

PARUL UNIVERSITY

Centre for Distance and Online Education

Master of Business Administration – Online

Syllabus

Semester-1

**Program Name: Master of Business Administration – Online**

1. Prerequisite: Understanding of Basics of Computer and its working.

2. Rationale :

1. Students will understand the E-commerce technology and its applications
2. Students will have a greater understanding of with Information Systems implemented in organizations

3. Course Objectives :

1. Understand the role of the information systems (IS) function in an organization,
2. Develop an insight as to how information systems influence business strategy and
3. Develop the ability to contribute meaningfully towards information system selection.

4. Course Outcome :

After the completion of the course, the students will be able to

1. Apply critical thinking skills to analyze how MIS contributes to strategic decision making in achieving a competitive edge in the business environment.
2. Evaluate the impact of MIS on various aspects of business operations and their influence on gaining a competitive advantage.
3. Analyze the various categories of cybercriminal activity that can impact business operations and information security.
4. Evaluate the effects of cybercrime on business continuity, reputation, and consumer confidence.

5. Detailed Syllabus

Sr.	Topic	Weightage
1	Module -I: • Role of data and information, Organization structures, Data, information and its attributes • Systems Approach and introduction to Information Systems. • Resources and components of Information System	22.5 %
2	Module-II: Kinds of Information Systems: • Transaction Processing System (TPS) • Management Information System (MIS) • Decision Support System (DSS) and Group Decision Support System (GDSS) • Expert System (ES) and Artificial Intelligence- • Executive Support System (ESS)	22.5 %
	Module -III:	



3	• Business Process Reengineering, • Total Quality Management , • Enterprise Resource Planning (ERP), • Supply chain Management (SCM), • Customer Relationship Management (CRM), • E-commerce	22.5 %
4	Module -IV: Security and Ethical Challenges: • Ethical responsibilities of Business Professionals – Business, technology. • Computer crime – Hacking, cyber theft, unauthorized use at work. • Piracy – software and intellectual property. • Privacy – Issues and the Internet Privacy. • Challenges – working condition, individuals. • Health and Social Issues, Ergonomics and cyberterrorism	22.5 %
5	Module - V: Practical Exposure: Obtain a bird's eye view of contemporary technologies and infrastructure required to implement an IS. IT infrastructure and platforms, managing data, networks and the internet, wireless networks. Understanding Information systems for Accounting, Finance, Production and manufacturing, Marketing and HRM functions in any organization.	10 %

6. Text Books

1. Management Information Systems: Managing the Digital Firm (TextBook) Laudon, Kenneth C. and Laudon, Jane P; Pearson Education
2. Management Information Systems – Managing Information Technology in the Business Enterprise (TextBook), O'Brien J; Tata McGraw Hill

8. Reference Books

1. Management Information Systems, Effy OZ, Thomson Learning/Vikas Publications
2. Management Information Systems: For the information age Stephen Haag, Maeve Cummings, Amy Philips; Tata McGraw Hill
3. Management Information Systems Jawadekar, W. S; Tata McGraw Hill



Program Name: Master of Business Administration – Online

1. Prerequisite: Understanding of Basics of Planning, Coordinating, Controlling and Staffing.

2. Rationale :

1. Students will understand the Management Principles its applications
2. Students will have a greater understanding of organization's functioning and its hierarchy

3. Course Objectives: This course provides a comprehensive and systematic introduction to management theory and practice. It emphasizes on the fundamental roles, skills, and functions of management, with an emphasis on managerial accountability for the effective and efficient achievement of objectives. The goal is for students to comprehend the fundamental concepts and principles of management, as well as the fundamental responsibilities, skills, and functions of management. It also aims to provide an overview of the historical evolution, theoretical aspects, and practical applications of the managerial process.

4. Course Outcome :

After the completion of the course, the students will be able to

1. Understand of the fundamentals of management
2. Apply their roles, duties and responsibilities as per the principles of management in terms of efficiency and effectiveness
3. Analyze changes happening in the management principles over the years.

5. Detailed Syllabus

Sr.	Topic	Weightage
1	Module1: Concept of Management: Organization and need for Management, Management process , Management as Science or Arts , Skills of Manager , Evolution of Management theory , Business ethics and social responsibility Contribution of International and Indian Management Thinkers	22.5 %
2	Module 2: Planning: An Overview, Importance of Planning in organization, Strategic management: Strategic management process, Level of Strategy, Management by Objectives, Decision Making: Process, Models of Decision making	22.5 %
3	Module 3: Organizing: Principle of organizing, Element of organizational Structure, Types of organizational Structure :Functional, Product/market, Matrix, The formal and informal organizational structure , Power, Authority & Responsibility, Delegation Decentralization and centralization ,Staffing: HRM , Recruitment and selection,training and development, performance management	22.5 %



4	Module 4: Directing and Controlling: Leadership, Communication, Meaning of control, process of Control, Budgetary control methods, Information Technology and control	22.5 %
5	Module 5: Practical Module: Practical Case study of all the topics studied from Module 1 to Module 4. Management Practices of Indian and International Leaders	10 %

6. Text Books

1. MANAGEMENT (TextBook) James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, JR.; Pearson Education
2. Principles of Management Tripathy PC and Reddy PN; Tata McGraw-Hill
3. Principles of Management Koontz & O'Donnel; McGraw Hill

8. Reference Books

1. Principles of Management , Dr Neeru Vshishth , Taxmann, 2010, Latest edition
2. Management , Text & Cases, Rao VSP, Excel Books, Latest edition

Program Name: Master of Business Administration – Online

1. Prerequisite: Understanding of Basics of Mathematics and Statistics.

2. Rationale :

1. Develop numerical skills to solve examples on a variety of topics, including the formulation and testing of hypotheses.
2. Possess a thorough comprehension of the various statistical instruments and their business applications.

3. Course Objectives:

1. To impart the basic art and science of gathering, analyzing and using data to identify and resolve managerial and decision making problems.
2. To develop skills in structuring and analyzing business problems using quantitative analysis.
3. To develop aptitude and statistical thinking approach to business problems.
4. To understand the effective use of computer software for resolution of statistical problems.

4. Course Outcome :

After the completion of the course, the students will be able to

1. Understand quantitative tools and techniques relevant to business analysis
2. Apply statistical analysis tools commonly used in business decision making
3. Analyze data arising in management environments.

