PROGRAMME SCHEME & SYLLABI

MASTER OF BUSINESS ADMINISTRATION

(With effect from Academic Year 2026)

G H RAISONI COLLEGE OF ENGINEERING AND MANAGEMENT, NAGPUR

MBA PROGRAMME

Duration: 2 years **Program Pattern: Semester**

Master of Business Administration at GHRCEM delivers Contemporary Industry Oriented Syllabus and provides conducive environment for studying, offering value -added courses and skill development program to enhance student's employability.

Unique Selling Proposition:

- NEP 2020 aligned Curriculum
- Dual specialization
- Wide Choice of Electives
- Choice-Based Credit System
- Student-centric assessment & examination schemes
- Job oriented Certificate Courses
- Students exchange program
- Smart Classrooms
- Full-Fledged Placement Cell

Eligibility

- The candidate must be a Graduate from any recognized University.
- A minimum of 50% marks or an equivalent grade is required for general candidates.
- For candidates belonging to Scheduled Caste/Scheduled Tribes, a minimum of 45% marks or an equivalent grade is acceptable."

Specialization Offered:

- Financial Management
- Human Resource Management
- Marketing Management
- Operation Management
- Business Analytics

Program Outcomes:

Attributes	POs	
Core Knowledge and Comprehension	PO1	Possess the knowledge and comprehension of the core and basic knowledge of Economics, Accounting, Analytics, Communication, Quantitative Techniques, Marketing, Finance, HRM, Operations, and Management to relate with organization's problems.
Analytical and Critical Thinking	PO2	Utilize the principles of scientific research, analytical, clear and critical thinking while identifying analysing, evaluating and applying information for decision making.
Ethical Values and Responsibility	PO3	Honour personal values and apply ethical principles, commit to professional ethics, responsibilities and norms of the management practice. Use ethical frameworks, apply ethical principles while making decisions and take responsibility for the outcomes associated with the decisions.
Contextual and Global Reasoning	PO4	Apply reasoning informed by the contextual knowledge to assess societal, health, safety legal and cultural issues and the consequent responsibilities relevant to the professional management practices across the globe.
Teamwork and Leadership Skills	PO5	Function effectively as an individual, and as a member or leader in diverse teams and in multidisciplinary settings.
Effective Communication	PO6	Communicate effectively on complex managerial activities with the management community and with society at large, such as being able to comprehend and write effective reports and design documentation, make effective presentations and give and receive clear instructions.
Lifelong Learning and Adaptability	PO7	Recognize the need for, and learn independently and be ready for a lifelong learning to face increasing challenges and responsibilities.
Sustainability and Social Responsibility	PO8	Assess and understand the impact of the professional managerial solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

MBA Programme Structure

Semester – I

Sr. No	Course Code	Course Name	External Marks (Theory)	Internal Assessment Marks/ Workshop/ Practical	External/ Practical Marks	Total Marks	Credit
1	MB3TE101	Data Management for decision making	50	50	-	100	3
2	MB3TE102	Fundamental Principles of Leadership and Organizational Behavior	50	50	-	100	3
3	MB3TE103	Microeconomics	50	50	-	100	3
4	MB3TE104	Management – Global Perspective	50	50	-	100	3
5	MB3TE105	Corporate Financial Operations (CFO)	50	50	-	100	3
6	MB3TE106	Marketing Management	50	50	-	100	3
7	MB3TE107	Macroeconomics and The Global Economic Environment	50	50	-	100	3
8	MB3TE108	Technology and Operations Management (TOM), ERP	50	50	-	100	3
9	MB2TE109	The Arts of Communication	-	50	50	100	2
		Total				**900**	**26**

Semester- II

Sr. No	Course Code	Course Title	External Marks (Theory)	Internal Assessment Marks/ Workshop/ Practical	External/ Practical Marks	Total Marks	Credit
1	MB3TE201	Environment Management, UNSDG	50	50	-	100	3
2	MB3TE202	Business Legislation	50	50	-	100	3
3	MB3TE203	The Entrepreneurial Manager	50	50		100	3
4	MB3TE204	Strategic Management	50	50		100	3
5	MB3TE205	Indian Knowledge System Chanakya Niti	-	50	50	100	2
6	Specialization -1	Elective -1	50	50		100	3
7		Elective -2	50	50		100	3
8	Specialization -2	Elective -1	50	50		100	3
9		Elective -2	50	50		100	3
	Total					**900**	**26**

Discipline Specific Elective Courses – Semester - II

Note:

i. Select any two/four electives depending on single or dual specialization

ii. Each elective has four courses of 3 credits each.

Course Code	Course Title	External Marks (Theory)	Internal Assessment Marks/ Workshop/ Practical	External/ Practical Marks	Total Marks	Credit
Discipline Specific Elective Courses						
Marketing Management						
MB3TEMM201	Strategic Marketing for Driving Growth	50	50	-	100	3
MB3TEMM202	Aligning Strategy and Sales	50	50	-	100	3
MB3TEMM203	Managing Customers for Growth	50	50	-	100	3
MB3TEMM204	Creating Brand Value	50	50	-	100	3
Financial Management						
MB3TEFM201	Business Analysis and Valuation Using Financial Statements	50	50	-	100	3
MB3TEFM202	Financial cost analysis	50	50	-	100	3
MB3TEFM203	Modern Financial System	50	50	-	100	3
MB3TEFM204	Working Capital Management	50	50	-	100	3
Human Resource Management						
MB3TEHR201	Organizational Theory and Design	50	50	-	100	3
MB3TEHR202	Managing Human Capital	50	50	-	100	3
MB3TEHR203	Industrial and Employment Relations	50	50	-	100	3
MB3TEHR204	Manpower Planning, Recruitment, and Selection	50	50		100	3

Business Analytics						
MB3TEBA201	Data Visualization for Managers	50	50	-	100	3
MB3TEBA202	Business Forecasting	50	50	-	100	3
MB3TEBA203	Data Science using R	50	50	-	100	3
MB3TEBA204	Business Data, warehousing and Mining	50	50		100	3
Operation Management						
MB3TEOM201	Operations Research Applications	50	50	-	100	3
MB3TEOM202	Supply Chain Management	50	50	-	100	3
MB3TEOM203	Management Of Machines and Materials	50	50	-	100	3
MB3TEOM204	Project Management	50	50		100	3

Semester – III

Note:

i. Select any two/four electives depending on single or dual specialization

ii. Each elective has four courses of 3 credits each.

Sr. No.	Course Code	Course Title	External Marks (Theory)	Internal Assessment Marks/ Workshop/ Practical	External/ Practical Marks	Total Marks	Credit
1	MB3TE301	Strategy Execution	50	50	-	100	3
2	MB3TE302	Systems for Scaling Ventures	50	50	-	100	3
3	MB3TE303	Strategies for Value Creation	50	50	-	100	3
4	MB3MOC01	NPTEL Courses 12 weeks duration	50	50	-	100	3
5	Specialization -1	Elective -1	50	50		100	3
6		Elective -2	50	50		100	3
7	Specialization -2	Elective -1	50	50		100	3
8		Elective -2	50	50		100	3
Total						**800**	**24**

Discipline Specific Elective Courses – Semester - III						
Marketing Management						
MB3TEMM305	Digital Marketing Strategy	50	50	-	100	3
MB3TEMM306	Services Marketing	50	50	-	100	3
MB3TEMM307	Retail Management	50	50	-	100	3
MB3TEMM308	Integrated Marketing Communications	50	50	-	100	3
Financial Management						
MB3TEFM305	Capital Investment and Financing Decisions	50	50	-	100	3
MB3TEFM306	Investment Management	50	50	-	100	3
MB3TEFM307	Management of Financial services	50	50	-	100	3
MB3TEFM308	Behavioral Finance	50	50	-	100	3
Human Resource Management						
MB3TEHR305	Organizational Dynamics	50	50	-	100	3
MB3TEHR306	Compensation and Rewards Management	50	50	-	100	3
MB3TEHR307	Cross Cultural Management	50	50	-	100	3
MB3TEHR308	Organisational Development and Change	50	50		100	3
Business Analytics						
MB3TEBA305	Business Analytics for Manager	50	50	-	100	3
MB3TEBA306	Advanced Research Methods and Predictive Analysis	50	50	-	100	3
MB3TEBA307	Business Optimization and Big Data Analytics	50	50	-	100	3
MB3TEBA308	Python	50	50		100	3
Operation Management						

MB3TEOM305	Managing Service Operations	50	50	-	100	3
MB3TEOM306	Materials Management	50	50	-	100	3
MB3TEOM307	Total Quality Management (TQM)	50	50	-	100	3
MB3TEOM308	Pricing Strategy: Monetizing and Growing the Business	50	50		100	3

Semester – IV

Course Code	Course Title	External Marks (Theory)	Internal Assessment Marks/ Workshop/ Practical	External/ Practical Marks	Total Marks	Credit
Core Courses						
On the Job Training / Research Project(6 months)						
MB16OJT401	On the Job Training		200	300	500	16
MB10RPR401	Research Project		100	100	200	10
Value Addition Course						
Course Code MB3MOC02	NPTEL Courses 12 weeks duration	100		-	100	3
Total					**800**	**29**

Total Credit Chart

Semester	Total
Semester I	26
Semester II	26
Semester III	24
Semester IV	29
Total	**105**

Continuous Internal Assessment

Instructions for Internal Examiner:

The Continuous internal assessment (CIA) should be spread evenly throughout the session in Teacher Assessment Examination (TAE) which include independent components including Presentations, Case Study, Content beyond Syllabus, Assignments, Attendance, etc. Below are the suggested components for 50 marks.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Case Study	25
2	Content Beyond Syllabus Activities	10
3	Assignments	10
4	Attendance	5
	TAE(1+2+3+4)	50 (50%)
	End-Term Examination (EE)	50 (50%)
Total Marks (TAE+EE)		**100**

Note: The duration of all the End Term Theory Examinations shall be 3 hours

Note:

1. Student has to secure 50% of the total credit of first year to get promoted in the second year.

2. A student will earn Master of Business Administration, a post graduate degree after successfully completing 105 credits.

Detailed Syllabus

SEMESTER - I

DETAILED SYLLABUS
SEMESTER - I

Course Specification	**Data Management for Decision Making**		
Course Code	MB3TE101		
Type	CORE	**Credits**	3
Semester	SEM-I	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to manage data using Excel. CO2: Students will be able to use the excel to store and organize data for small to medium-sized datasets and design formulas. CO3: Students will be able to do the formatting of the numeric data and its presentation and work with pivot tables and charts. CO4: Students will be able to understand the research problems, related questions, test & validate hypotheses to describe population situations. CO 5. Students will be able to infer data of a given organization.		
	TOPIC		**Instructional Hours**
Unit I	Unit I - Introduction to Excel Uses of Excel for interpretation and decision making, Spreadsheet window pane, Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, the Ribbon, File Tab and Backstage View, Formula Bar, Workbook Window, Task Pane, Workbook & sheets, Formula Functions for interpretation – Sum, Average, Count, max, min, Proper, Upper, Lower, Using AutoSum		9
Unit II	Unit II - Data Manipulation, Advanced formula and Functions Sorting and Filtering Data, working with Tables, Using Text Functions (CONCATENATE, LEFT, RIGHT, MID, etc.) Logical Functions (IF, AND, OR, NOT), Lookup and Reference Functions (VLOOKUP, HLOOKUP, INDEX, MATCH), Date and Time Functions, Array Formulas, Using Advanced Functions (SUMIFS, COUNTIFS, AVERAGEIFS), Error Handling Functions (IFERROR, ISERROR)		9
Unit III	Unit III - Data Visualization and Advanced Data Analysis Creating and Formatting Charts, Using Sparkline, Conditional Formatting, Pivot Tables Pivot Charts, Using Slicers and Timelines		9
Unit IV	Unit IV - Data Validation & Protection, Integration and Collaboration Data Validation, Protecting Workbooks and Worksheets, using Form Controls, Importing and Exporting Data, Sharing and Collaborating on Workbooks.		9
Unit V	Unit V - Hypothesis verification Sampling methods and statistical tests Structuring a Research hypothesis, Analysis of Research Sample, Hands-on Practice in Formulating Questions and Hypotheses, Conducting Hypothesis Tests: Parametric and non-parametric tests through Excel.		9
References	**Reference and Text Books** 1. "Excel 2019 Bible" by Michael Alexander and Richard Kusleika, 1st Edition, Publisher: Wiley 2018 2. "Microsoft Excel 2019 Step by Step" by Curtis Frye Publisher: Microsoft Press 2018 3. Ctrl+Shift+Enter Mastering Excel Array Formulas by Mike Girvin, 1st Edition, Publisher: Holy Macro Books 4. Excel 2019 Pivot Table Data Crunching" by Bill Jelen and Michael Alexander Publisher: Pearson Education 2019		

Course Specification	**Fundamental Principles of Leadership and Organizational Behavior**		
Course Code	MB3TE102		
Type	CORE	**Credits**	3
Semester	SEM-I	**Semester**	Odd Semester
Course Outcomes	CO1: The student will be able to adapt the basics of OB models to address various challenges & opportunities in organization. CO2 - The student will be able to analyze individual human behavior in the workplace as influenced by personality, motivation, perceptions & attitude. CO3: The students will be able to recognize the behavior of groups in organizations and demonstrate skills required for working in groups (team building). Students will be able to identify and resolve conflict in organizations. CO4: Students will be able to adapt different leadership theories & styles which will contribute to the effective performance of a team. CO5: The students will be able to justify how organizational change and organizational culture will affect working relationships within organizations.		
	TOPIC		**Instructional Hours**
Unit I	Unit I - Fundamentals of Organizational Behavior Organizational Behavior: Concept, scope and importance, Evolution of OB Models & limitations of OB, Disciplines contributing to OB, Emerging challenges and opportunities, Organizational behavior models, Organizational Theory.		9
Unit II	Unit II - Individual Behavior Individual differences and work behavior Why individual differences are important, The basis for understanding Work Behaviour, Individual differences influencing Work Behaviour. Personality - Concept of personality, Determinants of personality; Myers-Briggs Type Indicator (MBTI); Big Five model Motivation - Motivation at work – importance, need, types and its effects on work behavior. Motivation Theories: Maslow's, Herzberg, Trait Theories, Path Goal Theories. Perceptions: Perception-Process, Perception Errors: Halo effect, Stereotyping, pigeonholing and; Self fulfilling prophecy; other influences on perception Attitudes - The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Job satisfaction, Changing Employee Attitudes.		9
Unit III	Unit III - Group Behavior Informal and Formal Groups - Group Dynamics, The nature of informal, Formal groups. Teams and Team Building - Organizational context for teams, Teamwork, Team building. Conflict Management - Conflict in Organizations, A contemporary perspective on Interpersonal conflict, Intrapersonal intergroup conflict, Process of Conflict: Stage 1: Potential opposition or Incompatibility Stage 2: Cognition & Personalization Stage 3: Intentions Stage 4: Behaviour Stage 5: Outcomes		9
Unit IV	Unit IV - Leadership & Power Meaning, importance, traits, styles and Theories: Trait Theory, Behavioral Theory, Contingencies Theory. Leaders Vs Managers. ·Definition of Power, Sources of power – Formal Power & Personal Power.		9
Unit V	Unit V - Organizational Dynamics Organizational culture: Concept, characteristics, elements of culture, creating and sustaining organizational culture Organizational behavior across cultures - Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication.		9

References	1. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi. Organizational Behavior. New Delhi: Pearson Education. 2. Aswathappa, K. (2016). Organizational Behavior. New Delhi: Himalaya Publishing House.

Course Specification	**Micro Economics**		
Course Code	MB3TE103		
Type	CORE	**Credits**	3
Semester	SEM-I	**Semester**	Odd Semester
Course Outcomes	CO1: The student will be able to adopt pricing mechanisms in various economic systems. CO2: The student will be able to hypothesize consumer behavior with help of indifference curve. CO3: The students will be able to formulate the cost of production combining various factors of production. CO4: The student will be able to devise price discrimination strategies under various market structures. CO5: The students are able to propose theories in interest based on the market conditions.		
TOPIC			**Instructional Hours**
Unit I	Unit 1 - The Economic Problem Scarcity and Choice, Production Possibility Curve, Choice and Opportunity Cost, The Scope of Economics, The Science of Economics and its Methodology, Basic Competitive Model and the Role of Price Mechanism, Alternative Economic Systems and Market-Friendly New Economic Reforms		9
Unit II	Unit 2 - The Theory of Demand Demand, Supply and Market Equilibrium, Applications of Demand and Supply Analysis, Consumer Surplus Producer Surplus and Competitive Market and Taxation, Consumer's Behavior: Cardinal Utility Analysis, Indifference Curve Analysis of Consumer's Demand, Cardinal Utility Analysis vs. Indifference Curve Analysis, Some Important Applications of Indifference Curves, Labour Supply and Saving Decisions, Revealed Preference Theory of Demand, Elasticity of Demand, Consumer Surplus.		9
Unit III	Unit 3 - The Theory of Production and Cost Factors of Production, The Theory of Production: Returns to a Factor, Production Function with Two Variable Factors, Optimum Factor Combination, Cost of Production and Cost Curves, Elasticity of Supply		9
Unit IV	Unit 4 - The Theory of Firm and Pricing in Various Market Structures Main Market Forms and Concepts of Revenue, Objectives of the Firm and its Equilibrium - A General Analysis, Equilibrium of the Firm and Industry under Perfect Competition, Price Determination under Perfect Competition, Stability of Equilibrium and Cobweb Model, Price and Output under Monopoly, Government Policies towards Monopoly and Competition, Price Discrimination, Price and Output under Monopolistic Competition, Price and Output under Oligopoly, Sales Maximization Model of Oligopoly, Theory of Games and Competitive Strategy		9
Unit V	Unit 5 - The Theory of Distribution The Theory of Distribution: A General View, Wage Determination in Competitive and Imperfectly Competitive Markets, The Theory of Rent, Alternative Theories of Interest, The Theory of Profits.		9
References	Reference Books: 1. Modern Economics by H.L. Ahuja 2. Paul A Samuelson and William D Nordhaus: “Economics”, McGraw Hill 3. Geethika, Ghosh & Choudary: “Managerial Economics”, McGraw Hill.		

