of forecasts and users, qualitative versus quantitative forecasting methods, ethical issues and bias in forecasting, electing a forecasting technique. *Relevant Case Studies on Demand Analysis, Forecasting Technique Selection, and Managerial Decision Making.* **(10 Hrs.)**

Unit II Forecasting Using Market and Regression Models: Marketing research techniques for forecasting, consumer surveys focus groups and market experiments, data collection methods and variable identification, time series and cross-sectional data, regression analysis for forecasting, interpretation of regression results, unconditional and conditional forecasting, business applications of regression-based forecasting. *Relevant Case Studies on Marketing Research Techniques and Regression-Based Forecasting Applications.* **(12 Hrs.)**

Unit III Time Series Forecasting Models: Time series components, smoothing techniques including moving averages and exponential smoothing, Holt and Winters models, AR MA ARMA and ARIMA models, Box-Jenkins methodology, SARIMA models, forecasting accuracy measures including MAE MSE RMSE and MAPE. *Relevant Case Studies on Time Series Forecasting Models, ARIMA Applications, and Forecast Accuracy Evaluation* **(10 Hrs.)**

Unit IV Advanced Forecasting Models: Forecasting error and its measurement; properties of forecasts; causality and exogeneity in forecasting models; impulse response function and variance decomposition; modeling and forecasting of volatility; Autoregressive Conditional Heteroskedasticity (ARCH) process and Generalized Autoregressive Conditional Heteroskedasticity (GARCH) process. *Relevant Case Studies on Forecast Error Analysis, Volatility Modeling, and ARCH–GARCH Applications.* **(12 Hrs.)**

Unit V Qualitative Forecasting and Applications: Qualitative forecasting techniques; opinion polling and expert judgement methods; barometric techniques; leading, lagging and coincident indicators; diffusion and composite indexes; scenario analysis and what-if forecasting; short-term and long-term forecasting; business forecasting applications in sales, finance operations and supply chain management. Suggested Software: IBM SPSS Forecasting. *Relevant Case Studies on Qualitative Forecasting Techniques, Scenario Analysis, and Business Forecasting Applications.* **(10 Hrs.)**

Textbooks

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Demand Forecasting for Executives and Professionals	Stephan Kolassa, Bahman Rostami-Tabar, Enno Siemsen	Chapman & Hall	1 st (2024)
2	Business Forecasting	John E. Hanke and Dean W. Wichern	Pearson Education	10 th (2021)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Publication Year)
1	Business Analytics for managers: leveraging data for strategic insights	Parampal Singh and Manjeet	Chyren Publication	7 th (2024)
2	Realistic Business Forecasting	Adam Simmons	Gaile Griffin Peers	4 th (2020)