5. Detailed Syllabus

Sr.	Topic	Weightage
1	Module 1: Introduction to Business Statistics <u>Introduction to Statistics:</u> Statistics in Business, Basic Statistical concepts, Types of Data- Nominal, Ordinal, Interval and Ratio. Types of Variables: Dependent, Independent, moderating, intervening, extraneous, discrete and Continuous. <u>Visualizing the data:</u> Frequency Distributions, Quantitative Data Graphs, Qualitative Data Graphs, Charts and Graphs for two variables. <u>Descriptive Statistics:</u> Measure of central tendency and measures of variability, for Grouped and ungrouped data, Measures of shape.	22.5 %

2	Module 2: Probability, Discrete and Continuous distribution Probability: Introduction to probability, Methods of Assigning Probabilities, Structure of Probability, Marginal, Union, Joint and Conditional Probabilities, Addition Laws, Multiplication Laws, Conditional Probability, Revision of probability: BAYES' RULE. Distributions and Sampling: Discrete Probability Distribution: Discrete Versus Continuous distributions, Binomial Distribution, Poisson Distribution, Hypergeometric Distribution Continuous Probability Distribution: Uniform Distribution, Normal Distribution, Using the Normal Curve to Approximate Binomial Distribution problem, Exponential Distribution Sampling: Distributions of the sample Mean and Sample Proportion and Sampling Techniques: Sampling, Types of Sampling	22.5 %
3	Module 3: Parametric tests, Regression and Forecasting Regression Analysis and Correlation: Correlation, Introduction to Simple Regression Analysis, Determining the Equation of Regression Line, Residual Analysis, Standard Error of estimate, Coefficient of Determination, Hypothesis Tests for the slope of the Regression Model and testing the Overall Model, Estimation, and Regression to develop a forecasting trend line. Forecasting: Introduction, Smoothing Techniques, trend analysis, Seasonal effects, Index numbers.	22.5 %
4	Module 4: Parametric and Non-Parametric tests Difference between parametric and non-parametric tests. Parametric Test: Analysis of variance: One-Way Anova. Non-Parametric Test: <u>Univariate tests:</u> Chi square test of goodness of fit test, Chi square test of independence. <u>Bi-variate and Multivariate tests:</u> Runs test, Mann-Whitney U test, Wilcoxon matched pairs signed rank test, Kruskal Wallis test, Friedman test	22.5 %
5	Module 5: Use of Excel Application for Descriptive statistics, for Charts and Graphs, Regression, Chi-Square etc.	10 %

6. Text Books

1. Business Statistics for contemporary decision making (TextBook) Ken Black; Wiley Publication; 7th Statistics for Management (TextBook)
2. Richard I. Levin and David S. Rubin; Pearson Education, Statistics for Management
3. T N Srivastava and Shailaja Rego; Tata McGraw Hill, Statistics for business and economics

8. Reference Books



1. Anderson, Sweeney, Williams; Thompson Publication; 9th edition
2. Statistics for Managers, D. P. Apte, Excel Books, Latest edition
3. Business Statistics, Naval Bajpai, Pearson, Latest edition

Program Name: Master of Business Administration – Online

1. **Prerequisite:** Understanding of Basics of Accounts.
2. **Rationale:** Develop an understanding of accounting postulates, principles, and techniques, as well as the utilization of financial and accounting information for decision-making and control planning.
3. **Course Objectives:** The purpose of the course is to familiarize students with accounting terminology and to foster in them the ability to evaluate and utilize accounting data as a decision-making tool. The primary objective is to assist students in developing problem-solving and decision-making abilities in the financial domain. Analysis and utilization of financial and accounting data for planning and control are emphasized.
4. **Course Outcome :**
After the completion of the course, the students will be able to
 1. Analyze the financial statements in accordance with Generally Accepted Accounting Principles
 2. Understand the financial data as well as the effects of differing financial accounting methods on the financial statements
 3. Analyze the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendation.
 4. Evaluate the strengths and weaknesses of the current financial reporting requirements for particular entities, transactions and events against underlying concepts of accounting.

5. Detailed Syllabus

Sr.	Topic	Weightage
1	Module 1 : Understanding the basic concepts of Accounting • Accounting/Accountancy/Book Keeping, • Classification of Assets and Liabilities, • Cash System of Accounting and Mercantile System of Accounting (Methods of recording transactions), • Accounting Policies (With practical case discussion from Annual Reports), • Accounting principles, Concepts, Conventions, • Trade Discount Vs Cash Discount (Practical Implications), • Provisions Vs Reserves, Non-Cash Items (Practical Implications), • CAPEX, REVENUE and Deferred Revenue Expenses (Practical Implications) • Rules of Accounting, Journal Entries	22.5 %

2	Module 2 : Understanding the Reports and Financial Statements. ➤ Proprietorship/Individual ➤ (P&L and Balance sheet) [Vertical and Horizontal] ➤ Corporate (As per Companies Act,2013) ➤ Statement of P&L along with ○ Exceptional Items ○ Extra Ordinary items ○ Prior period items ➤ Balance Sheet ➤ Statement of Changes in Equity	22.5 %
3	Module 3 Analysing Financial Statements. ➤ Notes to an accounts ➤ Cash Flow Statement (Understanding and overview) ➤ Fundamental Analysis ➤ Technical (Tools & Techniques) Analysis • Horizontal • Vertical Analysis • Comparative Analysis • Commonsize Analysis • Trend Analysis • Ratio Analysis • EPS Analysis	22.5 %
4	➤ Funds Flow Analysis & Cash Flow , Ratio Analysis	22.5 %
5	Module 5: Practical and live Cases (Understanding, Analysing and interpreting financial statements) Forensic Accounting implications from managerial perspective	10%

6. Text Books

1. Financial Accounting, By R. Narayan Swami | PHI
2. Financial Accounting for Management, By H V Shankaranarayana and H R Ramanath | Pearson Education

8. Reference Books

1. Financial Accounting , P. Tulsiani , Pearson , Latest Edition



2. Financial Accounting , R. Narayan Swami , PHI , Latest Edition

Program Name: Master of Business Administration

1. **Pre requisite:** Basic Understanding of Economic Terms and basic conceptual knowledge of Economics.
2. **Rationale:** The knowledge of Economics is being used for initiating and accelerating growth in the Economies 1. To expose students to basic micro economic concepts. 2. To apply economic analysis in the formulation of business policies. 3. To use economic reasoning to problems of business
3. **Course Objectives:**

The objective of the course is to give the basic foundations of economic literacy and "economic way of thinking" within the course and show how economic knowledge can be applied in real life. During this course, the student will get the basics of economics, "economical way of thinking" and its implementation to the everyday life.