Course Specification	**MANAGEMENT: GLOBAL PERSPECTIVE**		
Course Code	MB3TE104		
Type	CORE	**Credits**	3
Semester	SEM-I	**Semester**	Odd Semester
Course Outcomes	CO1: The student will be able to apply various management theories & practices. CO2: The student will be able to create plans & take Decisions CO3: The Student will be able to develop Organizational structure. CO4: The student will be able to devise the control & communication functions for organizational effectiveness CO5: The student will be able to plan for Global Challenges at the workplace.		
TOPIC			**Instructional Hours**
Unit I	UNIT 1 - INTRODUCTION TO GLOBAL MANAGEMENT Management: Science, Theory, and Practice, The evaluation of Management thought & the patterns of Management Analysis. Modern Perspectives: Systems Theory, Contingency Theory, and Quality Management. Management and Society: The External Environment, Social Responsibility, and Ethics.		9
Unit II	UNIT 2 - PLANNING AND STRATEGY FORMULATION Essentials of Planning and Managing by Objectives Strategies, Policies, and Planning Premises Decision Making: Decision-Making Process and Techniques (Rational, Bounded Rationality) Decision Trees, Cost-Benefit Analysis, Risk Assessment		9
Unit III	UNIT 3 - ORGANIZING, ORGANIZATIONAL STRUCTURE & STAFFING The Nature of Organizing, Principles of Organizing, Organization Structure, Departmentalization Methods, Staffing: Human Resource Management and Selection Authority, Responsibility & Decentralization		9
Unit IV	UNIT 4 - COMMUNICATION AND CONTROL SYSTEMS IN GLOBAL MANAGEMENT Purpose, types & process of Communication, Communication Process, Barriers, Digital Communication Trends in Management The Control Process: Setting Standards, Measuring Performance Types of Controls: Control Techniques and Information Technology		9
Unit V	UNIT 5 - GLOBAL CHALLENGES AND FUTURE TRENDS Global Controlling and Global Challenges, Entrepreneurship in Management Managing Global Crises and Challenges (Economic, Social, Technological) Future of Global Management and Sustainable Development		9
References	1. Management : a global perspective Heinz Weihrich, Harold Koontz McGraw-Hill, New York, 2. Stephen P. Robbins, David A. Decenzo, 2016. Fundamentals of Management, Pearson Education, 9th Edition 3. Management Fundamentals: Concepts, Applications, & Skill Development, 6th edition, Sage. 2014 4. Richard L. Daft, Principles Of Management, Cengage Learning. 2009 5. Robbins, Management, 9th edition Pearson Education. 2008		

Course Specification	**Corporate Financial Operations**		
Course Code	MB3TE105		
Type	CORE	**Credits**	3
Semester	SEM-I	**Semester**	Odd Semester
Course Outcomes	CO1: The student will be able to differentiate between Profit Maximization and Wealth Maximization. CO2: The student will be able to prepare trial balance and also Financial Statement CO3: The students will be able to develop the Capital structure of an organization keeping the cost of capital minimum. CO4: The student will be able to make decisions with the help of various financial tools. CO5: The student will be able to apply the concept of time value of money.		
TOPIC			**Instructional Hours**
Unit I	Unit 1 - Overview of Corporate Finance (Theory) Meaning, Objectives, Scope, Role and Functions of Financial Management (Financial Decisions). Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization		9
Unit II	Unit 2 - Introduction to Financial Accounting Accounting - Objectives, Process, Limitations and Basic Terms of Accounting; Generally Accepted Accounting Principles; Journalizing, Posting and Preparation of trial balance Financial Statement Reporting - Preparation of Financial Statement – Profit & Loss, Balance sheet (as per Companies Act 2013)		9
Unit III	Unit 3 - Cash Flow Statement Analysis Cash Flow Analysis – Introduction, Meaning, features, objectives, importance, concept of cash and cash equivalents, cash flow from operating activities, investment activities & financing activities. Preparation of Cash Flow Statement (as per Companies Act 2013) Overview of Cost of capital and Capital Structure- Significance, Concept of the Opportunity Cost of Capital, Introduction and types of capital structure, optimal capital structure.		9
Unit IV	Unit 4 - Analysis of Financial Statement Techniques of Financial statement Analysis (Common size statement, Trend Analysis, Ratio Analysis.		9
Unit V	Unit 5 - Time Value Of Money Concepts, Compounding, Discounting, Annuities. Capital Budgeting - Meaning, Features ,Types and Importance of Investment Decisions ,Discounted Cash Flow (DCF)		9
References	1. Prasanna Chandra Financial Management, theory and Practice McGraw - Hill Latest Edition 2. M. Y. Khan and P. K. Jain Financial Management McGraw - Hill Latest Edition 3. R. P. Rastogi Financial Management Taxmann Latest Edition 4. I M Pandey Financial Management Vikas Latest Edition		

Course Specification	Marketing Management		
Course Code	MB3TE106		
Type	CORE	Credits	3
Semester	SEM-I	Semester	Odd Semester
Course Outcomes	CO 1: The student will be able to devise a segmentation strategy for a given firm. CO 2: The student will be able to develop a product mix for a given firm. CO 3: The student will be able to recommend a suitable pricing strategy for a given product. CO 4: The student will be able to develop a suitable promotion mix for the product. CO 5: The student will be able to evaluate the concept of different distribution channel options and their suitability for a given product.		
TOPIC			Instructional Hours
Unit I	Unit 1 - Introduction to Marketing and Marketing Management Basic Marketing Concepts, Marketing Mix, Marketing Process, Marketing Environment – Micro and Macro Environment – Consumer Markets – STP.		9
Unit II	Unit 2 - Product Decisions Concept of a Product – Product Mix Decisions, New Product Development-Sources of New Product Idea Steps in Product Development, Product Life Cycle, PLC Strategies, Packaging and Labeling.		9
Unit III	Unit 3 - Pricing Decisions Pricing objectives, Factors affecting price determination, Price Discrimination, Pricing Objectives, Price Policies & Constraints, and Different Pricing Strategies.		9
Unit IV	Unit 4 - Promotion mix Communication Process, Promotion Mix-Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - Sales force Decision, Sales promotion –tools and techniques.		9
Unit V	Unit 5 - Channels of Distribution Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailing and Wholesaling.		9
References	1. Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, Prentice Hall of India, New Delhi. 2. Principles of Marketing 19th Edition by Pearson. 3. Marketing Management – Arun Kumar and Rachana Sharma. 4. Marketing Management – Rajan Saxena. 5. Fundamentals of Marketing – William J. Stanton.		

Course Specification	Macroeconomics and the Global Economic Environment		
Course Code	MB3TE107		
Type	CORE	Credits	3
Semester	SEM-I	Semester	Odd Semester

Course Outcomes	CO1: The Student Will Be Able To analyze macroeconomic indicators and their impact on national and global economies. CO2: The Student Will Be Able To evaluate economic growth theories and apply in policy-making. CO3: The Student Will Be Able To assess the effects of monetary and fiscal policies on economic stability. CO4: The Student Will Be Able To express the impact of monetary policy. CO5: The Student Will Be Able To infer global economic environment	
TOPIC		**Instructional Hours**
Unit I	Unit 1 - Nature and Scope of Macroeconomics Introduction to Macroeconomics, Major issues and concerns of Macroeconomics, Determination of National Income and Employment, General Price Level and Inflation, Business Cycles: Phases and Features of Business Cycles, Theories of Business Cycles, Economic Growth and the Role of Government in the Macroeconomy, Supply-Side Economics, New Classical Macroeconomics, Rational Expectations Theory, Importance of Macroeconomics.	9
Unit II	Unit 2 - Circular Flow of Income and National Income Accounting Meaning of National Income, Circular Flow of Income, National Income and National Product, Concepts of National Income: GDP, GNP, NNP, NNP at Factor Cost, Personal Income and Personal Disposable Income, Measurement of National Income: Value Added Method, Expenditure Method, Income Method, Difficulties in the Measurement of National Income, Problems of Measuring National Income in Developing Countries, Nominal GNP and Real GNP, The Concept of Green GDP, Limitations of GNP as a Measure of Social Welfare.	9
Unit III	Unit 3 - Consumption Function and Multiplier Theory Theory Concept of Consumption Function, Average and Marginal Propensity to Consume, Saving Function, Average Propensity to Save and Marginal Propensity to Save, Theory of Multiplier: Investment Multiplier, Diagrammatic Representation of Multiplier, Leakages in the Multiplier Process, Importance of the Concept of Multiplier, Limitations of the Multiplier Concept for Developing Countries, Relevance of the Multiplier for Developing Countries: The Modern View.	9
Unit IV	Unit 4 - Unemployment, Inflation, and Money Meaning and Types of Unemployment: Frictional, Structural, and Cyclical Unemployment, Labour, Market Equilibrium, Concept of Full Employment, Wage-Price Flexibility and Employment, Inflation and Unemployment, Causes and Effects of Inflation, Demand-Pull and Cost-Push Inflation, Inflation in Developing Countries, Structuralist Inflation, Inflation and Interest Rates, Nature and Functions of Money, Role of Money in Economic Development, Objectives of Monetary 9Policy: Price Stability, Economic Growth, Exchange Rate Stability, Instruments of Monetary Policy: Bank Rate Policy, Repo Rate, Open Market Operations, Cash Reserve Ratio, Selective Credit Controls.	9
Unit V	Unit 5 - Global Economy Environment Definition and Interconnectedness of National Economies, Influence of Macroeconomic Policies on Global Trade and Capital Flows, Balance of Payments (BoP): Structure and Components, Impact of BoP on Exchange Rates and International Reserves, Role of International Organizations: World Trade Organization (WTO), Trade Policies: Tariffs, Subsidies, and Their Global Impacts, Exchange Rate Systems: Fixed, Floating, and Managed Exchange Rates, Trade Deficits and Surpluses: Causes and Implications, Global Economic Crises and Their Effects on Domestic Economies, Challenges Faced by Developing Economies in Global Integration, Strategies for Sustainable	9

	Growth in the Global Economy, Participation of Developing Countries in International Trade Frameworks	
References	1. John Daniels et al., "International Business" chapters on international trade policies. 2. H.L. Ahuja, "Macroeconomics" sections on trade theories and policies. 3. Advanced Macroeconomics (Mcgraw-hill Economics) 4. Modern Monopolies: What It Takes to Dominate the 21st Century Economy by Alex Moazed and Nicholas L. Johnson 5. Reserve Bank of India (RBI): rbi.org.in 6. Ministry of Finance (Government of India): finmin.nic.in 7. Central Statistical Office (CSO): mospi.gov.in 8. NITI Aayog: niti.gov.in 9. Economic Survey of India: indiabudget.gov.in 10. World Bank Data : data.worldbank.org 11. International Monetary Fund (IMF): imf.org	

Course Specification	**Technology and Operations Management (TOM), ERP**		
Course Code	MB3TE108		
Type	CORE	**Credits**	3
Semester	SEM-I	**Semester**	Odd Semester
Course Outcomes	Course Outcomes: CO1: Students will be able to apply fundamental concepts of operations management in improving productivity, efficiency and effectiveness. CO2: Students will be able to design, analyze, and optimize processes to enhance operational efficiency across both manufacturing and service sectors. CO3: Students will be able to apply technological developments in improving the supply chain efficiency and overall effectiveness. CO4: Students will be able to apply quality control methodologies, including TQM and Six Sigma, to achieve excellence in production and service delivery. CO5: Students will be able to explore and implement emerging technologies such as ERP, AI, IoT, and Big Data to innovate and modernize traditional operational practices.		
TOPIC			**Instructional Hours**
Unit I	Unit I - Introduction to Operations Management: Overview of Operations Management, Role of Operations in Business, Key Concepts: Productivity, Efficiency, Effectiveness, Operations Strategy and Competitiveness, The role of technology in Operation		9
Unit II	Unit II - Process Design and Analysis: Process Types (Manufacturing and Service Operations), Process Flowcharting, Capacity Planning and Management, Technology's role in process automation, Process Improvement Techniques (Kaizen, Lean, Six Sigma).		9
Unit III	Unit III - Supply Chain and Logistics Management: Introduction to Supply Chain Management, Logistics and Distribution, Inventory Management Techniques (EOQ, JIT), Technological advancements in supply chain (RFID, ERP, Blockchain, Global Supply Chain Challenges.		9

Unit IV	Unit IV - Quality Management and Control: Total Quality Management (TQM), Quality Control Tools and Techniques (SPC, Six Sigma), ISO Standards and Certifications Role of technology in Quality Assurance (AI, Machine Learning for defect detection), Continuous Improvement Models.	9
Unit V	Unit V - Emerging Technologies in Operations Management: Artificial Intelligence and Machine Learning in Operations, IoT in Operations, Robotics and Automation, Big Data and Analytics, ERP Systems, Sustainability in Operations.	9
References	Reference Books: 1. "Operations Management: Theory and Practice" by B. Mahadevan (Pearson) 2. "Production and Operations Management" by K. Aswathappa and K. Shridhara Bhat (Himalaya Publishing House) 3. "Operations Management" by S.N. Chary (Tata McGraw Hill) 4. "Logistics and Supply Chain Management" by D.K. Agrawal (Macmillan Publishers) 5. Quality Management, R. Panneerselvam & P. Sivasankaran, Prentice Hall India Learning Private Limited	

Course Specification	**The Arts of Communication**		
Course Code	MB2TE109		
Type	CORE	**Credits**	2
Semester	SEM-I	**Semester**	Odd Semester
Course Outcomes	CO1 : Students will be able to foster Personal and Professional Development. CO2 : Students will be able to cultivate Leadership and Teamwork Abilities. CO3: Students will be able to enhance Communication and Interpersonal Skills CO4: Students will be able to understand key components of a Business Report. CO5: Students will be able to understand key components of Business etiquettes in real and virtual world .		
TOPIC			**Instructional Hours**
Unit I	Unit I - COMMUNICATION SKILLS Profile of an Effective Communicator, Theatre Technique for Effective Communication and Personality Development, Reading Skills, Speaking Skills, Conversation Skills, Listening Skills, Non-verbal Skills, Writing Skills		10
Unit II	Unit II - BUSINESS COMMUNICATION Nature and Process of Communication, Organizational Communication, Cross-Cultural Communication, Business Letters, Memos and Emails, Social Media, Business Reports, Effective Presentations, Business Etiquette		10
Unit III	Unit III - STRUCTURED APPLICATIONS Communication for Effective Marketing, Communication for Effective Negotiations, Communication for Conflict Management, Communication for Employment, Written Analysis of Cases, Summer Project Report.		10
References	Business Communication by P.D. Chaturvedi and Chaturvedi Mukesh		

SEMESTER - II

DETAILED SYLLABUS
SEMESTER - II

Course Specification	**Environment Management**		
Course Code	MB3TE201		
Type	CORE	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to develop a comprehensive understanding of fundamental environmental concepts, including ecosystems, biodiversity, conservation, and the relationship between human activities and environmental impact. CO2: Students will be able to apply principles of sustainable development to manage natural resources such as water, energy, land, and waste. This includes the evaluation of resource management strategies to minimize environmental degradation. CO3: Students will be able to identify and interpret key environmental laws, regulations, and international agreements. They will also understand their role in environmental management practices at local, national, and global levels. CO4: Students will be able to explore the concept of corporate environmental responsibility and sustainability practices in business, and they will able to integrate environmental management into corporate strategies for long-term sustainability. CO5: Students will gain in-depth knowledge of the ISO 14001 standards, including the requirements for establishing, implementing, maintaining, and improving an EMS in compliance with international guidelines.

TOPIC		**Instructional Hours**
Unit I	Unit I - Environmental Science and Sustainability Introduction to Environmental Science, Ecosystems, Biodiversity, and Conservation, Environmental Ethics and Responsibility	9
Unit II	Unit II - Resource Management & Environment Degradation Natural Resource Management, Waste Management and 3R , Sustainable Land Use and Urban Planning, Pollution, Disaster/Environment crises Management	9
Unit III	Unit III - Global Environmental Issues and Policies Climate change, Environmental Impact Assessment, India's National Action Plan on Climate Change, , UNEP-Sustainable Development Goals and Environmental Laws and Regulations, ACTs for Environmental Protection	9
Unit IV	Unit IV - Sustainable Business Practices Corporate Environmental Responsibility and Practices- Green management practices, Corporate Sustainability Strategies, Circular Economy Concepts	9
Unit V	Unit V - Environmental Management Systems ISO 14001 and Environmental Management Standards, Environmental Auditing and Certification, Case studies.	9
References	1. Environmental Science: Toward A Sustainable Future by Dorothy F. Bourse and Richard T. Wright, Benjamin-Cummings Pub Co. 13 edition. 978-0134312873 2. Principles of Environmental Science by William P. Cunningham and Mary Ann Cunningham, McGraw Hill, 9TH edition. 3. Environmental Science: Systems and Solutions by Michael L. McKinney, Robert M. Schoch, Logan Yonavjack and Grant A. Mincy Jones and Bartlett Publishers, Inc, 978-1284091700	