4. Course Outcome:

After the completion of the course, the students will be able to

1. **Understand** the effect of shifts in market supply and demand curves on price and quantity produced by firms.
2. **Understand** how consumers maximise total utility within a given income using the utility concepts.
3. **Analyze** relationship between different cost and revenue concept related to production process
4. **Analyze** the pricing mechanism and output determination under different market conditions.
5. **Analyse** the cost of production and revenue of business operations

5. Detailed Syllabus

Module. No.	Content	Weightage
1	Definition, Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Importance and Significance of Managerial Economics, Circular Flow of Activity, Nature of the Firm, Objectives of Firms	22.5%
2	Law of Demand. Demand Curve. Movement in the Demand Curve. Exceptions to the Law of Demand, Types & Significance of Elasticity of Demand. Measurement Techniques of Price Elasticity. Demand Forecasting, Types of Demand Forecasting, Methods of Demand Forecasting. Consumers Equilibrium. Utility Analysis Cardinal Utility Approach. Indifference Curve Approach, Consumer Surplus.	22.5%
3	Production Functions with One/Two Variables, , Marginal Rate of Technical Substitution, MRTS, Returns to Scale, Economies of Scale. Diseconomies of Scale	22.5%



	Determinants of Cost, Cost-Output Relationship, Short Run vs. Long Run Costs, Average Cost Curves, Break Even Analysis.	
4	Market Structure, Perfect Competition, Monopoly, Monopolistic Competition, Duopoly, Oligopoly, Pricing and Employment of Inputs Under Different Market Structures, Price Discrimination, Degrees of Price Discrimination, Pricing strategies Introduction to National Income, National Income Concepts, Determination of national Income, Circular Flow of National Income. Importance, Significance and Benefits of the Circular Flow of National Income, Types, causes and measurement of inflation, Trade Cycles Causes, Policies to counter trade cycles.	22.5%
5	Practical : Price Leadership and Market Leadership Model. Basics of Game Theory and the relevance of the same in the real world scenario Analysis of Union Budget, Monetary policy, Economic Survey	10%

6. Text Books

- 1 Managerial Economics – Analysis, Problem and Cases- Mehta, P.L S. Chand & Sons, N. Delhi
- 2 D.N. Dwivedi, Managerial Economics, Vikas
- 3 Yogesh Maheshwari, Managerial Economics, PHI.

7 Reference Books

1. Managerial Economics - Hirschey .M. - Thomson South western
2. Managerial Economics in a global economy -Salvatore, D.- Thomson South Western Singapore
3. Managerial Economics: Economic Tools for today's decision makers by Paul G. Keat, Philip K.Y. Young, Pearson Publications
4. Michael Bays; Mote, Paul and Gupta, Managerial Economics: Concepts and Cases, Tata McGraw- Hill Publishing Company Limited, New Delhi, 34th Edition.

Program Name: Master of Business Administration – Online

1. Prerequisite: Understanding of Basic concepts of Management and working of an organisation.

2. Rationale :

1. To create Dynamic and Effective Business Professionals and Leaders.
2. To transform the individuals to cater to the needs of the society and contribute to Nation building

3. Course Objectives:

1. Help the student understand how the 'people' side of the organizations affects effectiveness through concepts
2. Develop the student's ability to observe, understand and analyze the behavior within the organizational context
3. Help the student develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness

4. Course Outcome :

After the completion of the course, the students will be able to

1. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management
2. Evaluate motivational strategies used in a variety of organizational settings.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations
4. Understand how organizational change and culture affect working relationships within organizations.

5. Detailed Syllabus

Sr.	Topic	Weightage
1	1. The importance of interpersonal skills 2. Management functions, roles & skills 3. What is OB 4. Disciplines that contribute to the field of OB 5. OB Models - Stage 1 & 2 6. Challenges and opportunities for OB	22.5 %

2	Module 2- The study of Individual 1. Individual abilities 2. Attitudes, its component & its types 3. Job satisfaction, Its measurement, 4. Personality and values 5. Perception and Individual decision making 6. Motivation theories 7. Motivation – from concepts to applications	22.5 %
3	Module 3 – Study of Group Behavior 1. Foundations of group behaviour 2. Understanding work teams 3. Leadership theories 4. Contemporary issues of leadership 5. Power and politics 6. Conflict and negotiation	22.5 %
4	Module 4 – Study of organization level variable 1. Organization structure 2. Organization culture 3. HR Policies and practices 4. Organizational change 5. Managing stress	22.5 %
5	Module 5: Ideal Role model of Leaders, Personality Testing Motivation : Monetary and Non-Monetary in Private and Public Sectors, OB models application in Industries (Case study)	10%

6. Text Books

1. Organisational Behaviour (TextBook) Stephen Robbins; Pearson; latest
2. Organizational Behaviour (TextBook) L.M.Prasad; Sultan Chand & Sons

8. Reference Books

1. Organizational Behavior, Margi Parikh & Rajan Gupta , McGraw-Hill, 2010, Latest Edition
2. Organizational Behavior, K. Aswathappa , Himalaya Publishing House Pvt. Ltd., Latest Edition



Program Name: Master of Business Administration – Online

1. Prerequisite: English Language

2. Rationale :

1. To familiarize the students with the process of communication, make them understand the principles and techniques of Business Communication.
2. To enable students to comprehend the different dimensions of Business Communication.
3. To enlighten about the communications strategy for managers.

3. Course Objectives:

1. To reinforce the importance of effective business communication for success in today's business environment.
2. To enhance the communication skills required in different business contexts through various interactive activities.
3. To acquaint the students with the basic concepts and techniques of communication, viz. Listening, Speaking, Reading & Writing skills (LSRW skills) those are useful in developing skills of communicating effectively.

4. Course Outcome :

After the completion of the course, the students will be able to

1. Apply soft skills appropriately in personal & professional life.
2. Create the competency of English language LSRW skills for effective business communication.
3. Apply the personality development, skills & life skills those are essential for placement & employability at global level.
4. Analyze the advance skills of communication in personal & professional life.
5. Apply the LSRW skills appropriately for effective business communication in professional life.

5. Detailed Syllabus

Sr.	Topic	Weightage
1	Introduction to Business Communication, Types and Objectives of Communication, Importance and Functions of Communication, Organisational Communication, Introduction to Barriers of Communication, Categorisation of Barriers, Technical Aspects in Communication Barriers, Overcoming Communication Barriers	22.5%
2	Introduction to Principles of Effective Communication, 6 C's of Effective Communication, 4 S's of Communication, Introduction, Types of Letters, Essentials of Commercial Letters, What is a Bad Letter?	22.5%



3	Introduction, Types of Reports, Five W's and One H of Report Writing, Report Planning and Report Writing Process, Outline of a Report and Guidelines for Writing Report, Technicalities of Report Writing, Norms for Including Visual Aids in Reports, Criteria Used for Judging the Effectiveness of a Report, Introduction (Add Diff b/w Research and Technical Reports), Guidelines for Writing Research Report, Research Proposal: Synopsis and Norms for the Research Report, Components of the Research Report, Research Report Presentation and Long and Short Reports, Formal Reports and Informal Reports	22.5%
4	Introduction to Non-Verbal Communication, Characteristics of Non-Verbal Communication, Relationship of Non-verbal Message with Verbal Message, Types of Non-Verbal Communication, Introduction-Meetings: Meaning and Importance, Purposes and Golden Rules of Meetings, Conducting Meetings, Conferences And Seminars, Written Documents Related to Meeting: Notice, Agenda And Minutes	22.5%
5	Module 5: Writing business letters, reports, minutes of meetings, presentations using various presenting styles, writing reports based on audio deliverances, activities to understand non-verbal cues, telephonic conversation and manners, demonstrating etiquette.	10%

6. Text Books

1. Lesikar, Business Communication, Tata McGraw-Hill Publishing, 11th, Latest Edition
2. Lehman, B. Com (Business Communication), Cengage, 2011, Latest

7. Reference Books

1. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, Latest Edition
2. Murphy, Hildebrandt & Thomas, Effective Business Communication, Tata McGraw- Hill Publishing, Latest Edition

PARUL UNIVERSITY

Centre for Distance and Online Education

Master of Business Administration – Online

Syllabus

Semester-2

Program Name: Master of Business Administration – Online

1. Prerequisite: Understanding of Accounting and its standards

2. Rationale :

1. To acquaint the learners with the fundamentals of Financial Accounting.
2. To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor
3. To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS)

3. Course Objectives: The course aims to equip students with the knowledge and skills necessary to apply cost concepts to managerial decision making. At the conclusion of the course, they should have mastered the methodology and techniques for applying cost and managerial accounting and information to the formulation of organizational policies and the planning and control of its operations. This course examines the essence of managerial accounting, activity costing, marginal costing, and standard costing, among other topics.