Course Specification	**Business Legislation**		
Course Code	MB3TE202		
Type	CORE	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: The Learner will be proficient in understanding and applying the principles of Contract including, types, remedies for breaches and the Arbitration process and demonstrating the ability to navigate and resolve issues related to contract formation, performance, and enforcement. CO2: The Learner will be proficient in applying the principles of special contracts—including indemnity, guarantee, bailment, and agency—to real-world scenarios, as well as interpreting and utilizing the provisions of The Sale of Goods Act. CO3 : The Learner will be equipped to apply the principles of The Negotiable Instruments Act, effectively in real-world contexts, as well as managing issues related to the misuse of the Instrument. CO4: The Learner will be able to apply the principles of The Consumer Protection Act, and The Competition Act, to address real-world issues, including consumer rights, protection councils, and competition regulations, to recommend appropriate remedies and ensure compliance with legal standards. CO5: The Learner will be equipped to navigate and apply Cyber Law principles, including addressing various cybercrimes, leveraging the Information Technology Act, for legal compliance, and managing issues related to certifying authorities and adjudication in real-world scenarios.	
TOPIC		**Instructional Hours**
Unit I	Unit I - The Indian Contract Act, 1872 Agreement and Contract – meaning and kinds. Essentials of a valid Contract. Offer and Acceptance, Consideration, Capacity to contract, Free Consent, Agreements expressly declared to be void, Contingent contracts, Quasi Contracts, Discharge of a contract and Remedies for breach, Arbitration	9
Unit II	Unit II - Special Contracts and The Sale of Goods Act,1930 (A) Special Contracts 1) Contract of Indemnity- meaning, rights and duties, Contract of Guarantee - meaning , rights and duties , Contract of Bailment - meaning , Kinds of Bailment ,Rights and Duties of the Bailor and the Bailee , Contract of Agency – meaning of a Principal, agent and a contract of agency Modes of creation of an Agency, Types of Agents and Modes of termination of an Agency (B) The Sale of Goods Act, 1930 - Definitions , Kinds of Goods, Formation of a Contract of Sale, Distinction between a Sale and an Agreement to Sell, Conditions and Warranties- Definition, Kinds and difference between Condition and Warranty, Unpaid Seller- meaning , Rights of an Unpaid Seller against the Goods and against the seller	9
Unit III	Unit III - The Negotiable Instruments Act, 1881 Negotiable Instrument: meaning, Essentials and kinds. Promissory Notes, Bills of Exchange and Cheque: meaning, essentials and kinds. Dishonor of a cheque. Negotiation: meaning and kinds, Endorsements: meaning and kinds, Holder and Holder in Due Course, Banker and Customer	9
Unit IV	Unit IV - The Consumer Protection Act, 2019 and the Competition Act, 2002 Definitions , Doctrine of Caveat Emptor, Ward V Hobbs Case and Objects of the Act. Consumer Rights, Consumer Protection Councils, Consumer Protection Redressal Agencies - District Forum, State Commission, and National Commission: Establishment Composition, Qualifications , Disqualifications, Tenure, Jurisdiction, Powers & Procedure and Remedies. Objectives of the Competition Act, 2000, Features, Definitions ,Prohibition of certain agreements, Abuse of dominant position and Regulation of Combinations ,Competition Commission	9
Unit V	Unit V - Cyber Law Cyberspace; Cyber laws; Scope of Cyber Laws; Classification of Cyber Crime; Information Technology Act 2000; Regulation of Certifying Authorities; Adjudication	9

References	1. Business Law by N.D Kapoor. 2. Business Law by J.Jayashankar 3. Business Law by Wadhwani 4. The Indian Contract Act, 1872 by Pollock and Mulla 5. Laws relating to Special Contracts by Dr Akhileshwar Pathak 6. The Consumer Protection Act, 1986 by Wadhwani 7. Guide to Competition Act by S.M. Dugar 8. Indian Competition Law by Versha Vahini 9. Business Law by Bulchandani

Course Specification	**The Entrepreneurial Manager**		
Course Code	MB3TE203		
Type	CORE	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester
Course Outcomes	CO1: Student will be able to inculcate the qualities required to become an entrepreneur CO2 - Students will be able assess and imbibe the various creative skills and sources of innovation in start ups. CO3: Students will be able to develop social entrepreneurship along with managerial responsibilities. CO4: Students will be able to appraise the concept and characteristics of Family business and Women Entrepreneurship. CO5: Students will be able to understand the role of Commercial Banks in financing Business Entrepreneurs.		

TOPIC		Instructional Hours
Unit I	Unit 1 - Entrepreneurial Management Introduction to Entrepreneurship, Characteristics of an Entrepreneur, Functions of an Entrepreneurship, Types of Entrepreneurship, Growth of Entrepreneurship in India, Factors contributing to entrepreneurship development. Roles of Entrepreneurship in Economic Development. Indian entrepreneurs and their ventures (cases).	9
Unit II	Unit 2 - Entrepreneurship, Creativity and Innovation Centre of Innovation, Incubation and Entrepreneurship- An expert Interview, Entrepreneurship: Role of stimulating creativity, Creative teams and managerial responsibilities, Innovation and entrepreneurship: types and sources of innovation, Creativity and Innovations in StartUps.	9
Unit III	Unit 3 - Social Entrepreneurship: Introduction to social entrepreneurship, Meaning, Perspective of social entrepreneurship, Social Entrepreneurship in Practice, Boundaries of Social Entrepreneurship, Financing and risks in social enterprises, Cases.	9
Unit IV	Unit 4 - Family business and Women Entrepreneurship Family Business: Concept, Characteristics, and Kinds of family Business, Types of Family business in India, Advantages & Disadvantages. Succession Planning, Succession and Continuity, Women entrepreneurship: Concept, Growth, Role, issues, challenges and limitations in Women Entrepreneurship	9
Unit V	Unit 5 - Institutional Finance to Entrepreneur Need for Institutional Support, Institutional Support to small entrepreneurs (SIDBI, NSIC, SIDO etc.).	9
References	1. Entrepreneurial Development, S.S. Khanka, S. Chand Publications. 2. Dr.C.B.Gupta & Dr.N.P.Srinivasan.	

Course Specification	**Strategic Management**		
Course Code	MB3TE205		
Type	CORE	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester
Course Outcomes	CO1: Students will be able to **develop** strategic management process for an organization. CO2: Students will be able to **frame** a vision and mission statement for the organization. CO3: Students will be able to **express** organizations external environment affecting the firm. CO4: Students will be able to **compile** Valuable Resource of the organization CO5: Students will be able to **develop** strategies to leverage the opportunities and strengths of the organization.		
TOPIC			**Instructional Hours**

Unit I	**Strategic Management:** Overview, The Nature and Value of Strategic Management, Dimensions of Strategic Decisions, Formality in Strategic Management, Benefits of Strategic Management, Risks of Strategic Management, The Strategic Management Process, Strategic Management as a Process.	9
Unit II	**Company Vision & Mission:** What Is a Company Vision & Mission? The Need for an Explicit Mission, Formulating a Vision & Mission, Basic Product or Service; Primary Market; Principal Technology, Company Goals: Survival; Growth; Profitability, Company Philosophy	9
Unit III	**The External Environment:** The Firm's External Environment, Remote Environment, Economic Factors, Social Factors, Political Factors, Technological Factors, Ecological Factors, International Environment, Industry Environment, How Competitive Forces Shape Strategy, Contending Forces, Threat of Entry, Powerful Suppliers, Powerful Buyers, Substitute Products, Industry Analysis and Competitive Analysis, Industry Boundaries, Industry Structure, Competitive Analysis, Operating Environment, Competitive Position, Customer Profiles, Suppliers, Creditors, Human Resources: Nature of the Labor Market, Emphasis on Environmental Factors.	9
Unit IV	**Internal Analysis:** SWOT Analysis: A Traditional Approach to Internal Analysis, Using SWOT Analysis in Strategic Analysis, Limitations of SWOT Analysis, Value Chain Analysis, Conducting a Value Chain Analysis, Recognizing the Difficulty in Activity-Based Cost Accounting, Resource-Based View of the Firm, Core Competencies, Three Basic Resources: Tangible Assets, Intangible Assets, and Organizational Capabilities. What Makes a Resource Valuable? Using the Resource-Based View in Internal Analysis.	9
Unit V	**Long-Term Objectives and Strategies:** Long-Term Objectives, Qualities of Long-Term Objectives, The Balanced Scorecard, Generic Strategies, Low-Cost Leadership, Differentiation, Focus, The Value Disciplines, Operational Excellence, Concentrated Growth, Market Development, Product Development, Innovation, Horizontal Integration, Vertical Integration, Concentric Diversification, Conglomerate Diversification, Turnaround, Divestiture, Liquidation, Joint Ventures, Strategic Alliances. Implementation & Control.	9

SEMESTER – II
DISCIPLINE SPECIFIC ELECTIVE COURSES SYLLABUS

Course Specification	**Strategic marketing for driving growth**		
Course Code	MB3TEMM201		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able **propose** strategic marketing planning for growth. CO2: Students will be able to **devise** strategies for conducting effective audit system. CO3: Students will be able to **develop** strategic approach towards segmental productivity using ratio analysis. CO4: Students will be able to **hypothesize** approaches to competitor analysis. CO5: Students will be able to **generalize** approaches to customer analysis.

TOPIC		**Instructional Hours**
Unit I	**Unit-I** **Marketing Planning:** The nature of marketing, The management process, Strategic decisions and the nature of strategy, The marketing/strategy interface. The role of strategic marketing planning, Marketing strategy? Dimensions of planning.	**9**
Unit II	**Unit-II** **Marketing audit and the analysis of capability:** Reviewing marketing effectiveness, The role of SWOT analysis, Competitive advantage and the value chain, Conducting effective audits.	**9**
Unit III	**Unit-III** **Segmental, productivity and ratio analysis:** Cost categories, Marketing cost analysis: aims and methods, segmental analysis, an alternative approach to segmental analysis, Customer profitability analysis, nature of productivity, use of ratios, Analysing ratios and trends, Ratios and interfirm comparison, A strategic approach	**9**
Unit IV	**Unit-IV** **Approaches to competitor analysis:** Against whom are we competing? Identifying and evaluating competitors' strengths and weaknesses, Evaluating competitive relationships and analysing how organizations compete, Identifying competitors' objectives, Identifying competitors' likely response profiles, Competitor analysis and the development of strategy, The competitive intelligence system, The development of a competitive stance: the potential for ethical conflict.	**9**
Unit V	**Unit-V** **Approaches to customer analysis:** A simple model of buyer behaviour, Factors influencing consumer behaviour, The buying decision process, The rise of the new consumer and the implications for marketing planning, Organizational buying behaviour, The growth of relationship marketing.	**9**

Course Specification	**Aligning Strategy and Sales**		
Course Code	MB3TEMM202		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester
Course Outcomes	CO1: Students will be able to **develop** strategic marketing concept with focus on customer. CO2: Students will be able to **devise** marketing strategies considering behavioural factors. CO3: Students will be able to **formulate** promotional strategies for communicating value to target audience. CO4: Students will be able to **develop** direct marketing and personal selling strategies for an organization.		

	CO5: Students will be able to **formulate** marketing strategies aligning various functional areas in the organization.

TOPIC		Instructional Hours
Unit I	**Marketing and sales orientations:** Strategic marketing concept, Internal marketing, Responsibility in marketing, Providing customer value in marketing networks, Sources of marketing advantage, Organizational resources and marketing capabilities, Strategic marketing effectiveness, Key marketing success factors, Marketing focus on customers.	**9**
Unit II	**Focus on the customer:** Relevance of a customer orientation, Consumer–organizational market continuum, Exchange relationships in marketing, understanding consumer buyer behaviour, Stimulating buying behaviour, Cultural values and social influences, Involvement in buying behaviour, Nature of organizational buying, Complexity in organizational buying, Product complexity and commercial uncertainty, Buying process framework. Portfolio analysis of product markets, Competitive business position of the organization, Attractiveness of markets.	**9**
Unit III	**Communicating the Value:** Marketing communications process, Common tasks in communications, Marketing communication objectives, Effect of marketing communications, Influence of marketing communications on the customer, Methods of marketing communication, Marketing communications as investment, Communicating through advertising, Deciding an advertising strategy, Communicating through publicity and public relations, Communicating through sponsorship, Sponsorship and self-image, Communicating through sales promotion, Complementary role of sales promotion.	**9**
Unit IV	**Direct marketing and personal selling:** Communicating through direct marketing, Building direct customer relationships, Components of direct marketing, Direct marketing process, Increasing customer loyalty, Applications of databases, Communicating through personal selling, Nature of personal selling, Sales objectives and tasks, Evolution of consultative selling, Process of selling.	**9**
Unit V	**Aligning performance with marketing strategy:** Organizing for marketing, Aligning organization with marketing strategy, Assessing marketing performance, Integrated marketing performance, Choosing performance criteria, Aligning operations with marketing strategy, Using sales quotas, Using financial controls, Cash flow management, Current earnings and profits, Commitment to the customer	**9**

Course Specification	**Managing Customers for Growth**		
Course Code	MB3TEMM203		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **adapt** to changing customer management. CO2: Students will be able to **formulate** strategies for customer profitability. CO3: Students will be able to **create** customer lifetime value. CO4: Students will be able to **devise** strategies for selective customer acquisition and retention. CO5: Students will be able to **propose** pricing strategies for creating value.

	TOPIC	**Instructional Hours**
Unit I	**Valuing and managing customers:** Changing customer management, Relationship marketing, Marketing is a science, not an art, How to value customer relationships. Customer profitability analysis, valuing customers, The advantages of customer profitability analysis, the limitations of customer profitability.	**9**
Unit II	**Calculating customer profitability:** Definition of customer profitability, Individual customer profitability analysis, Customer revenues, Cost of goods or services sold, Costs to serve, Customer-specific overheads, Completing the customer profitability calculation, Worksheets for customer profitability analysis.	**9**
Unit III	**Customer lifetime value:** Why companies need to measure customer lifetime value, Definition of customer lifetime value, The advantages of customer lifetime value, the limitations of customer lifetime value, use of customer lifetime value, Worksheet for key account gateway criteria. Calculating customer lifetime value: Forecasting customer lifetime value, How to identify the most valuable customers, Step 1: Estimating customer lifetime, Step 2: Forecasting year-by-year revenues, Step 3: Forecasting differential costs, Step 4: Discounting future profits.	**9**
Unit IV	**Selective customer acquisition and retention:** Why companies should not acquire certain customers, Selective customer acquisition, Selective customer retention, Worksheet: customer profiling.	**9**
Unit V	**The role of pricing in creating or destroying value:** How companies destroy value through poor pricing decisions, Traditional approaches to new product or service pricing, How should the price be set? Deciding on price discounts, Worksheet: calculating the impact of a discount. How to develop and use profitable value propositions, Value propositions as an opportunity selection tool, Value propositions as a competitive differentiation tool	**9**

Course Specification	**Creating Brand Value**		
Course Code	MB3TEMM204		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester
Course Outcomes	CO1: Students will be able to **devise** a brand strategy to create value for the company. CO2: Students will be able to **propose** strategies for diverse brand portfolio. CO3: Students will be able to **manage** positioning strategies for the brand portfolio of the organization. CO4: Students will be able to **design** campaign for launch of a brand.		

	CO5: Students will be able to **formulate** strategies to deal with challenge of growth in mature markets.

TOPIC		Instructional Hours
Unit I	**Strategic branding:** What is a brand? Differentiating between brand assets, strength and value; Tracking brand equity; Goodwill: the convergence of finance and marketing; How brands create value for the customer; How brands create value for the company; Corporate reputation and the corporate brand. Advertising products through the brand prism; Brands and other signs of quality; Obstacles to the implications of branding.	**9**
Unit II	**Brand diversity:** The types of brands: Luxury, premium brand; Service brands; Brand and nature: fresh produce; Pharmaceutical brands; The business-to-business brand; The internet brand; Country brands; Thinking of towns as brands; Universities and business schools are brands; Thinking of celebrities as brands; Thinking of television programmes as brands.	**9**
Unit III	**Brand identity and positioning:** Brand identity: a necessary concept; Beginning with the strong 360° experience; Identity and positioning; Why brands need identity and positioning; The six facets of brand identity; Sources of identity: brand DNA; Brand essence.	**9**
Unit IV	**Launching the brand:** Launching a brand and launching a product are not the same; Defining the brand's platform; The process of brand positioning; Determining the flagship product; Brand campaign or product campaign?; Brand language and territory of communication; Choosing a name for a strong brand; Making creative 360° communications work for the brand; Building brand foundations through opinion leaders and communities.	**9**
Unit V	**The challenge of growth in mature markets:** Growth through existing customers; Line extensions: necessity and limits; Growth through innovation; Disrupting markets through value innovation; Managing fragmented markets; Growth through cross-selling between brands; Growth through internationalisation.	**9**

Course Specification	**Business Analysis and Valuation Using Financial Statements**		
Course Code	MB3TEFM201		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: The students will be able to **infer** and evaluate financial statements for decision making. CO2: The students will be able to **compile** the challenges associated with the balance sheet and cash flow statements, particularly focusing on the value problems. CO3: The students will be able to **generalize** the concepts of profit, revenue recognition, and expense recognition, and will be able to apply these concepts effectively within various accounting frameworks. CO4: The students will be able to **adapt** the skills necessary to analyze, interpret and understand the use of financial information to forecast multiyear projectory. CO5: The students will be able to **infer** financial statements including income statement, balance sheet and cash flow statement to assess borrower's credit worthiness.