4. Course Outcome :

After the completion of the course the students will be able to

1. Remember Various Types of Costs and its implications.
2. Understand the costing techniques and its role in decision making.
3. Create the accounting for overhead costs and process costing.
4. Understand the working of Indian Financial System

5. Detailed Syllabus

Sr.	Topic	Weightage
1	MODULE 1 Introduction to Cost Accounting - Objectives and scope of Cost Accounting, Cost centers and Cost units, Elements of Cost, Cost behavior pattern, Separating the components of semi-variable costs, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management. (Only Theory), Cost Ascertainment (Material Cost), Procurement procedures Store procedures and documentation in respect of receipts and issue of stock, Stock verification. Inventory control, ABC Analysis, Maximum Level, Minimum Level and Reorder Level. (Only Theory - different formats to record material and inventory)	22.5 %



2	MODULE 2 Cost Ascertainment (Labour Cost) Labour Cost, Classification of Labour cost. Remuneration system, Methods of remuneration Time Rate system, Piece rate system, Incentive wages plans & Halsey Plan. (Only Theory - different formats to record wages and labour hours) Direct Expenses and Overheads Direct and Indirect Expenses. Overheads Classification of overheads. Allocation & Apportionment of Overheads. Absorption of Overheads. ABC Costing Example.	22.5 %
3	MODULE 3 Costing System : Unit costing, Job Costing, Batch Costing, Process Costing and Operating Costing System. (Theory and Practical) Marginal costing compared with absorption costing, Contribution, Breakeven analysis and profit volume graph. Decision Making, Make or Buy, Export Order, Sales Mix and Key factors. (Theory and Practical)	22.5 %
4	MODULE 4 Budget and Budgetary Control Master Budget and Responsibility Accounting. (Only Theory) Flexible Budgets and Cash Budget (Theory and Practical) . Direct cost variance (Material and Labour variances Only) and Management Control	22.5 %
5	Module - V: Students should give presentation on solution of given Practical problems/small cases.	10 %

6. Text Books

1. A Textbook on Cost and Management Accounting By M. N. Arora | Vikas Publication | 10th Edition
2. Cost Accounting- A Managerial Emphasis By Charles T. Horngren | Pearson | 14th Edition

8. Reference Books

1. **Cost Management Accounting** By Ravi Kishore | Taxman | LATEST
2. Cost Accounting , P C Tulsyani, S Chand , Latest Edition

Course Name: Master of Business Administration – Online

1. Prerequisite: Understanding of Accounting and its standards

2. Rationale :

1. To introduce the fundamentals of Financial Management
2. To orient on the skills set required for Financial Decision Making Techniques
3. To orient on Financial Statement Analysis and Interpretation

3. Course Objectives : This course aims to equip students with a conceptual understanding of finance and its application in practice. Students are expected to have a solid foundation in accounting principles and practices, including financial analysis. Therefore, it would commence with the financial management framework that connects various functional subjects. Within the context of risk and return, significant corporate finance decisions are made, including the establishment of projects involving the acquisition of fixed and current assets, the financing of capital, and the allocation of profits. Using a few cases, students are expected to acquire these decision-making skills. The course also aims to familiarize students with the mechanical aspects of various decisions through the use of numerical problems drawn from a variety of suggested textbooks.

4. Course Outcome :

1. Describe the working of Indian Financial System
2. Identify and evaluate the sources of funds of a firm and judge its appropriateness and measure its cost of capital
3. Analyze the financial statements of a firm and assess the financial health of the firm
4. Evaluate and select appropriate projects with the help of investment decision techniques
5. Analyze and evaluate performance of the shares and bonds on the bases of capital structures, dividend policies and the budgeting policies of the companies

5. Detailed Syllabus

Sr.	Topic	Weightage
1	Module 1 Introduction to Financial Management: Nature and Scope of Finance, Financial Decisions and Functions, Goals of Financial Management; Profit Maximization Vs Wealth Maximization, Functions of Finance Manager, Time Value of Money Concept & Application, Simple Interest, Compound Interest, Present Value and Future Value, Concept of Annuity.	22.5%
2	Module 2 Valuation of Bonds, Valuation of Shares, Leverage Analysis, "EBIT-EPS" Analysis and Indifference Point, Concept of Cost of Capital.	22.5%
3	Module 3	22.5%



	Meaning, Need, Types and Importance of Capital Budgeting, Non-Discounted Cash Flow Techniques, Discounted Cash Flow Techniques, Dividend Decisions, Capital Structure Decisions	
4	Module 4 Working Capital Decisions Meaning, Concepts, Types, Operating Cycle, Working Capital Policies and Maximum Permissible Bank Finance, Inventory Management, Receivable Management, Cash Management	22.5%
5	Module 5 Case Studies	10%

6. Text Books

1. "Financial Management", Pandey I M, , Latest edition, Vikas Publication, New Delhi
2. "Financial Management", Chandra Prasanna, Latest Edition, Tata McGraw Hill, New Delhi

8. Reference Books

1. Financial Management, Khan and Jain, Tata McGraw Hill, Latest Edition
2. Financial Management, P Peruswami, Tata McGraw Hill, Latest Edition

Program Name: Master of Business Administration – Online

1. Prerequisite: Understanding of Management and Organization's behavior concepts.

2. Rationale :

1. To explain the significance of HRM and changing role of HRM
2. To explain the process of HRP, Recruitment, and Selection.
3. To discuss the concept of training and development
4. To illustrate the job evaluation and wage determination concepts.

3. Course Objectives: The objective of the course is to familiarize students with Human Resources Management and to foster in them the capacity to do so in the business world. The primary objective is to assist students in developing both soft and hard abilities, as well as decision-making in organizations.