TOPIC		**Instructional Hours**
Unit I	**The Adversarial Nature of Financial Reporting:** The Purpose of Financial Reporting, The Flaws in the Reasoning, Small Profits and Big Baths, Maximizing Growth Expectations, Downplaying Contingencies, The Importance of Being Sceptical.	**9**
Unit II	**The Balance Sheet**: The Value Problem, Issues of Comparability,"Instantaneous" Wipeout of Value How Good Is Goodwill? Losing Value the Old-Fashioned Way, True Equity Is Elusive, Pros and Cons of a Market-Based Equity, Undisclosed Hazards, The Common Form Balance Sheet. **The Income Statement:** Making the Numbers Talk, How Real Are the Numbers?**The Statement of Cash Flows:** The Cash Flow Statement and the LBO, Analytical Applications, Cash Flow and the Company Life Cycle, The Concept of Financial Flexibility, In Defense of Slack.	**9**
Unit III	**What is Profit?** Bona Fide Profits versus Accounting Profits, What Is Revenue? Which Costs Count? How Far Can the Concept Be Stretched? **Revenue Recognition:** Informix's Troubles Begin, Calling the Signals, Astray on Layaway, Recognizing Membership Fees, A Potpourri of Liberal Revenue Recognition Techniques **Expense Recognition:** The Applications and Limitations of EBITDA, EBIT, EBITDA, and Total Enterprise Value, The Role of EBITDA in Credit Analysis, Abusing EBITDA, A More Comprehensive Cash Flow Measure, Working Capital Adds Punch to Cash Flow Analysis	**9**
Unit IV	**Forecasting Financial Statements:** A Typical One-Year Projection, Sensitivity Analysis with Projected Financial Statements, How Accurate Are Projections in Practice? Projecting Financial Flexibility, Pro Forma Financial Statements, Multiyear Projections	**9**
Unit V	**Credit Analysis:** Balance Sheet Ratios, Income Statement Ratios, Statement of Cash Flows Ratios, Combination Ratios, Relating Ratios to Credit Risk **Equity Analysis:** The Dividend Discount Model, The Price-Earnings Ratio, Why P/E Multiples Vary, The Du Pont Formula, Valuation through Restructuring Potential	**9**

Course Specification	**Financial Cost Analysis**		
Course Code	MB3TEFM202		
Type	CORE	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: The students will be able to **develop** the application skills in drafting cost sheet, estimation of tender and Quotations CO2: The students will be able to **infer** the relevant and irrelevant costs and make decision related to different business situations using marginal costing techniques CO3: The students will be able to **interpret** the various variances and will be able to draw inferences with them. CO4: the students will be able to **design** process account and statement of joint product and by product. CO5: The students will be able to **design** master budget and will be able to align budget with organizational goals

TOPIC		**Instructional Hours**
Unit I	Unit 1: Introduction to Cost Accounting and Cost Sheet: Conceptual understanding, Relationship between cost accounting and management Accounting, Role Management Accountant in modern Business World. Activity based costing: Definition meaning , different methods of Activity based costing, cost pools and cost drivers, Activity based information and Decision Making. Unit Costing: Cost Sheet, Tender and Quotations	**9**
Unit II	Unit 2: Marginal Costing: Concept, Cost Volume Profit Analysis, Break even charts and profit Charts, Differential cost Analysis, Decision Making, Marginal Costing Vs Absorption Costing (Advance Application).	**9**
Unit III	Unit 3: Standard Costing: Material and Labour Variances, Variable overhead variances, fixed overhead Variances, Sales Variances, interpretation of Variances and inferences drawn.	**9**
Unit IV	Unit 4: Process Costing: Process Costing – basic concept, Joint Product, By Product costing, Normal Loss, Abnormal Loss, Equivalent Production	**9**
Unit V	Unit 5: Budget and Budgetary Control: Basic Concept, Operating and Functional Budget, Zero Based Budgeting, Master Budget	**9**

Course Specification	**Modern Financial System**		
Course Code	MB3TEFM203		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	Co 1: The students will be able to **adapt** to the challenges of modern financial system within the regulatory Frameworks CO2 : The students will be able to **anticipate** the share price movements and evaluate debt market's CO3: The students will be able to **interpret** the monetary policy and predict the risk associated with the interest rate CO4: The students will be able to **hypothesize** the risk associated with the Foreign exchange Market CO5: The students will be able to **demonstrate** critical thinking, analytical and problem solving skills in context of derivative pricing and understanding of forward, future and option pricing contact.	
TOPIC		**Instructional Hours**
Unit I	**Financial Institutions**: A modern financial system: an overview, Commercial and Regulatory banks, Non-bank financial institutions	**9**
Unit II	**Equity Markets**: The share market and the corporation, Corporations issuing equity in the share market, Investors in the share market, Forecasting share price movements. **The Corporate Debt Market:** Mathematics of finance: an introduction to basic concepts and calculations, Short-term debt, Medium- to long-term debt, International debt markets.	**9**
Unit III	**Government Debt, Monetary Policy, The Payments System And Interest Rates**: Government debt, monetary policy and the payments system, An introduction to interest rate determination and forecasting, Interest rate risk measurement.	**9**
Unit IV	**The Foreign Exchange Market:** Foreign exchange: the structure and operation of the FX market, Foreign exchange: factors that influence the exchange rate, Foreign exchange: risk identification and management	**9**
Unit V	**Derivative Markets and Risk Management:** An introduction to risk management and derivatives Futures contracts and forward rate agreements, Options, Interest rate swaps, cross-currency swaps and credit default swaps	**9**

Course Specification	**Working Capital Management**		
Course Code	MB3TEFM204		
Type	Elective	**Credits**	3

Semester	SEM-II	**Semester**	Even Semester
Course Outcomes	CO1: Students will be able to **compile** the determinants of working capital management for firms profitability and performance. CO2: Students will be able to **devise** cash management strategy for the firm. CO3: Students will be able to **plan** accounts receivable and accounts payable management policies. CO4: Students will be able to **devise** working capital management strategies across industries and markets. CO5: Students will be able to **integrate** IT with working capital management.		
TOPIC			**Instructional Hours**
Unit I	**Working Capital Management:** An Overview, Determinants of Working Capital Management, Characteristics of Working Capital Management Strategies, Working Capital Measures and Metrics, Impact of Working Capital Management on Firm Profitability and Performance.		**9**
Unit II	**Cash Management:** Cash Management Models, Cash Forecasting, Investing Surplus Cash and Short-Term Borrowing.		**9**
Unit III	**Other Aspects of Working Capital Management:** Accounts Receivable Management, Inventory Management, Accounts Payable Management, Linkages Across Firms in the Supply Chain, Payment Processing.		**9**
Unit IV	**Special Topics in Working Capital Management:** Industry Differences in Working Capital Management, Working Capital Management in Developing Countries, Working Capital Management in an International Context.		**9**
Unit V	**IT & Working Capital Management:** Information Technology and Working Capital Management, Enterprise Risk Management, Trends in Working Capital Management.		**9**

Course Specification	**Organisational Theory and Design**		
Course Code	MB3TEHR201		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **formulate** strategies for an organization to address its environment. CO2: Students will be able to **design** organizational structure in given conditions. CO3: Students will be able to **adapt** to changing global environment and **develop** organizational culture. CO4: Students will be able to **propose** strategies during organizational transformation. CO5: Students will be able to **create** organizational environment to promote intrapreneurship.	
TOPIC		**Instructional Hours**
Unit I	**The Organization and Its Environment:** Organizations and Organizational Effectiveness: The External Resource Approach: Control, The Internal Systems Approach: Innovation, The Technical Approach: Efficiency, Measuring Effectiveness: Organizational Goals, Stakeholders: Inside Stakeholders, Outside Stakeholders, Managers, and Ethics, Organizing in a Changing Global Environment.	9
Unit II	**Organizational Design:** Basic Challenges of Organizational Design, Designing Organizational Structure: Authority and Control, Designing Organizational Structure: Specialization, and Coordination.	9
Unit III	**Organizational Culture:** Creating and Managing Organizational Culture, Organizational Design and Strategy in a Changing Global Environment, Organizational Design, Competences, and Technology	9
Unit IV	**Organizational Change:** Types and Forms of Organizational Change, Organizational Transformations: Birth, Growth, Decline, and Death, Decision Making, Learning, Knowledge Management, and Information Technology.	9
Unit V	**Organization and Entrepreneurship:** Innovation, Intrapreneurship, and Creativity, Managing Conflict, Power, and Politics.	9

Course Specification	**Managing Human Capital**		
Course Code	MB3TEHR202		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **devise** training and development programs for employees. CO2: Students will be able to **integrate** various training methods for effective execution of training program. CO3: Students will be able to **design, develop** and execute management development programs. CO4: Students will be able to **formulate** employee retention, engagement, and career strategies for employees. CO5: Students will be able to **prepare** promotion strategies for employees.

	TOPIC	**Instructional Hours**
Unit I	**Training and Developing Employees:** The Purposes of Employee Orientation/Onboarding, The Orientation Process, Aligning Strategy and Training, Training and Performance, The ADDIE Five-Step Training Process, Conducting the Training Needs Analysis, Designing the Training Program, Developing the Program.	**9**
Unit II	**Implementing Training Programs:** On-the-Job Training, Apprenticeship Training, Informal Learning, Job Instruction Training, Lectures. Programmed Learning, Audiovisual-Based Training, Vestibule Training, Electronic Performance Support Systems (EPSS), Videoconferencing, Computer-Based Training (CBT), Simulated Learning, Interactive Learning, Internet-Based Training, The Virtual Classroom, Lifelong and Literacy Training Techniques, Team Training.	**9**
Unit III	**Implementing Management Development Programs:** Strategy and Development, Managerial On-the-Job Training, Off-the-Job Management Training and Development Techniques, Leadership Development, Talent Management and Mission-Critical Employees: Differential Development Assignments.	**9**
Unit IV	**Employee Retention, Engagement, and Careers:** Why Engagement Is Important, Actions That Foster Engagement, Monitoring Employee Engagement. Career Management: Careers Terminology, Careers Today, The Employee s Role in Career Management, The Employer s Role in Career Management, Career Management Systems, Gender Issues in Career Development, The Manager's Role.	**9**
Unit V	**Making Promotion Decisions:** Is Seniority or Competence the Rule? How Should We Measure Competence? Is the Process Formal or Informal? Vertical, Horizontal, or Other? Practical Considerations, Sources of Bias in Promotion Decisions, Promotions and the Law, Managing Transfers Managing Retirements.	**9**

Course Specification	**Industrial and Employee Relations**		
Course Code	MB3TEHR203		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **express** perspectives of employee relations. CO2: Students will be able to **generalize** the employee relations in globalized conditions. CO3: Students will be able to **anticipate** labour forces, market characteristics and trends. CO4: Students will be able to **manage** employee relations addressing the relevance of culture. CO5: Students will be able to **devise** disciplinary and grievance handling procedures.	
TOPIC		**Instructional Hours**
Unit I	**Employee relations and the employment relationship**: Definitions of employee relations, The employment relationship, A psychological contract: interests and expectations, Forms of attachment, compliance and commitment, Conflict, cooperation and perspectives, A legal contract and the relevance of ideology, The quality of employee relations, An industrial relations system, A framework for studying employee relations	9
Unit II	**Globalization, multinational corporations and employee relations:** Globalization and the internationalization of business, Multinational corporations, Reasons for investing abroad, becoming MNCs and locational determinants, International Trade Union Organization, International regulation and control of MNCs activities	9
Unit III	**Demography, labour force and market characteristics and trends:** Demography, Labour force participation, Part-time employment, Unemployment, Employment by sector, Factors influencing female participation in the labour force, Educational attainment and labour force participation, Trade unions, Definitions, Why trade unions and why do people join? The objectives of trade unions, Trade union structure, Trade union membership, Trade union recognition, Challenges and responses.	9
Unit IV	**Employee relations processes:** Employee participation, Collective bargaining, Joint consultation, Bargaining power, Negotiating, Handling/resolving conflict, The relevance of culture	9
Unit V	**Employee relations procedures:** Procedures – what they are and why they are needed? Disciplinary procedures, Grievance procedures and handling	9

Course Specification	**Manpower Planning, Recruitment, and Selection**		
Course Code	MB3TEHR204		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **devise** human resource strategies and policies. CO2: Students will be able to **develop** job analysis guidelines and boost productivity. CO3: Students will be able to **design** job description. CO4: Students will be able to **formulate** personnel planning and recruiting strategies. CO5: Students will be able to **integrate** and recruiting a diverse workforce.

	TOPIC	**Instructional Hours**
Unit I	**What Is Human Resource Management and its Importance:** What Is Human Resource Management? Why Is Human Resource Management Important to All Managers? Line and Staff Aspects of Human Resource Management, Line Managers Human Resource Duties, Human Resource Manager's Duties, New Approaches to Organizing HR, Defining Strategic Human Resource Management, Human Resource Strategies and Policies	**9**
Unit II	**Recruitment, Placement, and Talent Management:** Job Analysis and the Talent Management Process, What Is Talent Management? Uses of Job Analysis Information, Conducting a Job Analysis Boosting Productivity through Work Redesign, Job Analysis Guidelines, Methods for collecting job analysis information: The Interview, Questionnaires, Observation, Participant Diary/Logs, Quantitative Job Analysis Techniques, Internet-Based Job Analysis.	**9**
Unit III	**Writing Job Descriptions:** Job Identification, Job Summary, Relationships, Responsibilities and Duties Standards of Performance and Working Conditions, Duty: Accurately Posting Accounts Payable, Using the Internet for Writing Job Descriptions, Writing job specifications: Specifications for Trained Versus Untrained Personnel, Specifications Based on Judgment, Job Specifications Based on Statistical Analysis.	**9**
Unit IV	**Personnel Planning and Recruiting**: Strategy and Workforce Planning, Forecasting Personnel Needs, Forecasting the Supply of Inside Candidates, Forecasting the Supply of Outside Candidates, Talent Management and Predictive Workforce Monitoring, Developing an Action Plan to Match Projected Supply and Demand. What Makes Recruiting a Challenge? Using Internal Sources: Pros and Cons, Finding Internal Candidates, Rehiring, Succession Planning, Recruiting via the Internet, Advertising Employment Agencies, Executive Recruiters, On-Demand Recruiting Services, College Recruiting, Referrals and Walk-Ins.	**9**
Unit V	**Recruiting A More Diverse Workforce:** Single Parents, Older Workers, Welfare-to-Work, The Disabled. Developing and using application forms, Purpose of Application Forms, Application Guidelines, Using Application Forms to Predict Job Performance. Basic types of interviews: Structured Versus Unstructured Interviews, Interview Content (What Types of Questions to Ask), How Should We Administer the Interview?	**9**

Course Specification	**Data Visualization for Managers**		
Course Code	MB3TEBA201		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **develop** the context for audience when creating data visualizations. CO2: Students will be able to **design** clear, impactful, and ethical visualizations using pre-attentive attributes effectively. CO3: Students will be able to **create** engaging and persuasive data presentations. CO4: Students will be able to **organize** strategies for effective storytelling using data. CO5: Students should be able to **develop** strategies for upskilling storytelling with data competency in team and organization.

TOPIC		**Instructional Hours**
Unit I	**Importance of context:** Who is your audience? What do you need them to know or do? Situational context, including the audience, communication mechanism, and desired tone. Creating a robust understanding of the situational context to reduces iterations, creating visual content.	**9**
Unit II	**Choosing an effective visual:** What is the best way to show the data you want to communicate? The most common types of visuals used to communicate data in a business setting. Specific types of visuals: simple text, table, heatmap, line graph, slope graph, vertical bar chart, vertical stacked bar chart, waterfall chart, horizontal bar chart, horizontal stacked bar chart, and square area graph. Also cover visuals to be avoided, including pie and donut charts.	**9**
Unit III	**Audience's attention:** How people see and how one can use that to advantage when crafting visuals. Sight and memory, pre-attentive attributes like size, color, and position on page. Using pre-attentive attributes strategically to direct audience's attention, create a visual hierarchy of components to direct audience through the information to be communicated.	**9**
Unit IV	**Lessons in storytelling:** Concepts of storytelling that can be leveraged for communicating with data. A story has a clear beginning, middle, and end; how this framework applies to and can be used when constructing business presentations. Strategies for effective storytelling, including the power of repetition, narrative flow, considerations with spoken and written narratives, and various tactics to ensure that story comes across clearly in our communications.	**9**
Unit V	**Closing:** Common challenges faced in communicating with data. Establishing logic in order, strategies for avoiding the spaghetti graph, and alternatives to pie charts. Science and art of Data visualization—and communicating with data in general Using artistic license to make the information easier for audience to understand. Strategies for upskilling storytelling with data competency in team and organization.	**9**

Course Specification	**Business Forecasting**		
Course Code	MB3TEBA202		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **formulate** forecasting needs and select appropriate methods for different business scenarios. CO2: Students will be able to **devise** statistical methods and tools to forecast accurately and support decision-making processes. CO3: Students will be able to analyze and **infer** forecasting results responsibly, considering societal and organizational impacts. CO4: Students will be able to **collaborate** effectively to work on forecasting projects and present their findings. CO5: Students will be able to **adapt** with advanced forecasting techniques and changing business needs.

TOPIC		**Instructional Hours**
Unit I	**Forecasting:** What can be forecast? Forecasting, planning and goals, short term, medium term and long term forecast. Determining what to forecast, Forecasting data and methods, steps in a forecasting, the statistical forecasting perspective,	**9**
Unit II	**Time series graphics:** ts objects, Time plots, Time series patterns, Seasonal plots, Seasonal subseries plots, Scatterplots, Correlation, Lag plots, Autocorrelation, Trend and seasonality in ACF plots, White noise,	**9**
Unit III	**The forecaster's toolbox:** Average method, Seasonal naïve method, Drift method, Transformations and adjustments: Calendar adjustments, Population adjustments, Inflation adjustments, Mathematical transformations, Features of power transformations, Bias adjustments, Residual diagnostics: Fitted values, Residuals, Evaluating forecast accuracy: The forecast package in R:	**9**
Unit IV	**Judgmental forecasts:** limitations, Key principles, The Delphi method, Forecasting by analogy, Scenario forecasting, New product forecasting, Judgmental adjustments,	**9**
Unit V	**Time series regression models:** The linear model, Least squares estimation, Selecting predictors, Nonlinear regression, Correlation, causation and forecasting, Moving averages,	**9**

Course Specification	**Data Science using R**		
Course Code	MB3TEBA203		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to develop a strong foundation in R programming for data analysis and decision-making. CO2: Students will be able to import and export data from various sources followed by writing data to files. CO3: Students will be able to plan data manipulation and statistical analysis using R to derive meaningful insights. CO4: Students will be able to create effective visualizations to communicate data-driven insights responsibly. CO4: Students will be able to **combine** functions in R for insights in business problems. CO5: Students will be able to apply R programming to solve complex problems in various business domains.

TOPIC		**Instructional Hours**
Unit I	**Introduction to R**, What is R? Why R? Installing R, R environment, How to get help in R, R console and Editor , Understanding R data structure , Variables in R Scalars, Vectors, Matrices, List, Data frames, Using c, Cbind, Rbind, attach and detach functions in R, Factors.	**9**
Unit II	**Importing data**, Reading Tabular Data files, Reading CSV files, Importing data from excel, Importing data from SAS, Accessing database, Saving in R data, Loading R data objects, Writing to files.	**9**
Unit III	**Manipulating Data**. Selecting rows/observations, Selecting columns/fields, Merging data, Relabelling the column names, Converting variable types, Data sorting, Data aggregation.	**9**
Unit IV	**Using functions in R** Commonly used Mathematical Functions, Commonly used Summary Functions, Commonly used String Functions.	**9**
Unit V	**User-defined functions**, local and global variable, While loop, If loop, For loop, Arithmetic operations, Charts and Plots, Box plot, Histogram, Pareto charts, Pie graph, Line chart, Scatterplot, Developing graphs.	**9**
References	1. Hands-on Programming with R, Garrett Grolemund. 2. R for Everyone: Advanced Analytics and Graphics, Jared Lander 3. Data Analytics: The Complete Beginner's Guide: The Black Book, Byron Francis, CreateSpace Independent Publishing Platform, 201	

Course Specification	**Business Data, warehousing and Mining**		
Course Code	MB3TEBA204		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to understand the fundamental concepts of data warehousing and mining, and **plan** to solve organizational problems. CO2: Students will be able to **adapt** analytical and critical thinking to preprocess, clean, and transform data effectively. CO3: Students will be able to **design** and evaluate multidimensional schemas for data warehouses and analyze their applications in business. CO4: Students will be able to **solve** real-world business problems using data mining techniques while considering ethical implications. CO5: Students will be able to **develop** data warehousing solutions in various sectors and present their findings effectively.