4. Course Outcome :

After the completion of the course the students will be able to

1. Understand key human resource functions within organizations.
2. Analyze current issues, trends, practices, and processes in HRM.
3. Evaluate the relation between employee performance management and organizational effectiveness

5. Detailed Syllabus

Sr.	Topic	Weightage
1	MODULE 1: Introduction to Human Resource Management – Nature; Importance; HRM Functions Human Resource Planning – Concept; Importance; Requisites for HRP; Process. Job Analysis – Concept ,Process; Requisites; Problems; Job Design – Importance; Approaches; Challenges; Job Characteristic Model; Recruitment - Concept; Factors; Process, Selection – concept; Process; Barriers ; Assessment Center-concept; challenges Strategic HRM: concept of strategy & strategic HRM, HR evaluation - introduction	22.5%
2	MODULE 2: Training & Development- Introduction to Orientation & induction; Difference between induction & orientation; Types of Training methods Emerging Trends in HRM- Talent Management; TQM; Career Management-Concept Job Evaluation- Process; Methods Performance Appraisal – Concept; Process; Methods of PA; ;Legal constraints with PA, Introduction to competency mapping Compensation Management – Nature, importance, Components; CTC Incentive & Fringe Benefits –Nature; Types of Incentive scheme & Fringe benefits	22.5%
3	MODULE 3: Safety and health: Introduction to Safety & Health; Types of Accidents, safety measures at work place. Employee Welfare- Nature; Types; Merits & Demerits	22.5%



	Industrial Relations & Trade union – Introduction ; Definition of IR; Approaches of IR; Nature of Trade Union; Challenges ; Resolving Disputes – Nature; Causes; Settlement of Dispute; Grievance Handling; Labour Laws – Nature & basic introduction	
4	Module 4 MODULE 4: HR Audit : HR audit and Human Capital Management Introduction Global HRM - Domestic HRM & IHRM; Managing Expatriates, Repatriate & Cross Cultural Training;Challenges & Opportunities	22.5%
5	Module 5 Project assigned from Modules; Role Plays; Group Discussion & Case study presentation	10%

6. Text Books

1. Human Resource Management Text and Cases (TextBook) K Aswathappa; McGraw Hill Education
2. Human Resource Management (TextBook) Garry Dessler & Biju Varkkey; Pearson; 11 th

8. Reference Books

1. Personnel and Human Resource Management , Text and Cases P. Subba Rao; Himalaya Publishing House
2. Dynamics of Industrial Relations Mamoria,, Mamoria & Gankar; Himalaya Publishing House

Program Name: Master of Business Administration – Online

1. Prerequisite: Understanding of basics of Business Statistics.

2. Rationale :

1. To introduce the role of research in business and management
2. To introduce the concepts of scientific research and methods of conducting scientific enquiry
3. To identify various sources of information for literature review and data collection.
4. To familiarize the learners with the key concepts in sampling techniques and instruments for data collection

3. Course Objectives: To acquaint students with the categories of business problems frequently encountered by corporations and to assist them in developing an understanding of the fundamental concepts of research designs and methodology used to solve business problems.

4. Course Outcome :

5. After the completion of the course the students will be able to
 1. Apply principles and research process for better business decision making
 2. Analyze qualitative and quantitative research design
 3. Understand the types of measurements scale.
 4. Analyze the hypothesis using different statistical tools.

6. Detailed Syllabus

Sr.	Topic	Weightage
1	Module - 1 Introduction to Research Methodology: Objective, Types, Methods & Process, Characteristics of good research, Research Problem, Concept of Research and Its Application in Various Functions of Management, Defining Research Problem and Framing Hypothesis, Preparing a Research Plan.	22.5%
2	Module - 2 Research Designs: Understanding Research Designs (Exploratory, Descriptive and Causal / Experimental), Qualitative and Quantitative Research, Primary and Secondary Methods of Data Collection - Surveys, Observation and Experimentation, Others	22.5%
3	Module - 3 Scaling Techniques: Types of Measurement Scales, Attitude Measurement and Scaling Techniques Measurement in Research, Scaling Techniques – Comparative Scaling Techniques and Non-Comparative Scaling Techniques	22.5%



	Sampling Design: Characteristics of a good Sample Design, Sampling Techniques, Sample size determination, Questionnaire Format and Designs	
4	Module - 4 Test of Hypothesis for one population & two population, Type I and Type II Errors, One Tailed and Two Tailed Test, Introduction to SPSS, Data Coding and Data Entry, Data Cleaning, Introduction to Univariate, Bi-variate and Multi-variate Analysis Statistical Inference: Frequency Distribution, Cross Tabulation, Weightage Mean, Hypothesis Testing: Chi-Square, t-Test, Paired t-test, Z-Test, Correlation and Regression (Numerical)	22.5%
5	Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions, Recommendations and Managerial Implications.	10%

7. Text Books

1. Marketing Research, Naresh Malhotra and Satyabhusan Dash, Pearson, Latest
2. Business Research Methods, Zikmund William, Thomson , Latest

8. Reference Books

1. Cooper and Schindler - Business Research Methods ,Tata Mc Graw Hill, Latest edition
2. Kothari C R – Research Methodology Methods & Techniques , New Age International Publishers



Program Name: Master of Business Administration

1. **Prerequisite:** Understanding of basics of Business environments, Economics and Communication.

2. **Rationale :**

This course offers a comprehensive comprehension of marketing principles, strategies, and techniques. It examines the function of marketing in developing effective marketing strategies and implementing marketing programs. The course covers a variety of marketing management topics, including market analysis, consumer behavior, marketing research, product development, pricing, distribution, and promotional strategies.

3. **Course Objectives :**

1. To familiarize students with basic marketing concepts and theories.
2. To cultivate the analytical and critical reasoning skills of students in the context of marketing decision making.
3. To provide knowledge and instruments applicable to the development of effective marketing strategies.
4. To improve students' comprehension of consumer behavior and market dynamics.
5. To investigate current marketing challenges and emerging trends.

4. **Course Outcome :**

After the completion of the course the students will be able to

1. **Understand** various theoretical as well as practical aspects of Marketing.
2. **Apply** contemporary marketing theories to the demands of business and marketing practices.
3. **Evaluate** various Marketing relating issues.
4. **Create** marketing plan and implement marketing strategies.

5. **Detailed Syllabus**

Module No	Module Content	Weightage
1	Module 1 Foundations of Marketing 1. Introduction to Marketing Management Definition, evolution, and scope of marketing in the digital age, Importance of marketing in the business context, Emerging trends and challenges in marketing. 2. Core Marketing Concepts and Philosophies Customer-centric approach and customer value creation, Marketing orientation and philosophies, Ethical and sustainable marketing practices. 3. Strategic Planning in Marketing	22.5 %



	Corporate and division strategic planning, Business unit strategic planning and product portfolio analysis, Market segmentation, targeting, and positioning. 4. Consumer Behavior Understanding consumer decision-making process, Factors influencing consumer behavior in the digital era, Consumer insights and implications for marketing strategies.	
2	Module 2 Marketing Strategy and Execution 1. Integrated Marketing Communications Developing an integrated marketing communications strategy; Advertising, public relations, sales promotions, and personal selling; Digital marketing channels and social media marketing 2. Brand Management Importance and role of brands in the modern marketplace, Brand equity and brand positioning strategies, Branding in the digital era: online brand management and reputation. 3. Product and Service Management Product development and innovation strategies, Managing product life cycle in the digital age, Service marketing and managing service quality. 4. Pricing and Revenue Management Pricing strategies and tactics, Value-based pricing and dynamic pricing in the digital environment, Revenue management and pricing analytics.	22.5 %
3	Module 3 Marketing Analytics and Insights 1. Marketing Research and Analytics Marketing information system and data-driven decision making, Market research process and methods, Marketing analytics for customer insights and performance measurement. 2. Digital Marketing and E-commerce Fundamentals of digital marketing and e-commerce, Social media marketing and engagement strategies, Search engine optimization (SEO) and online advertising 3. Customer Relationship Management (CRM)	22.5 %