TOPIC		**Instructional Hours**
Unit I	**Data Mining:** Relational Databases, Data Warehouses, Transactional Databases, Advanced Data and Information Systems and Advanced, Applications, Concept/Class Description: Characterization and Discrimination, Mining Frequent Patterns, Associations, and Correlations, Classification and Prediction, Cluster Analysis, Outlier Analysis, Evolution Analysis.	**9**
Unit II	**Data Preprocessing:** Why Preprocess the Data? Descriptive Data Summarization**,** Data Cleaning, Missing Values, Data Cleaning as a Process, Data Integration and Transformation, Data Integration, Data Transformation, Data Reduction, Data Discretization and Concept Hierarchy Generation.	**9**
Unit III	**Data Warehouse and OLAP Technology:** What Is a Data Warehouse? Differences between Operational Database Systems and Data Warehouses, A Multidimensional Data Model: Tables and Spreadsheets to Data Cubes, Stars, Snowflakes, and Fact Constellations, Examples for Defining Star, Snowflake, and Fact Constellation Schemas	**9**
Unit IV	**Mining Frequent Patterns, Associations, and Correlations:** Basic Concepts and a Road Map, Market Basket Analysis, Frequent Item sets, Closed Item sets, and Association Rules, Frequent Pattern Mining, Association Mining to Correlation Analysis, Constraint-Based Association Mining, Constraint Pushing: Mining Guided by Rule Constraints. **Mining Stream, Time-Series, and Sequence Data:** Mining Data Streams, Methodologies for Stream Data Processing and Stream Data Systems, Frequent-Pattern Mining in Data Streams, Mining Time-Series Data, Trend Analysis, Similarity Search in Time-Series Analysis.	**9**
Unit V	**Data Mining Applications:** Data Mining for Financial Data Analysis, Data Mining for the Retail Industry, Data Mining for the Telecommunication Industry, Data Mining for Biological Data Analysis, Data Mining in Other Scientific Applications, Data Mining for Intrusion Detection.	**9**

Course Specification	**Operations research applications**		
Course Code	MB3TEOM201		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **formulate and solve** real-world problems using static, dynamic, linear, and nonlinear models through a structured seven-step model-building process. CO2: Students will be able to **solve** Multiperiod Decision Problems Using Linear Programming CO3: Students will be able to **develop, solve**, and optimize linear programming models for production planning, inventory control, and multi-period decision-making using graphical and algebraic methods. CO4: Students will be able to **solve** transportation, assignment, transshipment, and network flow problems using methods like Hungarian Method, Northwest Corner Rule, and Critical Path Method (CPM) to improve operational efficiency. CO5: Students will be able to **schematize** Minimum-Cost Network Flow Problems.

TOPIC		**Instructional Hours**
Unit I	**An Introduction to Modeling:** Static and Dynamic Models, Linear and Nonlinear Models, The Seven-Step Model-Building Process. Basic Linear Algebra: Matrices and Vectors, Matrices and Systems of Linear Equations, The Gauss–Jordan Method for Solving Systems of Linear Equations, Linear Independence and Linear Dependence, The Inverse of a Matrix, Determinants.	**9**
Unit II	**Linear Programming:** Linear Programming Problem, The Graphical Solution of Two-Variable Linear Programming Problems, Work-Scheduling Problem, Blending Problems, Production Process Models, Using Linear Programming to Solve Multiperiod Decision Problems: An Inventory Model, Multiperiod Work Scheduling.	**9**
Unit III	**Simplex Algorithm and Goal Programming:** How to Convert an LP to Standard Form, Preview of the Simplex Algorithm, Using the Simplex Algorithm to Solve Minimization Problems, Alternative Optimal Solutions, Degeneracy and the Convergence of the Simplex Algorithm, Two-Phase Simplex Method, Multi attribute Decision Making in the Absence of Uncertainty: Goal Programming.	**9**
Unit IV	**Transportation, Assignment, and Transshipment Problems:** Formulating Transportation Problems, General Description of a Transportation Problem, Balancing a Transportation Problem If Total Supply Exceeds Total Demand, Modeling Inventory Problems as Transportation Problems, Finding Basic Feasible Solutions for Transportation Problems, Northwest Corner Method for Finding a Basic Feasible Solution, Minimum-Cost Method for Finding a Basic Feasible Solution, The Hungarian Method, Transshipment Problems.	**9**
Unit V	**Network Models:** Basic Definitions, Shortest-Path Problems, The Shortest-Path Problem as a Transshipment Problem, Maximum-Flow Problems, LP Solution of Maximum-Flow Problems, CPM and PERT, Computation of Early Event Time, Computation of Late Event Time, Finding a Critical Path, Minimum-Cost Network Flow Problems.	**9**

Course Specification	**Supply Chain Management**		
Course Code	MB3TEOM202		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to apply the principles of supply chain management to **design, develop,** and evaluate end-to-end supply chain processes for operational excellence. CO2: Students will be able to **formulate** and implement strategic supply chain plans by integrating push-pull strategies, conducting internal and external audits, and aligning supply chain strategies with business goals. CO3: Students will be able to **design** and evaluate customer service frameworks to enhance customer satisfaction, build lasting customer relationships, and improve service delivery in supply chains. CO4: Students will be able to **design**, optimize, and manage warehousing operations by implementing warehouse network design, automation, safety measures, and handling reverse logistics for effective inventory control. CO5: Students will be able to analyse and **devise** global supply chain strategies.

	TOPIC	**Instructional Hours**
Unit I	**Principles of Supply Chain Management:** Evolution of the Supply Chain Concept, Total Systems Approach and Boundary Spanning, Conceptual Foundations of Demand Chain, Value Chain, and Supply Chain, Strategic Alliances and Partnerships, Organizational Learning from Strategic Alliances Interfaces among Purchasing, Production, Logistics, and Marketing, Theory of Constraints (TOC) for Supply Chain Management, Change Management for Supply Chain Management.	**9**
Unit II	**Supply Chain Strategy:** Strategic Dimensions, Strategic Supply Chain Planning Processes, Strategic Integration of Supply Chain Processes, the "Victory" (Winning Strategy) Model, Push versus Pull Strategy, Typology of Supply Chain Strategy, Internal Supply Chain Strategy Audits External Supply Chain Strategy Audits.	**9**
Unit III	**Customer Service and Supply Chain Management:** Understanding Customer Expectations and Perceptions, Customer Service Elements, Building Customer Relationships, Service Delivery Performance, Formulating a Winning Customer Service Strategy in a Supply Chain.	**9**
Unit IV	**Warehousing:** Warehouses in Transition, Types of Warehouses, Types of Warehouse Leases, Warehousing Costs, Warehouse Network Design, Warehouse Layout, Warehouse Asset Management, Material Handling, Order Picking, Warehouse Productivity, Warehouse Security and Safety, Warehouse Automation, Warehouse Workforce Planning, Warehouse Management Systems, Handling Returned Products and Reverse Logistics.	**9**
Unit V	**Global Supply Chain Management:** The Impact of the Free Trade Movement on Global Supply Chain Management. Global Market Penetration Strategy of Multinational Firms, Strategic Alliances among Multinational Firms, Global Outsourcing Trends, Hidden Inhibitors Affecting Global Supply Chain Operations, Managing International Distribution Channels, Foreign Trade Zones and Free Trade Zones, Import and Export Documentation, Incoterms and International Payments, Countertrade, Transfer Pricing, Cross-Cultural Negotiations.	**9**

Course Specification	**Management of Machines and Materials**		
Course Code	MB3TEOM203		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **design** and optimize material flow management systems by integrating stakeholder networks, vertical and horizontal cooperation. CO2: Students will be able to **formulate** resource efficiently accounting guide for the enterprise. CO3: Students will be able to **develop** and apply integrated controlling systems for material and energy flow. CO4: Students will be able to **create and manage** closed-loop supply chain strategies by implementing recycling processes, information concepts, and sustainable material flow systems. CO5: Students will be able to analyse and **propose** industry-specific developments in material flow management by addressing system interfaces, ERP integration, and internal business models for innovation and research dissemination.

TOPIC		**Instructional Hours**
Unit I	**Aspects of Material Flow Management:** Material Flow Management, Stakeholders and Networks of Material Flow Management, Stakeholders in Material Flow Management, Vertical and Horizontal Co-operations in Material Flow Management (Networking), Forms of Material Flow Management, Ecological Quality Improvement and Quality Assurance, Material Flow Related Service and Responsibility, Lifecycle Based Product Optimisation, Product-related Recycling and Disposal.	**9**
Unit II	**Resource Efficiency Accounting:** Macroeconomic Objective Definition, Eco-efficiency as a Strategic Guide for Enterprises, Data Diversity and Decision Support Systems, Definition and Limitations of Resource Efficiency Accounting, Economic Dimension - Process Cost Accounting, Ecological Dimension - Material Intensity, Eco-efficiency: Objective Function.	**9**
Unit III	**Integrated Controlling Based on Material and Energy Flow Analysis:** Basics of Integrated Controlling, Phase Model for Introducing Integrated Controlling, Phase 0: Information Requirements Analysis, Phase 1: Process Structure Analysis, Phase 2: Subprocess Analysis, Phase 3: Input-Output Analysis, Phase 4: Process Cost Analysis, Phase 5: Performance Indicator-supported Provision of Information.	**9**
Unit IV	**Efficient Closure of Material and Component Loops – Substance Flow Oriented Supply Chain Management:** Systematisation of closed loop strategies, Procedure for Practical Realisation, Implementation of Information Concept, Recycling, Creating Recycling Process, Use of Recycling Process, Results of the Recycling Process.	**9**
Unit V	**Developments in Material Flow Management:** Outlook and Perspectives, Existing Obstacles to Material Flow Management, Required Developments in Material Flow Management, Standardised Data Collection and Evaluation with ERP, System Interface, Industry-specific Solutions, Supplementation of Supply Chain (Value-added Chains), Evaluations with Information Flow Analyses, Internal Business Models for a Culture of Innovation, Dissemination and Networking of Research Results	**9**

Course Specification	**Project Management**		
Course Code	MB3TEOM204		
Type	Elective	**Credits**	3
Semester	SEM-II	**Semester**	Even Semester

Course Outcomes	CO1: Students will be able to **formulate** strategic project management principles to align projects with organizational objectives and strategic intent. CO2: Students will be able to **design and develop** logical frameworks for project planning by identifying objectives, linking logical levels, and formulating success criteria. CO3: Students will be able to **develop** strategic decision-making processes by tackling critical project questions, managing enterprise-wide change, and integrating systems thinking. CO4: Students will be able to **create and execute** project assessment methodologies, including project monitoring, status reviews, and comprehensive evaluations, to ensure successful project outcomes. CO5: Students will be able to **structure** high-performing teams by engaging stakeholders, fostering norms, and driving collaboration for project success.

TOPIC		**Instructional Hours**
Unit I	**Building Strong Project Backbones:** Mastering Strategic Project Management, Four Critical Strategic Questions, Making Strategy Simple, Test current Strategy, Sort Out Objectives, Organizing Multiple Objectives into Trees, Aligning Projects with Strategic Intent.	**9**
Unit II	**Introducing the Logical Framework:** Identifying the Best Solutions Tool, Systems Thinking: Conceptual Foundation of the Logical Framework, Tackling the Four Critical Strategic Questions, Ingredients of the Grid	**9**
Unit III	**Four Critical Strategic Questions:** What Are We Trying to Accomplish and Why? Linking Objectives into Logical Levels, Set of Objectives, How Do We Measure Success? Managing Complex Enterprise-Wide Change, What Other Conditions Must Exist? How Do We Get There?	**9**
Unit IV	**Putting The Concepts into Action:** Managing the Strategic Action Cycle, Three Types of Assessment Type One Assessment: Project Monitoring, Type Two Assessment: Project Status Review, Type Three Assessment: Project Evaluation.	**9**
Unit V	**Managing the People Dynamics:** Engaging Key Stakeholders, Building Own Team, Creating Shared Norms for High Performance.	**9**

SEMESTER - III

SEMESTER - III

Course Specification	**Strategy Execution**		
Course Code	MB3TE301		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **adapt** to economic trends of change. CO2: Students will be able to **integrate** product and service innovation. CO3: Students will be able to **create** strategic alignment. CO4: Students will be able to **propose** knowledge worker performance. CO5: Students will be able to **plan** the four vectors of business model innovation.		
TOPIC			**Instructional Hours**
Unit I	**The Accelerating Pace of Change:** Global Imperatives – The Accelerating Pace of Change, Economic Trends of Change.		**9**
Unit II	**World of Accelerating Change:** Accelerating Innovation, Business Model Innovation, Process Innovation through Open BPM, Product and Service Innovation.		**9**
Unit III	**Agile Strategy Execution:** Creating Strategic Alignment, From Strategy Execution to Performance Management, Gaining Competitive Advantage from Compliance and Risk Management.		**9**
Unit IV	**Cultural Aspects of Pervasive Rapid Change:** The Talent Supply Chain: Leveraging the Global Talent Market, Improving Knowledge Worker Performance, Protecting Corporate Reputation in an Era of Instant Transparency.		**9**
Unit V	**Business-led Information Technology:** Four Vectors of Business Model Innovation: Value Capture in a Network Era, Adaptive I/T Architectures: The Rise of Business Platforms.		**9**

Course Specification	**Systems for Scaling Ventures**		
Course Code	MB3TE302		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **propose** potential opportunities for entrepreneurial action. CO2: Students will be able to co-**construct** an Opportunity with a Community of Inquiry. CO3: Students will be able to **structure** a lean framework for starting a new venture. CO4: Students will be able to **design** strategies for new venture. CO5: Students will be able to **anticipate** Knowledge to Scale a New Venture.		

TOPIC		**Instructional Hours**
Unit I	**External Environment to Identify Potential Opportunities:** Scanning Environment to Form Opportunity Beliefs for Entrepreneurial Action, Identify a Potential Opportunity, High Top-Down Guidance, Low Top-Down Guidance (More Bottom-Up Processing), Search, Guided Attention, and the Identification of Potential Opportunities, Entrepreneurs' Job Demands, Sustained Entrepreneurial Attention for Acting on an Opportunity Belief, Abductive Discernment and Opportunity-Belief Formation, Analytical Discernment and Opportunity-Belief Formation, Categorical Discernment and Opportunity-Belief Formation, Absorptive Discernment and Opportunity-Belief Formation, An Attention Model of Opportunity-Belief Formation for Entrepreneurial Action.	**9**
Unit II	**Co-constructing an Opportunity with a Community of Inquiry:** Communities of Inquiry and Opportunity Development, Progress in Opportunity Development, Entrepreneurial Team Knowledge and Engaging a Community of Inquiry, Interacting with a Community of Inquiry for Opportunity Development, A Social Model of Opportunity Development.	**9**
Unit III	**A Lean Framework for Starting a New Venture:** The Lean Startup Framework: Its Origins, Core Ideas, and Roots in Research, Building Blocks of the Lean Startup Framework: Identifying and Evaluating Market Opportunities, Designing Business Models, Engaging in Validated Learning, Building Minimum Viable Products, Learning Whether to Persevere with or Pivot from the Current Course of Action. An Overarching Perspective on the Lean Startup Framework.	**9**
Unit IV	**Managing New Ventures:** Co-creating a Startup Venture: Lead Founder and Starting a New Venture Founding Team and Starting a New Venture, Social Relationships and Starting a New Venture, Cognitions and Starting a New Venture. Organizing the Startup of a New Venture: Emergent Organizing, Crafting a New Venture Strategy, Facilitating Organizational Emergence, Promoting New Venture Legitimacy, Founder Exit. Starting New Ventures in Different Environments.	**9**
Unit V	**Scaling New Ventures:** A Knowledge-Transfer Perspective on Organizational Scaling: Accumulating Knowledge to Scale a New Venture, Communicating Knowledge and Scaling a New Venture, Relocating Knowledge and Scaling, Connecting Knowledge, Founder Replacement and New Venture Scaling. A Feedback Framework of Knowledge Transfer in Organizational Scaling.	**9**

Course Specification	**Strategies for Value Creation**

Course Code	MB3TE303		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **anticipate** challenges of service business development. CO2: Students will be able to **formulate** dynamic capabilities for service business development. CO3: Students will be able to **compile** operational capabilities for solution providers. CO4: Students will be able to **design** dimensions of business networks. CO5: Students will be able to **propose** service business development in small and medium OEMs.		
TOPIC			**Instructional Hours**
Unit I	**Introduction:** Motivation - Service business development as a response to commoditisation tendencies, Challenges of service business development, Central questions, Methodology, Structure.		**9**
Unit II	**Basic concepts of service business development:** Organisational capabilities necessary for service business development. Service strategies for manufacturing companies, Strategic fit between service strategy and operational capabilities, **Dynamic capabilities for service business development:** Exploitation or exploration: two distinct approaches for service business development, Phases of the exploitation and exploration approaches, Dynamic capabilities required in the exploitation approach, Dynamic capabilities necessary for succeeding with exploration.		**9**
Unit III	**Developing service business via the exploitation approach:** Service strategies associated with the exploitation approach, Case studies of changes in service strategy, Operational capabilities for service strategies, Service strategy changes as the antecedent to providing solutions. **Configurations of service strategies and operational capabilities supporting the exploitation approach:** Operational capabilities for after-sales service providers, Operational capabilities for customer support service providers, Operational capabilities for development partners, Operational capabilities for outsourcing partners, Operational capabilities for solution providers.		**9**
Unit IV	**Network perspective:** Dimensions of business networks, Types of business networks, Vertical after-sales service networks, Horizontal outsourcing service networks, Vertical life-cycle solution networks, Horizontal solution networks.		**9**
Unit V	**Service business development for small and medium Suppliers:** Approaches for service business development, Co-evolvement of organisational capabilities. **Service business development in small and medium OEMs**: The exploitation approaches used by SMEMs, SMEMs selling directly to a limited number of customers, SMEMs selling to a large number of customers via distributors.		**9**

DISCIPLINE SPECIFIC ELECTIVE SUBJECT – SEMESTER - III

Course Specification	**Digital Marketing Strategy**		
Course Code	MB3TEMM305		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to formulate goals, objectives, action plans and controls for digital marketing strategies. CO2: Students will be able to **create** SEO strategy. CO3: Students will be able to **plan**, target and measure display campaigns. CO4: Students will be able to **develop** and distribute contents. CO5: Students will be able to **structure** proposal for digital promotion.		
	TOPIC		**Instructional Hours**
Unit I	**Introduction:** A history of digital marketing, Technology, Skills, Budget and resources, Business priorities Regulation. The planning process, The phased approach, Goals, Objectives and strategies, Action plans, Controls, People, Budgeting and forecasting.		**9**
Unit II	**Search engine optimization:** A history of SEO, Researching your SEO strategy, Technical SEO, Site structure, Content, Mobile, Location, Penalties, Organizational structure and SEO.		**9**
Unit III	**Paid search**: An introduction to paid search, Setting up a campaign, Measurement and optimization, Advanced paid search, Managing paid search campaigns – humans versus robots. **Display:** A brief history, Programmatic advertising, Types and formats of display advertising, Ad servers and technological delivery, Types of display campaign, Planning and targeting display campaigns, Display campaign measurement and attribution modelling. **Social media:** History of social media, Should I or shouldn't I? Customer service and reputation management, The SEO angle, Where to start? Types of social media, Content, Social advertising, Measurement.		**9**
Unit IV	**True personalization:** What is personalization? Defining true personalization, User-defined personalization, Behavioural personalization, Tactical personalization, Single customer view. **Content strategy**: What is content marketing? What is content? What content types should you use? Why content marketing? People and process for creating content. Distribution, Measuring the value of content, International content, Audit checklist.		**9**
Unit V	**Presenting your strategy:** Decision making, Budget, Key channel benefits, How channels interact, Website, Further considerations, Structuring your proposal, Advocacy.		**9**

Course Specification	**Services Marketing**		
Course Code	MB3TEMM306		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **develop** effective service marketing strategies. CO2: Students will be able to **plan** strategies for positioning services in competitive markets. CO3: Students will be able to **develop** a hierarchy of new service categories. CO4: Students will be able to evaluate pricing options and **choose** a pricing strategy for the service. CO5: Students will be able to **design** and document the Service Processes.		
TOPIC			**Instructional Hours**
Unit I	**The Service Economy:** Why Study Services, What Are the Principal Industries of the Service Sector? Forces Transforming the Service Markets, B2B Services as a Core Engine of Economic, Development, Outsourcing and Offshoring Often Work in Tandem, What Are Services. Four Broad Categories of Services – A Process Perspective, The 7Ps of Marketing, The Traditional Marketing Mix Applied to Services, A Framework for Developing Effective Service Marketing Strategies.		**9**
Unit II	**Understanding Service Consumers:** The Three-Stage Model of Service Consumption: Pre-purchase Stage, Service Encounter Stage, Post-Encounter Stage. **Positioning Services in Competitive Markets:** Customer-Driven Services Marketing Strategy, Segmenting Service Markets, Targeting Service Markets, Developing an Effective Positioning Strategy.		**9**
Unit III	**Creating Service Products:** What are the Components of a Service Product? **The Flower of Service:** Facilitating Supplementary Services, Enhancing Supplementary Services, Managerial Implications. **Branding Service Firms, Products and Experiences:** Branding Strategies for Services, Delivering Branded Service Experiences. **New Service Development:** A Hierarchy of New Service Categories.		**9**
Unit IV	**Service Pricing and Revenue Management:** Objectives for Establishing Prices. **Pricing Strategy:** Cost-based Pricing, Value-based Pricing, Reducing Related Monetary and Non-monetary Costs, Competition-based Pricing. **Revenue Management:** What It Is and How It Works? Reserving Capacity for High-yield Customers, How can we Measure the Effectiveness of a Firm's Revenue Management? How does Competitor's Pricing Affect Revenue Management? Price Elasticity, Designing Rate Fences.		**9**
Unit V	**Managing The Customer Interface:** Designing Service Processes, What is a Service Process? Designing and Documenting Service Processes. **Service Process Redesign:** Service Process Redesign Should Improve Both Quality and Productivity, **Customer Participation in Service Processes:** Levels of Customer Participation, Customer as Co-creators, Reducing Service Failures Caused by Customers. **Self-Service Technologies:** Customer Benefits and Adoption of Self-Service Technology, Customer Disadvantages and Barriers of Adoption of Self-Service Technology, Assessing and Improving SSTs, Managing Customer's Reluctance to Change.		**9**

Course Specification	**Retail Management**		
Course Code	MB3TEMM307		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **formulate** marketing mix for the given store. CO2: Students will be able to **propose** a retail format for the given product lines. CO3: Students will be able to **choose** a market and **propose** entry and operating strategy for retailing. CO4: Students will be able to **develop** branding and positioning strategy of the retail outlet. CO5: Students will be able to **design** visual merchandising and layout strategy for the store.		
TOPIC			**Instructional Hours**
Unit I	**Introduction to Retail:** Evolution of Retail, Definition of Retailing, Emergence of Large-Scale Retail Chains, Power Shift towards Retailers, Formats and Players in Retailing, Strategic Marketing in Retailing, Marketing Mix in Retailing.		**9**
Unit II	**Management Retail Formats:** Food, Non-Food, New Competitors Vertical Strategies. **Theories of Retail Evolution:** Cyclical Theories, The Wheel of Retailing, The Retail Life Cycle, Format Revolution Supermarket Strategy Mix, Combination Stores, Large Retail Formats, Convenience Stores, Hard Discounters, Warehouse Clubs, Non-Store Formats in Food Retailing, Hypermarkets, Supermarkets, C-Store Franchise, Concept, Product and Service Range, Cash & Carry, Internet Shop. General Merchandise Retailing. Store-Based Retail Formats.		**9**
Unit III	**Strategic Marketing in Retailing:** Growth strategies: Organic growth, Franchising, Mergers & Acquisition (advantages and disadvantages of each). International Market Entry Strategies: domestic market orientation, global orientation, multinational orientation, glocal orientation. Market Selection and Timing: Assessment of Potential Markets, Expansion Patterns. Entry and Operating Strategy: Export, Licensing, Franchising, Joint Ventures, Acquisitions.		**9**
Unit IV	**Retail Branding and Positioning:** Retailers as Brands, Retail Brand Positioning, Principles of Successful Retail Branding. **Marketing Mix in Retailing:** Store Location – Trading Area Analysis and Site Selection. Types of Retail Locations: Solitary Sites (Free-Standing Sites, Isolated Sites), Unplanned Shopping Areas, Planned Shopping Districts/Shopping Centres. Retail Location Decision Process. Catchment Area. Location Assessment Techniques: Location Factors, Location Planning Techniques, Location Evaluation Checklists.		**9**
Unit V	**Merchandise and Category Management:** Merchandise Mix, Merchandise Diversification, Successful Brand Extension. Manufacturer Brands and Store Brands, Functions of Manufacturer Brands in the Assortment, Functions of Store Brands in the Assortment. **Category Management:** The Category Management Process, Category Role, Category Strategies. Visual Merchandising Store Design and Store Layout.		**9**

Course Specification	**Integrated Marketing Communications**

Course Code	MB3TEMM308		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **devise** IMC strategic planning. CO2: Students will be able to **design** IMC Strategies for building brands, Social meaning, Positioning. CO3: Students will be able to **formulate** strategies for building brand attitude. CO4: Students will be able to **revise** buzz marketing strategy. CO5: Students will be able to **manage** communication objectives and matching media options.		
TOPIC			**Instructional Hours**
Unit I	**Introduction to IMC:** What is IMC? Definitions of IMC, Managing IMC, The role of advertising and promotion in IMC, The role of advertising agencies in IMC, Barriers to effective IMC, Overcoming the barriers, Identifying IMC opportunities, Understanding consumer decision-making, IMC strategic planning, The five-step strategic planning process.		**9**
Unit II	**Brands and IMC:** The role of IMC in building brands, Social meaning, Positioning, Understanding how markets are defined, Positioning and brand awareness, Positioning and brand attitude, Brand attitude, Building brand equity, Brand portfolio considerations, Branding strategy. **Companies and IMC:** The role of IMC in strengthening companies, Corporate identity, image, and reputation, Corporate identity, Corporate image, Corporate reputation, Building corporate identity, image, and reputation, Corporate brand, Corporate brand equity, Corporate communication, Corporate story, Corporate advertising.		**9**
Unit III	**Components of IMC:** Traditional advertising, The role of advertising in IMC, Types of advertising, Consumer-oriented brand advertising, Retail advertising, B2B advertising, Corporate image advertising, Brand awareness and brand attitude strategy, Brand awareness strategy, Brand attitude strategy. Traditional promotion: Basic types of promotion, Consumer promotion, Retail promotion, Trade promotion, Promotion to the consumer, Coupons, Sampling, Refunds and rebates, Loyalty and loading devices, Premiums, Sweepstakes, games, and contests, Building brand attitude with consumer promotion. Refunds and rebates, Loyalty and loading devices. Trial versus repeat purchase objective for promotion, Promotion to the trade and retailer, Allowances, Display material, Trade premiums and incentives. Incentive promotion cost.		**9**
Unit IV	**New media and other IMC options:** New media, Internet, Mobile marketing, Sponsorships and event marketing, Product placement, Packaging, Trade shows and fairs, Personal selling, Public relations, Public relations strategy, Advantages and disadvantages, Marketing public relations, Buzz marketing. **Direct marketing and channels marketing:** The role of direct marketing in IMC, Difference between direct marketing and traditional advertising, When to use direct marketing, The database in direct marketing, The role of channels marketing in IMC, Co-op advertising, Tactical marketing.		**9**
Unit V	**IMC messages:** Message processing: Communication response sequence, Message processing responses, Attention, Learning and acceptance, Emotion, The role of memory, Unconscious processing, Conscious processing, **Creative execution:** Gaining attention, Unexpected elements, Colour, Size of picture or illustration, Print placement, Format. Consistency in IMC executions, Specific creative tactics for brand awareness and brand attitude. Eliciting the correct emotional response. **The IMC plan:** Planning		**9**

	considerations, Communication objectives, Relative advertising versus promotion strengths, Category need, Brand awareness, Brand attitude, Brand purchase intention, Market characteristics that influence IMC effectiveness, Product differentiation, Market position, Poor performance, Competitive activity, Advantages of using advertising and promotion together, The advertising and promotion ' ratchet effect ', The impact of demand elasticity. The IMC planning process, Reviewing the marketing plan, Selecting a target audience, Determining how decisions are made, Message development, Establishing brand positioning, Setting communication objectives, Matching media options, Appropriate media for brand awareness, Appropriate media for brand attitude, Appropriate media for the size and type of business. Implementing the plan.	

Course Specification	**Capital Investment and Financing Decisions**		
Course Code	MB3TEFM305		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **develop** a framework for financial decisions. CO2: Students will be able to **infer** present values, and bond and share valuation. CO3: Students will be able to **propose** investment appraisal methods. CO4: Students will be able to **generalise** investment risk. CO5: Students will be able to **plan** capital structure and the required return.		
TOPIC			**Instructional Hours**
Unit I	**A FRAMEWORK FOR FINANCIAL DECISIONS: An overview of financial management:** The finance function, Investment and financial decisions, Cash – the lifeblood of the business, The emergence of financial management, The finance department in the firm, The financial objective, Social responsibility and shareholder wealth, The corporate governance debate, The risk dimension, The strategic dimension. **The financial environment:** Financial markets, The financial services sector, Are financial markets efficient? Reading the financial pages, Taxation and financial decisions.		**9**
Unit II	**Present values, and bond and share valuation:** Measuring wealth, Time-value of money, Financial arithmetic for capital growth, Present value, Present value arithmetic, Valuing bonds, Valuing shares: the dividend valuation model, Problems with the dividend growth model, intrinsic valuation and fair valuation.		**9**
Unit III	**INVESTMENT DECISIONS AND STRATEGIES: Investment appraisal methods:** Cash flow analysis, Net present value, Investment techniques – net present value, Internal rate of return, Profitability index, Payback period, Accounting rate of return, Ranking mutually exclusive projects, Investment evaluation and capital rationing. **Project appraisal – applications:** Incremental cash flow analysis, Replacement decisions, Inflation cannot be ignored, Taxation is a cash flow, Use of DCF techniques, Traditional appraisal methods. **Investment strategy and process:** Strategic considerations, Advanced manufacturing technology (AMT), investment, Environmental aspects of investment, The capital investment process, Post-auditing.		**9**

Unit IV	**VALUE, RISK AND THE REQUIRED RETURN: Analysing investment risk:** Expected net present value (ENPV), Attitudes to risk, The many types of risk, Measurement of risk, Risk description techniques, Adjusting the NPV formula for risk, Risk analysis in practice. **Identifying and valuing options:** Share options, Option pricing, Application of option theory to corporate finance, Capital investment options, Why conventional NPV may not tell the whole story.	**9**
Unit V	**STRATEGIC FINANCIAL DECISIONS: Long-term finance:** Guiding lights: corporate aims and corporate finance, How companies raise finance in practice, Shareholders' funds, Methods of raising equity finance by unquoted companies, Going public, Equity issues by quoted companies, Debt instruments: debentures, bonds and notes, Leasing and sale-and-leaseback (SAL). **Capital structure and the required return:** Measures of gearing, Operating and financial gearing, Financial gearing and risk, The 'traditional' view of gearing and the required return, The cost of debt, The overall cost of capital.	**9**

Course Specification	**Investment Management**		
Course Code	MB3TEFM306		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **schematize** performance and return on investment. CO2: Students will be able to **structure** strategies investment management. CO3: Students will be able to **formulate** an integrated approach to manage derivative risks. CO4: Students will be able to **devise** alternative investment options. CO5: Students will be able to **develop** asset allocation plan.		

	TOPIC	**Instructional Hours**
Unit I	**Foundations of Investment Management and Investment Companies**: Setting investment objectives, Establishing an investment policy, Selecting an investment strategy, Selecting the specific assets, Measuring and evaluating investment performance. Concepts, structure, Types of investment companies, regulation of mutual funds, computation of NAV, measuring performance and return, Taxation of mutual funds.	**9**
Unit II	**Investing in Fixed-Income Securities: Fixed-Income Securities:** General Features of Bonds**,** Reasons for issuing Bonds and its types. Risk prices and yields, Bond portfolio and management strategies, Introduction, active bond portfolio strategies, structured strategies.	**9**
Unit III	**Derivative risk management:** Financial derivatives market, managing derivative risk, an integrated approach to manage derivative risks. Detailed concept of Futures, Swaps and Hedging.	**9**
Unit IV	**Investing in Real Estate and alternative investment:** Composition of real estate market, Distinguishing characteristics of real estate investments: Real Estate is a Debt/Equity Hybrid, Real Estate Values Rarely Disappear. **Private Equity:** venture capital, The Role of a Venture Capitalist. **Leveraged buyouts. Debt as private equity.**	**9**
Unit V	**Asset Allocation:** Asset Allocation Objective**:** Policy Asset Allocation, Tactical Asset Allocation, Strategic Asset Allocation, Portfolio Insurance, Dynamic Asset Allocation. Asset allocation and optimization, Asset allocation implementation. Managing the asset mix.	**9**

Course Specification	**Management of Financial Services**		
Course Code	MB3TEFM307		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **express** the Financial Institutional Structure in India. CO2: Students will be able to infer Central Bank tools to regulate money supply. CO3: Students will be able to **develop** financial appraisal for credit decisions. CO4: Students will be able to **propose** credit risk transfers strategies. CO5: Students will be able to **adapt** to global insurance industry, opportunities and challenges.		
TOPIC			**Instructional Hours**
Unit I	**The Indian financial system—an overview:** Financial Stability in India. The Financial Institutional Structure in India: Who Owns the Commercial Banks in India? Public Sector Banks, Private Sector Banks, Small Finance Banks, Payments Banks, Foreign Banks, Indian Banks Operating Overseas, Regional Rural Banks, Non-Banking Financial Institutions, Non-Banking Finance Companies, Housing Finance Companies, Co-operative Credit Institutions, Banking Models in India, The Indian Financial Code, The Way Forward, Technology - the game changer.		**9**
Unit II	**Monetary Policy—Implications for Bank Management:** A Macroeconomic View, Central Bank Tools to Regulate Money Supply, The Impact of OMOs on Other Tools of Monetary Policy, Central Bank Signaling Through the 'Policy Rate', Popularity of the 'Repo' Rate as the Policy Rate, Other Factors that Impact Monetary Base and Bank Reserves. The Monetary Base in India, Measuring Money Supply in India, Operation of Reserve Requirements in India, Net Demand and Time Liabilities, Operation of the Bank Rate in India, Open Market Operations in India, Repo Market Instruments Outside the LAF.		**9**
Unit III	**Sources of Bank Funds: D**esign of deposit schemes—some illustrations: Recurring Deposit Scheme, Reinvestment Deposit Scheme, Fixed Deposit Scheme, Cash Certificates. Uses of Bank Funds—The Lending Function: Introduction, Banks' Role as Financial Intermediaries, Gains from Lending, Who Needs Credit? Features of Bank Credit, Types of Lending. Constituents of the Credit Process. Financial appraisal for credit decisions. Loan pricing and customer profitability analysis. Credit Delivery and Legal Aspects of Lending. Credit Monitoring, Sickness and Rehabilitation**.** Managing Credit Risk—An Overview.		**9**
Unit IV	**Credit risk transfers**—securitization, loan sales, covered bonds and credit derivatives: Securitization, Asset Reconstruction Companies, Covered Bonds, Legislation on covered bonds—select countries, Credit Derivatives.		**9**
Unit V	**Insurance Services:** Basic Features of Insurance Contracts, Benefits of Insurance, Types of Insurance Products. **India's insurance sector—An overview:** The Insurance Sector, Changing Scenario of the Life Insurance Sector, Insurance Regulatory Development Authority (IRDA), IRDA Regulations, Life Insurance Corporation of India. Export Credit Guarantee Corporation of India (ECGC). Global insurance industry, opportunities and challenges.		**9**