	Managing customer relationships and customer loyalty, Customer lifetime value and customer retention strategies, CRM technologies and applications.	
4	Module 4 Emerging Trends in Marketing 1. Artificial Intelligence (AI) and Marketing Automation AI applications in marketing strategy and execution; Marketing automation tools and techniques Chat bots, virtual assistants, and personalized marketing 2. Influencer Marketing and User-Generated Content (UGC) Influencer marketing strategies and partnerships; Leveraging user-generated content for brand promotion; Social listening and reputation management 3. Mobile Marketing and Location-Based Services Mobile marketing strategies and mobile app development; Location-based marketing and personalized offers; Mobile advertising and mobile payment systems 4. Multichannel Marketing and Customer Experience Creating seamless customer experiences across channels; Multichannel retailing and integrated marketing strategies; Data-driven personalization and customer journey mapping	22.5 %
5	Module 5 Live Projects & Cases	10%

6. Text Books

1. Marketing Management, Philip Kotler & Kevin Lane Keller, Pearson Latest Edition
2. Principles of Marketing – A South Asian Perspective, Lamb, Hair, Sharma & McDaniel
Cengage Learning

7. Reference Books

1. Fundamentals of Marketing, Stanton, Etzel & Walker, McGraw Hill
2. Marketing Management – A South Asian Perspective, Kotler, Keller, Koshy and Jha, Pearson Education
3. Marketing Management, Arunkumar and Meenakshi, Vikas Publishing



Program Name: Master of Business Administration – Online

1. Prerequisite: Understanding of basics of Production and Operations Management.

2. Rationale :

1. To understand fundamentals of Production and Operations Management.
2. To develop an understanding of the strategic importance of Production and Operations Management.
3. To understand Production System.
4. To learn EOQ concept

3. Course Objectives :

1. Understand the role of the operations management (OM) function in the functioning of an Organization
2. Offer a broad survey of the concepts and tools used in operations management.

4. Course Outcome :

After the completion of the course the students will be able to

1. Understand the production processes.
2. Apply operation processes effectively
3. Create modern production techniques.
4. Understand quality management.
5. Create management skills needed for the effective operations management.

5. Detailed Syllabus

Sr.	Topic	Weightage	Teaching Hrs.
1	Module 1: Introduction to Production and Operations Management; Operations Strategy and Competitiveness; Product Design: Types of Product, Product Development Processes; Process Analysis: Types of Processes, Process Performance Metrics; Manufacturing Process, Facility Layouts: Basic Production Layout formats, Work center, Systematic Layout Planning; Assembly Lines; Facility Location: Issues in Facility Location, Plant Location Methods.	22.5%	
2	Module 2: Inventory Control: Definition of inventory, Purpose of Inventory, Inventory costs, Inventory System, ABC Inventory Planning; Material Requirement Planning (MRP): Master Production Scheduling (MPS), Material Requirement Planning System Structure, Lot sizing in MRP System; Aggregate Operations Plan: Production	22.5%	



	Planning Environment, Production Planning Strategies and Relevant costs.	
3	Module 3: Work center scheduling: Nature and importance of Work center, Scheduling and Control functions, Priority Rules and Techniques. Project management: CPM, PERT, Time-Cost Model (Project crashing)	22.5%
4	Module 4: Six-sigma Quality: Total Quality Management, Quality Specification and Quality cost, Six-sigma Quality, Six-sigma methodology, ISO 9000 and ISO 14000; Process Capability and Statistical Process Control: Capability Index, Process Control Procedures – P charts, X-bar and R charts, Industrial Safety and safety management.	22.5%
5	Practical Visit any industrial Organization/Unit/Facility and become familiar with the procedures carried out there. Utilize your theoretical grasp of the operations. Prepare a report on how the aforementioned concepts were used in a particular industrial unit.	10%

6. Text Books

1. Operations and Supply Management, Tata McGraw Hill, 12th or latest Edition by Richard B Chase, Ravi Shankar, F Robert Jacobs and Nicholas J Aquilano (Text book)
2. Operations Management along the Supply Chain, John Wiley and Sons (Wiley India), Latest Edition by Russell, Roberta S. and Taylor, Bernard W.

8. Reference Books

1. Operation Management, CENGAGE Learning India Pvt. Ltd. Latest Edition by David A. Collier, James R. Evans, Kunal Gabguli
2. Production and Operation Management, Kanishka Bedi, Oxford University Press Latest Edition by Kanishka Bedi



Program Name: Master of Business Administration

1. Prerequisite: Understanding of basics of Business Economics and Management Concepts.

2. Rationale :

1. To prepare the students thoroughly with the domain knowledge and global issues of International business.
2. To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects.
3. To demonstrate through trade data analytics as to what to export and where to export from India.

3. Course Objectives :

1. To discuss the role and functions of International organizations and trade organisation that is IMF, World Bank and WTO.
2. To familiarize the students with the key trade blocks such as NAFTA, EU etc.
3. To demonstrate the role of exchange rates in global markets.

4. Course Outcome :

After the completion of the course the students will be able to

1. Understand the attributes among nations regarding international business.
2. Evaluate the different strategies adopted by multinational companies in entering foreign country markets.
3. Apply the process adopted in export-import procedure in India.
4. Remember the export promotion policies provided by government.

5. Detailed Syllabus

Module No	Module Content	Weightage
1	Globalization and International Business. The cultural environments facing business. The Political and Legal Environment facing business. The Economic Environment facing Business.	22.5 %
2	Government influence on Trade. Cross-national cooperation and agreements. Global foreign exchange markets. The Determination of Exchange Rates.	22.5 %
3	The Strategy of International Business. Country Evaluation and Selection. Export and Import Strategies. The Organization of International Business.	22.5 %
4	Marketing Globally. Global manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	22.5 %



5	Practical: Student shall study at least 4 to 5 Case Studies on International / Global Businesses. The faculty shall guide students on conducting research about how to go about Global / Country Study with reference to an International / Global Company	10%
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6. Text Books

1. Daniels, Radebaugh, Sullivan and Salwan , International Business – Elements and Operations, Pearson Latest Edition
2. Mike W. Peng and Deepak K Srivastava Global Business, Cengage Learning
3. Charles Hill and Arun Jain International Business, Tata McGraw Hill

8. Reference Books

1. Onkovist and Shaw, International Marketing And operations Tata McGraw Hill, Latest Edition
2. Dr. M B Rao, Manjula Guru, International Business, Vikas
3. O P Agarwal, International Business, Himalaya

PARUL UNIVERSITY

Centre for Distance and Online Education

Master of Business Administration – Online

Syllabus

Semester-3



Legal Aspects of Business

Program Name: Master of Business Administration – Online

Course Name: Legal Aspects of Business

Prerequisite: Basic understanding of Business Laws

Rationale: To develop Critical and analytical thinking capacity of the students and help in widening their Awareness of Global, Environment and Societal issues and Sound Ethical Reasoning

Course Objective:

1. The objective of this course is to provide students with a comprehensive understanding of various legal frameworks and regulations relevant to business transactions and operations.
2. To understand the study of the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, Consumer Protection Act, Companies Act, Intellectual Property Rights, Environmental Laws, and Information Technology Act.
3. To define and equip students with the knowledge and analytical skills necessary to navigate legal challenges and compliance requirements in the business world effectively.
4. To know rights and duties under various legal Acts.
5. To understand consequences of applicability of various laws on business situations.

Course Outcome:

1. Students will demonstrate a thorough understanding of the fundamental principles outlined in the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, Consumer Protection Act, Companies Act, Intellectual Property Rights, Environmental Laws, and Information Technology Act.
2. Students will be able to identify and evaluate legal risks and liabilities in business scenarios and propose appropriate measures for compliance and risk mitigation.
3. Students will assess the effectiveness of legal frameworks and regulations in promoting fairness, transparency, and ethical conduct in business operations.
4. Students will develop strategies for ensuring legal compliance, risk management, and corporate governance best practices within organizations operating in diverse sectors and industries.
5. To create critical thinking using law cases.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction Indian Contract Act, 1872 Indian Contract Act – 1872 General Principles of Contract Act- Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. (T-1) Specific Contracts Sections 124 To 238 (Bare act) e.g. Indemnity, guarantee, Bailment, Pledge, Agency, etc Rights & Duties of the respective parties, applications in the business World. (T-1)	23
2	Sale of Goods Act: Sale of Goods Act, 1930: Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract. (T-1) Negotiable Instruments Act, 1881: Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds. (T-1) Consumer Protection Act, 1986: Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies. (T-1)	22
3	Company Act Companies' Act, 2013: Introduction, Types of Companies, Special Provisions for Small Companies, Memorandum & Articles of Association, Prospectus, Appointment and removal of directors, , Issue of Capital, Membership of a company, Meetings of Members & Directors. (T-1)	23

4	IPR & Environmental Laws: Intellectual Property Rights (IPRs): Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement.(T-2) Environmental Laws - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences& penalties, Role of Judiciary, Environment Impact Assessment(EIA).(T-2) Information Technology Act, 2000 - Introduction, Digital Signature, Electronic Governance, cyber-crimes and remedies. Electronic records, Controlling and Certifying authority, cyber regulation appellate tribunals.(T-2)	22
5	Practical Analytical Cases on Business Law, Company Law, Intellectual Property Rights	10

Reference/Textbooks:

1. Mercantile Law (TextBook) N. D. Kapoor; Sultan Chand and sons; Latest
2. Business Laws for Management (TextBook) K.R.Bulchandani; Himalaya Publication; Latest
3. Legal Aspects of Business Prof. Akhilesh Pathak; Tata Mc Graw Hill; Latest
4. Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd.
5. Kapoor G. K. & Dhamija Sanjay, Company Law and Practice-A comprehensive text book on Companies Act 2013, Taxmann

Program Name: Master of Business Administration – Online

Course Name: Strategic Management

Prerequisite: Successful completion of basic Subjects of management.

Rationale: The objective of the course is to demonstrate that business problems are cross-functional and that solutions to them require strategic thinking.

Course Objective: The objectives of this course are to develop

1. Understand the fundamental concepts and principles of strategic management.
2. Analyze and evaluate the strategic environment, both internal and external, of organizations.
3. Develop strategies at both corporate and business levels to achieve organizational objectives.
4. Implement and execute strategic plans effectively, considering structural and behavioral aspects.
5. Evaluate and control strategic initiatives to ensure organizational success and sustainability.

Course Outcome:

1. To describe corporate-level strategies such as concentration, integration, and diversification.
2. Explain the importance of environmental appraisal in strategic decision-making.
3. Understand the dynamics of the internal organizational environment and its impact on strategy.
4. Develop corporate-level strategies for internationalization, cooperation, and digitalization.
5. Design business-level strategies based on cost leadership, differentiation, and focus.
6. Evaluate the overall strategic management processes within organizations and propose improvements.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Course Introduction Introduction to Strategic Management – Evolution of SM, Understanding Strategy, Strategic Decision Making, Introduction to SM. [Chapter-1: T1] Hierarchy of Strategic Intent – Understanding Strategic intent, Vision, Mission, Business Definition, Goals & Objectives, Balanced Scorecard, Critical Success Factors & KPIs. [Chapter-2: T1] Environmental Appraisal – Concept of Environment, SWOT analysis, Environmental sectors, Environmental scanning, Appraising the environment, ETOP. [Chapter-3: T1] Organizational Appraisal – Dynamics of Internal Environment, Organizational Capability Factors, Considerations in Organizational Appraisal, Value Chain Analysis, Organizational Capability Profile (OCP) & Strategic Advantages Profile (SAP). [Chapter-4: T1] CASE: What lies in store for the Retailing industry in India [Page 103: T1] / HT Media: Facing Competitive & Technological Convergence challenges in 21st Century [Page C-97: T2]	23
2	Business Level Strategy Corporate-Level Strategies: Concentration, Integration & Diversification – Types of Corporate-Level Strategies, Concentration Strategies, Integration Strategies, Diversification Strategies. [Chapter- 5: T1] Corporate-Level Strategies: Internationalization, Cooperation & Digitalization – Internationalization Strategies, Strategies for the Bottom-of-the-Pyramid, Cooperative Strategies – Mergers & Acquisitions, Joint Ventures, Strategic Alliances, Digitalization Strategies [Chapter-6: T1] Corporate-Level Strategies: Stability, Retrenchment and Restructuring – Types of Stability Strategies, Retrenchment	22

	Strategies, Combination Strategies. [Chapter-7: T1] Business-Level Strategies – Foundations of Business-Level Strategies, Generic Business Strategies – Cost Leadership, Differentiation & Focus strategies, Tactics for Business Strategies, Business Strategies for different industry conditions, International Business Strategies. [Chapter-8: T1] <i>CASE: The Internationalization of Kalyani Group [Page 209: T1] / Econet Wireless International's Expansion Across Africa [Page C-292: T2]</i>	
3	Strategic Analysis and Corporate Governance Strategic Analysis and Choice – Process of Strategic Choice, Strategic Analysis, Porter's Five Forces model, Competitor Analysis, Subjective factors in Strategic Choice, Contingency Strategies, and Strategic Plan. [Chapter-9: T1] Activating Strategies – Nature and Barriers to Strategy Implementation, Interrelationship of Formulation & Implementation, Model of Strategy Implementation, Project Implementation, Procedural Implementation, and Resource Allocation. [Chapter-10: T1] Structural Implementation – Structural considerations, Types of Organizational Structures, Organizational Design & Change, Structures for Strategies, Organizational Systems and Processes. [Chapter-11: T1] Behavioural Implementation – Stakeholders and Strategic Management, Corporate Governance, Role of Board of Directors in SM, Strategic Leadership, Corporate Culture, Corporate Politics & Power, Personal Values & Business Ethics, Social Responsibility. [Chapter-12: T1] <i>CASE: Strategic action at Deepak Nitrite [Page 340: T1] / Manpower Australia: Using Strategy Maps and the Balanced Scorecard effectively [Page C-384: T2]</i>	23