Course Specification	**Behavioral Finance**		
Course Code	MB3TEFM308		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **revise** challenging the classical assumptions of finance. CO2: Students will be able to **propose** Financial Decision Making. CO3: Students will be able to **justify** declining discount rates affect investment behaviour. CO4: Students will be able to **infer** representation bias in the market. CO5: Students will be able to **anticipate** the early signs of bubbles.		
TOPIC			**Instructional Hours**
Unit I	**Introduction:** Finance Theory as an Engine not a Camera, Rational Fools or Folly of Wisdom? Rebuilding on New Foundations, Reasoned Emotion, What Can Psychologists Bring to Finance? Challenging the Classical Assumptions of Finance, Modelling Behavioural Aspects of Finance.		**9**
Unit II	**Financial Decision Making:** The Expected Utility Rule, Attitudes to Risk, Diversification as Risk Reduction Strategy, How Best To Bear Risk, Expected Utility Theory: Simple But Untrue? Paradoxes and Problems in Early Understanding of Expected Utility Theory, Gambling Insurance and Aspiration, Frames for Actions, Contingencies and Outcomes, The Decision Process, Inferring Big Ideas from Small Samples, Stars with Feet of Clay, Is There More to Life Than (Maximizing) Utility? Happiness, Well-Being and the Emotional Basis of Utility.		**9**
Unit III	**Discounting:** The Discounted Utility Model, Problems with the Discounted Utility Model, Evaluating Reallocations of Consumption by Equivalent Gains or Compensating Losses of Present Consumption, Delays and Speed-Ups of Utility, How and Why Discount Rates Vary, Discounting Single Outcomes Compared to Sequences of Outcomes, Investment Behaviour When Discount Rates are Declining: Investing in a 'Golden Egg', Hyperbolic Discount Factors, Valuation by Using the Matching Law, On Pigeons and Men: Comparing Hyperbolic and Exponential Discounting, How Investment Decisions are Made When Discount Factors Decline Over Time. A Simple Example of a Sub-Game Perfect Equilibrium, The Properties of a Sub-Game Perfect Investment Strategy Equilibrium, How Do Declining Discount Rates Affect Investment Behaviour?		**9**
Unit IV	**Learning:** Rational Learning, Bayes' Rule, Elements of Bayesian Revision, The Value of Stock Recommendations, Do We Learn the Bayesian Way? Representativeness, Representation Bias in the Market: Analysts' Overreaction to Earnings, A Once and For All Lesson? Over Inference and the Law of Small Numbers, Disagreement, Tastes and the Capital Asset Pricing Model.		**9**
Unit V	**Bubbles:** Tulipmania and the Didactic Value of Bubbles, The Regulatory Origins of the Most Recent Bubble, Long-Term Capital Management, The Federal Reserve and Market Restraint, Bubbles: Past, Present and Future, Financial Bubbles and Infrastructure Technology, Are Bubbles Just Part of the Market Process? The 1929 Stock-Market Crash, Early Signs, The Boom is On, Innovation and Speculation, Investment Trusts in the Boom's Growth, The Final Implosion, Should Government Burst the Bubble?		**9**

Course Specification	Organisational Dynamics		
Course Code	MB3TEHR305		
Type	Elective	Credits	3
Semester	SEM-III	Semester	Odd Semester
Course Outcomes	CO1: Students will be able to **propose** multi-contingency diagnose for an organization. CO2: Students will be able to **design** the organizational structure. CO3: Students will be able to **create** an organizational structure for a strategy. CO4: Students will be able to **report** strategic misfits in the organization. CO5: Students will be able to **design** Parameter Fit.		
TOPIC			**Instructional Hours**
Unit I	**Diagnosis and Design**: Introduction: What is an Organization? An Information-Processing View of Organizations, Neo-Information Processing as a Basis for Organizational Diagnosis and Design, Strategic Organizational Design, The Multi-contingency Diagnosis and Design Model, Fit Criteria for Designing the Knowledge Base, Contingency Fit, Strategic Fit, Design Fit, Total Fit, Synthesis of Knowledge Bases, Composing the Knowledge Base.		**9**
Unit II	**Organizational Design**: Introduction: Organizational Configurations, Simple Configuration, Functional Configuration, A Functional Organization, Divisional Configuration, A Divisional Organization, Matrix Configuration, A Matrix Organization, Ad Hoc Configuration, Bureaucracies, Virtual Network, International Configurations, Organizational Complexity, Horizontal Differentiation, Vertical Differentiation, Spatial Differentiation, Formalization, Centralization, Incentives, Coordination and Control. **Technology:** Introduction, Measuring Technology, Technology as a Contingency, Technology Effects on Formalization, Technology Effects on Centralization, Technology Effects on Organizational Complexity.		**9**
Unit III	**Strategy:** Introduction, Structure Follows Strategy, The Counter Proposition: Strategy Follows Structure, Strategy and Structure; Fit. Measuring and Categorizing Strategy, Strategy as a Contingency, Describing a Prospector, Prospector Effects on Structure, Describing a Defender, Defender Effects on Structure, Describing an Analyzer without Innovation, Analyzer without Innovation Effects on Structure, Describing an Analyzer with Innovation, Analyzer with Innovation Effects on Structure, Reactor Strategy, International Dimensions, Choosing the Right Strategy.		**9**
Unit IV	**Diagnosis and Misfits:** Introduction, Strategic Misfits, Environment-Strategy, Technology-Environment. Climate-Environment, Climate-Strategy, Technology-Strategy, Climate -Technology, Technology-Leadership Style, Climate - Leadership Style, Leadership Style – Environment, Leadership Style - Size Skill, Contingency Misfits, Environment Misfits, Strategy Misfits, Technology Misfits, Size Skill Misfits, Climate Misfits, Leadership Style Misfits. Environment - Strategy Misfits, Technology - Environment Misfits, Climate - Environment Misfits, Climate - Strategy Misfits, Strategy - Technology Misfits, Climate - Technology Misfits, Technology - Size Skill Misfits, Climate· Leadership Style Misfits Leadership Style - Environment - Size Misfits, Leadership Style - Strategy Misfits.		**9**
Unit V	**Organizational Design Fit**: Introduction, Design Parameter Fit, Design Synthesis, The Simple Configuration, The Functional Configuration, Divisional Configuration, Matrix Configuration, Ad Hoc Configuration, Virtual Network, The Professional Bureaucracy, The Machine Bureaucracy, Organizational Complexity, Formalization, Centralization, Coordination and Control, Media Richness and Incentives		**9**

Course Specification	**Compensation and Rewards Management**		
Course Code	MB3TEHR306		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **devise** compensation system for an organization. CO2: Students will be able to **propose** a system to differentiate among performers. CO3: Students will be able to **formulate** incentive pay programs. CO4: Students will be able to **plan** person-focused pay programs. CO5: Students will be able to **Integrate** internal job structures with external market pay rates.		

	TOPIC	**Instructional Hours**
Unit I	**Strategic Compensation:** What Is Compensation? Core Compensation, Employee Benefits. Road toward Strategic Compensation, Strategic versus Tactical Decisions, Competitive Strategy Choices, Tactical Decisions that Support the Firm's Strategy. How HR Professionals Fit into the Corporate Hierarchy, How the Compensation Function Fits into HR Departments, The Compensation Department's Main Goals. **Stakeholders of the Compensation System:** Employees, Line Managers, Executives, Unions.	**9**
Unit II	**Bases for Pay: T**raditional Bases for Pay: Seniority and Merit, Seniority and Longevity Pay, Historical Overview, Effectiveness of Seniority Pay Systems, Design of Seniority Pay and Longevity Pay Plans, Advantages of Seniority Pay, Fitting Seniority Pay with Competitive Strategies. Merit Pay: Exploring the Elements of Merit Pay, Performance Appraisal, Types of Performance Appraisal Plans, Exploring the Performance Appraisal Process, Strengthening the Pay-for-Performance Link. Link Performance Appraisals to Business Goals, Analyze Jobs, Communicate, Establish Effective Appraisals, Empower Employees, Differentiate among Performers, Possible Limitations of Merit Pay Programs, Failure to Differentiate among Performers, Poor Performance Measures, Supervisors' Biased Ratings of Employee Job Performance, Lack of Open Communication between Management and Employees, Undesirable Social Structures, Factors Other than Merit, Undesirable Competition, Little Motivational Value.	**9**
Unit III	**Incentive Pay:** Exploring Incentive Pay, Contrasting Incentive Pay with Traditional Pay, Individual Incentives, Defining Individual Incentives, Types of Individual Incentive Plans, Advantages of Individual Incentive Pay Programs, Disadvantages of Individual Incentive Pay, Programs. **Group Incentives:** Defining Group Incentives, Types of Group Incentive Plans, Advantages of Group Incentives, Disadvantages of Group Incentives. **Companywide Incentives:** Defining Companywide Incentives, Types of Companywide Incentive Plans. **Designing Incentive Pay Programs:** Group versus Individual Incentives, Level of Risk, Complementing or Replacing Base Pay, Performance Criteria, Time Horizon: Short Term versus Long Term.	**9**
Unit IV	**Person-Focused Pay:** Defining Person-Focused Pay: Competency-Based, Pay-for-Knowledge, and Skill-Based Pay, What Is a "Competency"? Usage of Person-Focused Pay Programs, Reasons to Adopt Person-Focused Pay Programs, Technological Innovation, Increased Global Competition, Varieties of Person-Focused Pay Programs, Contrasting Person-Focused Pay with Job-Based Pay, Advantages of Person-Focused Pay Programs, Advantages to Employees, Advantages to Employers, Disadvantages of Person-Focused Pay Programs.	**9**

Unit V	**Building Internally Consistent Compensation Systems:** Internal Consistency, Job Analysis, Steps in the Job Analysis Process, Legal Considerations for Job Analysis, Job Analysis Techniques, Job Evaluation, Compensable Factors, The Job Evaluation Process, Job Evaluation Techniques, The Point Method, Alternative Job-Content Evaluation Approaches, Alternatives to Job Evaluation, Internally Consistent Compensation Systems and Competitive Strategy. **Building Market-Competitive Compensation Systems:** The Basic Building Blocks, Compensation Surveys, Preliminary Considerations, Using Published Compensation Survey Data, Compensation Surveys: Strategic Considerations, Compensation Survey Data, Updating the Survey Data. **Integrating Internal Job Structures with External Market Pay Rates:** Compensation Policies and Strategic Mandates, Pay Level Policies, Pay Mix Policies.	**9**

Course Specification	Cross Cultural Management		
Course Code	MB3TEHR307		
Type	Elective	Credits	3
Semester	SEM-III	Semester	Odd Semester
Course Outcomes	CO1: Students will be able to **adapt** cultural influence at workplace. CO2: Students will be able to **intervene** the power of cultural reflection. CO3: Students will be able to **hypothesise** cultural impacts on management practices. CO4: Students will be able to **manage** cross-cultural negotiations. CO5: Students will be able to **facilitate** cross-cultural decision-making.		

	TOPIC	Instructional Hours
Unit I	**Making Sense of Culture:** Defining Culture, Cultural Nuances in the Workplace, Cultural Lesson: What Is Culture? How Does Culture Affect You? Recognising Cultural Dimensions, Is Culture Diverging or Converging? Cultural Reflection: Culture, Let's Define It! Understanding Cultural Influence at Workplace.	9
Unit II	**The Power of Cultural Reflection:** Knowing You, Knowing Me – Self-Reflection through Culture, Cultural Crossroads – The Value of and Need for Reflection, Cultural Reflections Using the Onion Model, Using the Cycle of Reflection to Understand the Cultural Experience, Why Is Reflection Necessary? Silence is Powerful, Undeniably! Recount the Cultural Experience, Cultural Ponders: Sure, No Words Needed, He Knows and Understands!	9
Unit III	**Cultural Impacts on Management Practices:** Cross-Cultural Communication, Communicate the Right Manner, Why Should It Be Different? Communicating at Home and at Work, Cultural Lesson, Different Cultures, Different Communication Styles, Express It Implicitly, An Assertive Kind of Person Be Direct and Elaborate, A Word of Honour, I Promise! But Do You Mean It? A Promised Culture Clash, Actions Speak Louder Than Words!, You Are Being Too Blunt, Aren't You? Cultural Influence, Cultural Upbringing Does Shapes Your Communication, Context or Content? Cultural Reflection.	9
Unit IV	**Cross-Cultural Negotiations:** What Is Cross-Cultural Negotiation? Negotiation Is An Art! Negotiation Is a Culturally Rooted Skill, Win-Win, Win-Lose, Lose-Lose, Lose-Win, Negotiation Is Not a One-Man Show, Negotiation Is a Mutual Agreement, Who Is at the Other End of the Negotiation Table? Cultural Lesson, Haggling as a Tactic of Bargaining, You Never Get a Second Chance to Make a First Impression, Power Distance, A Mutual Understanding, The Process of Bargaining, The Final Decision-Maker. You Need to Establish a Rapport! Cross-Cultural Negotiation? Personality + Culture Bound?	9
Unit V	**Cross-Cultural Decision-Making**: You Don't Make Your Own Decision? Individualism vs. Collectivism in Decision-Making, Fact vs. Intuition, Accepting risk, The Context Is Clear, The Power of Relationship and Connection, The Constraints of Decision-Making, Business Decisions, Team Effort, Be Considerate, A Struggle between Relationships and Power Distance When Making Decisions, Are You a Stranger? Can I Trust You? Recognizing Trust and the Boundary of Privacy in Global Virtual Teams, Willingness Is a Virtue!	9

Course Specification	**Organisational Development and Change**		
Course Code	MB3TEHR308		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **adapt** leadership and corporate culture. CO2: Students will be able to **develop** approaches for enhancing organizational creativity and innovation. CO3: Students will be able to **adapt** systems theory to organizational diagnosis. CO4: Students will be able to **validate** perpetual and instantaneous positive change. CO5: Students will be able to **integrate** growing convergence of human resource management and organization development.		

	TOPIC	**Instructional Hours**
Unit I	**Introduction:** The Role of Psychology in Leadership, Change, and Organization Development**.** A Critical Review of Leadership Theory, Evidence-based Management and Leadership, Psychodynamic Issues in Organizational Leadership, Do I Trust You to Lead the Way? Exploring Trust and Mistrust in Leader–Follower Relations, Leader–Culture Fit: Aligning Leadership and Corporate Culture.	**9**
Unit II	**Change:** The History and Current Status of Organizational and Systems Change, Understanding of the Nature and Process of Change in Organizations, Participation and Organizational Commitment during Change, Developmental Approaches for Enhancing Organizational Creativity and Innovation, Individual Readiness for Organizational Change, Towards an Integration of Stage Theories of Planned Organizational Change.	**9**
Unit III	**Organizational Development:** A Critical Review of Organization Development, The Application of Systems Theory to Organizational Diagnosis, Organizational-development Research Interventions. Organization Development, Transformation, and Change. Why OD and Change? Systems Thinking and its Importance. Philosophical Foundations of Organization Development.	**9**
Unit IV	**Change Process and Models:** Overview of Key Models for Organizational Change. The Evolving View of the Action Research Model. New Action Research Change Model: Perpetual and Instantaneous Positive Change. Organization Development Effectiveness Model.	**9**
Unit V	**Organization Design that Transforms:** The Relationship of Organization Design to Organization Development. Key Concepts in Organization Design. The Assessment. Design Criteria. The Relationship of Organization Development and Change Management. The Growing Convergence of Human Resource Management and Organization Development. A Conceptual View of Human Resource Management. Organization Development and Human Resource Management: Similarities and Differences. Present and Future Challenges in Human Resource Management and Organization Development.	**9**

Course Specification	Business Analytics for Managers		
Course Code	MB3TEBA305		
Type	Elective	Credits	3
Semester	SEM-III	Semester	Odd Semester
Course Outcomes	CO1: Students will be able to **express** the link between strategy and Business Analytics. CO2: Students will be able to **organize** Data, Information, and Knowledge. CO3: Students will be able to **develop** Architecture and Processes in a Data Warehouse. CO4: Students will be able to **plan** and set up a Business Analytics Competency Center. CO5: Students will be able to **structure** assessment and prioritization of business analytics projects.		

	TOPIC	Instructional Hours
Unit I	**Business Analytics at the Strategic Level**: Link between Strategy and the Deployment of Business Analytics, Strategy and Business Analytics: Four Scenarios: Scenario 1: No Formal Link between Strategy and Business Analytics, Scenario 2: Business Analytics Supports Strategy at a Functional Level, Scenario 3: Dialogue between the Strategy and the Business Analytics Functions, Scenario 4: Information as a Strategic Resource. The Product and Innovation Perspective, Customer Relations Perspective, The Operational Excellence Perspective. Development and Deployment of Information at the Functional Level.	9
Unit II	**Business Analytics at the Analytical Level:** Data, Information, and Knowledge. Analyst's Role in the Business Analytics Model. Three Requirements the Analyst Must Meet. Required Competencies for the Analyst. Analytical Methods (Information Domains). How to Select the Analytical Method. The Three Imperatives. Hypothesis-Driven Methods. Data Mining with Target Variables. Explorative Methods. Business Requirements: Definition of the Overall Problem, Definition of Delivery, Definition of Content.	9
Unit III	**Business Analytics at the Data Warehouse Level:** Why a Data Warehouse? Architecture and Processes in a Data Warehouse. Selection of certain columns to be loaded. Staging Area and Operational Data Stores. Causes and Effects of Poor Data Quality. The Data Warehouse: Functions, Components, and Examples. Alternative Ways of Storing Data. Business Analytics Portal: Functions and Examples. Tips and Techniques in Data Warehousing. Master Data Management. Service-Oriented Architecture. How Should Data Be Accessed? Access to Business Analytics Portals. Access to Data Mart Areas. Access to Data Warehouse Areas. Access to Source Systems.	9
Unit IV	**Structuring of a Business Analytics Competency Center:** What Is a Business Analytics Competency Center? Why Set Up a Business Analytics Competency Center? Tasks and Competencies. Establishing an Information Wheel. Creating Synergies between Information Wheels. Educating Users. Prioritizing New Business Analytics Initiatives. Competencies. Centralized or Decentralized Organization. Strategy and Performance. When the Analysts Report to the IT Department. When Should a Business Analytics Competency Center Be Established? Applying the Analytical Factory Approach.	9
Unit V	**Assessment and Prioritization of Business Analytics Projects:** Is It a Strategic Project or Not? Uncovering the Value Creation of the Project. When Projects Run Over Several Years. When the Uncertainty Is Too Big. The Descriptive Part of the Cost/Benefit Analysis for the Business Case. The Cost/Benefit Analysis Used for the Business Case. Projects as Part of the Bigger Picture	9

Course Specification	**Advanced Research Methods and Predictive Analysis**		
Course Code	MB3TEBA306		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **collaborate** Predictive Analytics, BI, Statistics and Data Mining. CO2: Students will be able to **construct** and deploy model. CO3: Students will be able to **plan** and applying Principal Component Analysis to New Data CO4: Students will be able to **develop** decision tree. CO5: Students will be able to **propose** Data Sources for Text Mining		
TOPIC			**Instructional Hours**
Unit I	**Overview of Predictive Analytics:** What Is Analytics? What Is Predictive Analytics? Supervised vs. Unsupervised Learning. Parametric vs. Non-Parametric Models. Business Intelligence. Predictive Analytics vs. Business Intelligence. Do Predictive Models Just State the Obvious? Similarities between Business Intelligence and Predictive Analytics. Predictive Analytics vs. Statistics. Statistics and Analytics. Predictive Analytics and Statistics Contrasted. Predictive Analytics vs. Data Mining. Who Uses Predictive Analytics? Challenges in Using Predictive Analytics. Obstacles in Management. Obstacles with Data. Obstacles with Modelling. Obstacles in Deployment.		**9**
Unit II	**Setting Up the Problem:** Predictive Analytics Processing Steps: CRISP-DM. Business Understanding. The Three-Legged Stool. Business Objectives. Defining Data for Predictive Modelling. Defining the Columns as Measures. Defining the Unit of Analysis. Which Unit of Analysis? Defining the Target Variable. Temporal Considerations for Target Variable. Defining Measures of Success for Predictive Models. Success Criteria for Classification. Success Criteria for Estimation. Other Customized Success Criteria. Doing Predictive Modelling Out of Order. Building Models First. Early Model Deployment.		**9**
Unit III	**Descriptive Modelling:** Data Preparation Issues with Descriptive Modelling. Principal Component Analysis. The PCA Algorithm. Applying PCA to New Data. PCA for Data Interpretation. Additional Considerations before Using PCA. The Effect of Variable Magnitude on PCA Models. Clustering Algorithms. The K-Means Algorithm. Data Preparation for K-Means. Selecting the Number of Clusters. The Kohonen SOM Algorithm. Visualizing Kohonen Maps. Similarities with K-Means. **Interpreting Descriptive Models.** Standard Cluster Model Interpretation. Problems with Interpretation Methods. Identifying Key Variables in Forming Cluster Models. Cluster Prototypes. Cluster Outliers.		**9**
Unit IV	**Predictive Modelling:** Decision Trees. The Decision Tree Landscape. Building Decision Trees. Decision Tree Splitting Metrics. Decision Tree Knobs and Options. Reweighting Records: Priors. Reweighting Records: Misclassification Costs. Other Practical Considerations for Decision Trees. Logistic Regression. Interpreting Logistic Regression Models. Other Practical Considerations for Logistic Regression. Neural Networks. Building Blocks: The Neuron. Neural Network Training. The Flexibility of Neural Networks. Neural Network Settings. Neural Network Pruning. Interpreting		**9**

	Neural Networks. Neural Network Decision Boundaries. Other Practical Considerations for Neural Networks.	
Unit V	**Text Mining:** Motivation for Text Mining. A Predictive Modelling Approach to Text Mining. Structured vs. Unstructured Data. Why Text Mining Is Hard. Text Mining Applications. Data Sources for Text Mining. Data Preparation Steps. POS Tagging. Tokens. Stop Word and Punctuation Filters. Character Length and Number Filters. Stemming. Dictionaries. The Sentiment Polarity Movie Data Set. Text Mining Features. Term Frequency. Inverse Document Frequency. TF-IDF. Cosine Similarity. Multi-Word Features: N-Grams. Reducing Keyword Features. Grouping Terms. Modelling with Text Mining Features. Regular Expressions. Uses of Regular Expressions in Text Mining.	**9**

Course Specification	**Business Optimization and Big Data Analytics**		
Course Code	MB3TEBA307		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **collaborate** strategy and the deployment of Business Analytics. CO2: Students will be able to **choose** analytical method, define overall problem. CO3: Students will be able to **develop** and access Business Analytics Portals. CO4: Students will be able to **structure** a Business Analytics Competency Centre. CO5: Students will be able to **anticipate** and Prioritization of Business Analytics Projects.		
TOPIC			**Instructional Hours**
Unit I	**Big Data and Why Does It Matter?** What Is Big Data? Is the "Big" Part or the "Data" Part More Important? How Is Big Data Different? How Is Big Data More of the Same? Risks of Big Data. The Structure of Big Data. Exploring Big Data. Mixing Big Data with Traditional Data. The Need for Standards. Today's Big Data Is Not Tomorrow's Big Data.		**9**
Unit II	**The Evolution of Analytic Processes:** The Analytic Sandbox, What Is an Analytic Data Set? Enterprise Analytic Data Sets, Embedded Scoring. **The Evolution of Analytic Tools and Methods:** The Evolution of Analytic Methods, The Evolution of Analytic Tools.		**9**
Unit III	**What Makes a Great Analysis?** Analysis versus Reporting, Analysis: Make It G.R.E.A.T.! Core Analytics versus Advanced Analytics, Listen to Your Analysis, Framing the Problem Correctly, Statistical Significance versus Business Importance, Samples versus Populations, Making Inferences versus Computing Statistics.		**9**
Unit IV	**Enabling Analytic Innovation:** Businesses Need More Innovation, Traditional Approaches Hamper Innovation, Defining Analytic Innovation, Iterative Approaches to Analytic Innovation, Consider a Change in Perspective, Are You Ready for an Analytic Innovation Center?		**9**
Unit V	**Great Analytics Team:** Team Structures, Team's Skills, Who Should Be Doing Advanced Analytics? Managing IT and Analytic Professionals. **Creating a Culture of Innovation and Discovery:** Setting the Stage, Overview of the Key Principles.		**9**

Course Specification	**Python**		
Course Code	MB3TEBA308		
Type	Elective	**Credits**	3

Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **create** basic scripts, syntax, variables, data types, and user input/output operations. CO2: Students will be able to **design** conditional statements, loops, function definitions, argument passing, and variable scope to write modular and structured code. CO3: Students will be able to **adapt** Python's built-in data structures, enabling them to efficiently manage and manipulate data. CO4: Students will be able to **design and develop** skills in module management, package installation with pip, and file operations, enabling them to read from and write to various file types effectively. CO5: Students will be able to **structure** and understand foundational knowledge of OOP principles and popular Python libraries like NumPy, pandas, and matplotlib for data analysis and visualization.		
TOPIC			**Instructional Hours**
Unit I	**Introduction to Python:** Getting Started with Python-Introduction to Python, Installing Python and setting up the environment, Writing and running your first Python script, Basic syntax, comments, and documentation. **Variables and Data Types**-Variables and assignment, Basic data types (integers, floats, strings, Booleans), Type conversion. **Basic Operations**-Arithmetic operators, Comparison operators, Logical operators, String operations. **Input and Output**-Reading input from the user, Displaying output.		**9**
Unit II	**Control Structures: Conditional Statements**-if, elif, else statements, Nested conditions. **Loops**-for loops, while loops, Loop control statements (break, continue, pass). **Functions**-Defining and calling functions, Function arguments and return values, Variable scope (local and global variables)		**9**
Unit III	**Data Structures: Lists**-Creating and accessing lists, List methods and operations, List comprehensions. **Tuples**-Creating and accessing tuples, Tuple operations. **Dictionaries**- Creating and accessing dictionaries, Dictionary methods and operations. **Sets**-Creating and accessing sets, Set operations and methods.		**9**
Unit IV	**Modules and Packages and File Handling:** Importing modules, Creating and using your own modules, Using pip to install packages.Reading from files, Writing to files, Working with different file types (text, CSV, JSON). **Object-Oriented Programming** (OOP) and Libraries and Frameworks Classes and objects, Attributes and methods, Inheritance and polymorphism Introduction to popular libraries (NumPy, pandas, matplotlib), Basic usage and examples.		**9**
Unit V	Data manipulation using libraries like numpy – creating and working with arrays. Pandas – for data analysis. Matplotlib - for visualization.		**9**

Course Specification	**Managing Service Operations**		
Course Code	MB3TEOM305		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester

Course Outcomes	CO1: Students will be able to devise strategies and frameworks for effective management of the operations process. CO2: Students will be able to **integrate** product and service design processes. CO3: Students will be able to improve existing or **invent** new services. CO4: Students will be able to **develop** customer care programmes. CO5: Students will be able to **design** evaluation and performance measurement strategies.	
TOPIC		**Instructional Hours**
Unit I	**Introduction to Services Management:** The types of services and how services have grown – The operations manager's role and the role of operations management – Customer care versus customer service – Relationship marketing, customer satisfaction and improvement. **Service Operations Strategy:** The strategic role and objectives of operations – Customer satisfaction versus resource utilization – Strategies and frameworks for effective management of the operations process – Job design and work organization	**9**
Unit II	**People, Leadership and Management:** Who should be involved and how to coordinate these experts – Empowerment, leadership and communications – Job design and aspects of motivational strategies – Roles and responsibilities. **The Product and Service Design Management Processes:** The Total Design Management process for products and services – Research showing that service design management is poor – Analysis and evaluation of design strategies – Simplifying the product design process – Blueprinting in the design of services and the link with project management. **Customer Identification:** Identifying customer needs and the importance of marketing research – Using the experts within an organization – Identifying what services are not right for an organization – Advantages, benefits and USPs for a service.	**9**
Unit III	**Design Specifications – Controlling the Process:** Developing a specification for a new service – The most important elements of a specification – The link between the marketing mix and specifications. **Creativity and Innovation:** The creative process – When to improve existing or innovate new services – How to identify new concepts and the 'best' concepts – Lifestyles and creativity. **Learning from Product and Service Failures:** Services that are more likely to fail and where failure occurs in the design process – Where management should concentrate their emphasis to avoid failures – The best measure of service success.	**9**
Unit IV	**Service Quality Management:** Inspection, quality assurance and Total Quality. Management – Philosophies and tools – Problem diagnosis and customer care programmes – Qualitative measurement of customer expectations and satisfaction. **Global Supply Chain Management:** Supply chain management and strategies – Outsourcing – Just-in-Time – The use of information technologies in supply chain management. **Services Location and Distribution:** Factors affecting location decisions – Tools to aid location decisions: factor-rating method, locational breakeven analysis – Centre-of-gravity method and Geographic Information Systems – Service layout design.	**9**
Unit V	**Managing Capacity and Variations in Demand:** Causes of variations in demand – How companies can forecast and plan their capacity or alter customer demand to optimize their performance – Scheduling, planning and queuing strategies for service industries. **Evaluation and Performance Measurement:** Understanding what success means in an organization – Evaluation of success and failure through key performance measures – The Balanced Scorecard – The role of benchmarking. **Thinking about and Managing for 'the Future':** The importance of planning products beyond those currently being developed or sold – Techniques that enable an	**9**

	organization to plan into the future – Research into how organizations plan their products over a much longer time scale.	

Course Specification	**Materials Management**		
Course Code	MB3TEOM306		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **devise** production planning system. CO2: Students will be able to **schematise** material requirement planning. CO3: Students will be able to **formulate** production activity control. CO4: Students will be able to propose aggregate inventory management system. CO5: Students will be able to **structure** independent demand ordering systems.		
TOPIC			**Instructional Hours**
Unit I	**Introduction to Materials Management:** Operating Environment, The Supply Chain Concept, What Is Materials Management? Supply Chain Metrics. **Production Planning System:** Manufacturing Planning and Control System, Sales and Operations Planning, Manufacturing Resource Planning, Enterprise Resource Planning, Making the Production Plan. **Master Scheduling:** Relationship to Production Plan, Developing a Master Production Schedule, Production Planning, Master Scheduling, and Sales.		**9**
Unit II	**Material Requirements Planning:** Bills of Material, Material Requirements Planning Process, Using the Material Requirements Plan. **Capacity Management:** Definition of Capacity, Capacity Planning, Capacity Requirements Planning (CRP), Capacity Available, Capacity Required (Load), Scheduling Orders, Making the Plan.		**9**
Unit III	**Production Activity Control:** Data Requirements, Order Preparation, Scheduling, Load Levelling, Scheduling Bottlenecks. Theory of Constraints and Drum-Buffer-Rope, Implementation, Control, Production Reporting. **Purchasing:** Establishing Specifications, Functional Specification Description, Selecting Suppliers, Price Determination, Impact of Material Requirements Planning on Purchasing, Expansion of Purchasing into Supply Chain Management.		**9**
Unit IV	**Forecasting:** Demand Management, Demand Forecasting, Characteristics of Demand, Principles of Forecasting, Collection and Preparation of Data, Forecasting Techniques, Some Important Intrinsic Techniques, Seasonality, Tracking the Forecast. **Inventory Fundamentals:** Aggregate Inventory Management, Item Inventory Management, Inventory and the Flow of Material, Supply and Demand Patterns, Functions of Inventories, Objectives of Inventory Management, Inventory Costs, ABC Inventory Control.		**9**
Unit V	**Order Quantities:** Economic-Order Quantity (EOQ), Variations of the EOQ Model, Quantity Discounts, Order Quantities for Families of Product When Costs Are Not Known, Period-Order Quantity (POQ). **Independent Demand Ordering Systems:** Order Point System, Determining Safety Stock, Determining Service Levels, Different Forecast and Lead-Time Intervals, Determining When the Order Point Is Reached, Periodic Review System, Distribution Inventory.		**9**

Course Specification	**Total Quality Management**		
Course Code	MB3TEOM307		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to propose benchmarks. CO2: Students will be able to **devise** TQM strategies on the foundation and the four sides of the TQM pyramid. CO3: Students will be able to **adapt** Joharry's new window on standardization. CO4: Students will be able to **make** Matrix data analysis. CO5: Students will be able to **develop** PDCA Leadership Model.		

	TOPIC	**Instructional Hours**
Unit I	**Total Quality Management:** Some definitions of quality: Exceptional, Perfection or consistency, Fitness for purpose, Value for money, Transformative. What Is Quality? Total Quality Management (TQM), Quality Cost Concepts, Variation as a Way of Life, Process Capability, Process Control, Sample Inspection, ISO 9000:2000, Benchmarking, Quality Function Deployment, JIT, TQM, and MRP II.	**9**
Unit II	**Philosophy, principles and concepts of TQM:** The foundation and the four sides of the TQM pyramid, Focus on the customer and the employee, Focus on facts, Continuous improvements, Everybody's participation.	**9**
Unit III	**Quality management systems and standardization:** The concept of system, Quality management systems, Joharry's new window on standardization and causes of quality failures, Standardization and creativity, ISO 9000 and BS 5750—a stepping stone to TQM?	**9**
Unit IV	**Tools for the quality journey:** The seven+ tools for quality control, Check sheets, The Pareto diagram, The cause-and-effect diagram and the connection with the Pareto diagram and stratification, Histograms, Control charts, Scatter diagrams and the connection with the stratification principle, Flow Charts, Relationship between the tools and the PDCA cycle. Matrix data analysis, Affinity analysis, Matrix diagrams. Prioritization matrices and analytical hierarchies.	**9**
Unit V	**The PDCA Leadership Model**—a model for policy deployment, Leadership and quality motivation. **Implementation process:** Four stages of implementation, Plan, Do, Check, Act. **Quality culture and learning:** The concept of culture, Organizational theory and corporate culture, Corporate culture, Classifying a culture, Corporate and quality culture, Working with quality culture, Quality culture, quality improvement and TQM. Quality learning.	**9**

Course Specification	**Pricing Strategy: Monetizing and Growing the Business**		
Course Code	MB3TEOM308		
Type	Elective	**Credits**	3
Semester	SEM-III	**Semester**	Odd Semester
Course Outcomes	CO1: Students will be able to **propose** value-based market segmentation. CO2: Students will be able to **justify** Price and Value Communication. CO3: Students will be able to **formulate** right price for sustainable profit. CO4: Students will be able to **adapt** price over the product life cycle. CO5: Students will be able to **manage** cost and price for customer profitability.		

	TOPIC	**Instructional Hours**
Unit I	**Strategic Pricing:** Coordinating the Drivers of Profitability, cost-plus pricing, customer-driven pricing. Share-driven pricing, strategic pricing, **Value Creation:** The Source of Pricing Advantage, price structure, price and value communication, pricing policy, price level, implementing the pricing strategy, the role of value in pricing, how to estimate economic value, Competitive Reference Prices. Estimating Monetary Value. Value drivers. Value-based market segmentation.	**9**
Unit II	**Price Structure:** Tactics for Pricing Differently Across Segments, price-offer configuration, Optimizing an Offer Bundle, Designing Segment Specific Bundles, Unbundling Strategically, price metrics, Creating Good Price Metrics, Performance-Based Metrics, Tie-Ins as Metrics, price fences. **Price and Value Communication:** value communication, Adapting the Message for Product Characteristics, The Buying Process, Multiple Participants in the Buying Process, price communication, Proportional Price Evaluations, Reference Prices, Perceived Fairness, Gain–Loss Framing: Strategies to Influence Willingness-to-Pay.	**9**
Unit III	**Pricing Policy:** Managing Expectations to Improve Price Realization, policy development, policies for responding to price objections, The Benefits of Policies for Price Negotiation, Policies for Different Buyer Types, Policies for Dealing with Power Buyers, make power buyers compete, quantify the value to the power buyer, eliminate unnecessary costs. **Price Level:** Setting the Right Price for Sustainable Profit, the price-setting process, Defining the Price Window, Establishing an Initial Price Point, Pricing Objectives. Defining the price-volume trade-off.	**9**
Unit IV	**Financial Analysis:** Pricing for Profit, break-even sales analysis, break-even sales analysis for reactive pricing. **Pricing Over the Product Life Cycle:** Adapting Strategy in an Evolving Market, new products and the product life cycle, pricing the innovation for market introduction, Marketing Innovations Through Distribution Channels, pricing new products for growth, Pricing within a Differentiated Product Strategy, Pricing within a Cost Leadership Strategy, Price Reductions in Growth, pricing the established product in maturity.	**9**
Unit V	**Pricing Strategy Implementation:** Embedding Strategic Pricing in the Organization, Organizational Structure, Pricing Processes, Customer Analytics, performance trend analysis. **Cost:** How Should They Affect Pricing Decisions? Customer profitability.	**9**

Semester – IV

Semester – IV

Course Code	Course Title	External Marks (Theory)	Internal Assessment Marks/ Workshop/ Practical	External/ Practical Marks	Total Marks	Credit
Core Courses						
On the Job Training / Research Project(6 months)						
MB16OJT401	On the Job Training		200	300	500	16
MB10RPR401	Research Project		100	100	200	10
Value Addition Course						
MB3MOC02	NPTEL Courses 12 weeks duration	100		-	100	3
Total					**800**	**29**