4	Strategic Control and Assessment Strategic Evaluation and Control – Overview of Strategic Evaluation & Control, Strategic Control, Operational Control, Techniques of Strategic Evaluation & Control, Role of Organizational Systems in Evaluation. [Chapter-14: T1] CASE: <i>Exercising Strategic & Operational Controls at iGate Global Solutions [Page 512: T1] / Pantaloon Retail (India) Ltd.: Fighting for New Space as Global Competition comes Home [Page C-461: T2]</i>	22
5	Practical Analytical Cases on Strategic Management	10

Reference/Textbooks:

1. Strategic Management & Business Policy (TextBook) Azhar Kazmi; Tata McGraw Hill; Latest
2. Strategic Management Ireland, Hoskisson & Hitt; Cengage Learning; Latest
3. Strategic Management: The Indian Context R Srinivasan; Prentice Hall of India; Latest
4. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases (Textbook) Thompson, Strickland, Gamble & Jain; Tata McGraw Hill; Latest
5. Dess, G. G., Lumpkin, G. T., Eisner, A. B., McNamara, G. 2013. Strategic Management: Creating Competitive Advantages, 7th Edition, McGraw-Hill International Edition, McGraw-Hill/Irwin



Rural Marketing & Agri-Input Marketing

Program Name: Master of Business Administration – Online

Course Name: Rural Marketing & Agri-Input Marketing

Prerequisite: Basics of Rural Marketing

Rationale: To enable the students about the structure of agriculture input marketing and to gain knowledge related to agricultural mechanization

Course Objectives:

1. Understand with basic understanding to Rural Market
2. Apply knowledge of different rural marketing strategies
3. Analyze efficient rural promotional marketing strategies
4. Develop the ability to formulate Agri Marketing plan.

Course Outcome:

After completion of this course the students will be able to

1. Understand the basic components of Rural Markets and impact on Agricultural markets
2. Analyze the different types of rural and agricultural markets in India
3. Implement the knowledge for effective management of various rural marketing strategies.
4. Apply marketing promotional and communication strategies with rural context

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction to Rural Marketing Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution. Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing	22
2	Rural Consumer Behaviour Rural consumer's behaviour - behavior of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban markets, customer relationship management, rural market research. Rural marketing strategy - Marketing of consumer durable and non- durable goods and services in the rural markets with special reference to product planning; product mix, pricing Course Objective, pricing policy and	23

	pricing strategy, distribution strategy.	
3	Rural Promotional Strategies Promotion and communication strategy - Media planning, Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.	23
4	Agricultural Marketing Agricultural Marketing: Marketable surplus, Agri VS manufactured goods marketing, functions of agri marketing, Types of Agricultural markets, Marketing System, marketing agencies, Terminal methods of sale, regulated markets. ICT channel, marketing finance, corporate agriculture. Commercialization.	22
5	Practical Analytical Cases on Rural Marketing	10

Textbooks

1. Rural Marketing, 3rd Edition, Pearson, -Pradeep Kashyap
2. Rural Marketing: Text and Cases, 2nd Edition, C SG Krishnamacharyulu
3. Textbook of Rural Marketing- Dr. Biswa Mohana Jena
4. Rural Marketing in India: Texts and Cases- by Debarun Chakraborty (Author), Soumya Kanti Dhara (Author)
5. Marketing Management- Arun Kumar

Program Name: Master of Business Administration – Online

Course Name: Agri Procurement and Supply Chain Management

Prerequisite: Basics of Agri Procurement and Supply Chain

Rationale: The course introduces students to the concepts and processes of agricultural supply chain management, the framework for structuring supply chain drivers; network designs. To explain demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain

Course Objectives:

1. Understand basics of Supply Chain Management
2. Evaluate inventory management process.
3. Develop the ability to manage procurement and supply chain.
4. Recognize the role of Information Technology in Supply Chain Management

Course Outcome:

At the end of the course, students will be able to

1. Understand the basic of Supply Chain Management
2. Equip themselves with inventory management process.
3. Develop the ability to manage procurement and supply chain.
4. Evaluate the importance of integrating IT systems in supply chains

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Procurement and Purchase Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM. Contract/Corporate Farming, Classification of Purchases Goods or Services	22
2	Inventory Management Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI). Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management	23

3	Logistics Management Logistics Management; Elements of Logistics; History and Evolution of Logistics Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management Service innovation; Warehousing; Packaging for Logistics, Third-Party Logistics [PV3PL]; GPS Technology	23
4	IT in Supply Chain Management Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; Performance Measurement and Controls in Agri supply chain Management- Benchmarking; introduction, concept and forms of Benchmarking.	22
5	Practical Analytical Cases on Supply chain Management	10

Reference/Textbooks

1. Supply Chain Management: Text and Cases-Janat Shah, Pearson Education India
2. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
3. Burt, Dobbler, Starling, World Class Supply Management, TMH.
4. Donald J Bowersox, David J Closs, Logistical Management, TMH
5. Pierre David, "International Logistics", Biztantra.
6. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

Program Name: Master of Business Administration – Online

Course Name: Commodity Markets

Prerequisite: Basics of Commodity Markets

Rationale: To provide an insight about the functioning of commodities Derivative markets with respect to derivatives as an underlying asset and to determine the factors impacting the commodity prices it also helps to understand the uses of commodity derivatives

Course Objectives:

1. Understand the basics of Commodity Markets
2. Identify various trading strategies
3. Develop the ability to manage commodity portfolios.
4. Differentiate between futures and forwards

Course Outcomes:

At the end of the course, students will be able to

1. Understand the basic components of Commodity Markets.
2. Analyze the different types of commodity instruments in India and its role in trading.
3. Implement the knowledge for effective management of various trading strategies
4. Apply future and forward trading strategies in agricultural commodity trading

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction to Commodity Trade in India Commodity Trade in India – Historical Perspective Definition of a Commodity, Commodity group, Markets: Concept and Classifications, Components of a market, Types of markets, Market Characteristics, Paradigm Shift from Agriculture to Agribusiness, Agricultural Market Functionaries, Value Chain Analysis of Agricultural Commodities	22
2	Derivatives Role and Functions of Derivatives: Economic Role, Risk Management, Price Discovery, and Transactional Efficiency. Types and Classification of Derivatives: Options, Forwards, Futures and	23

	Swaps. OTC Derivatives and Exchange Traded Derivatives. Users of Derivatives: Market makers, Hedgers, Speculators and Arbitrageurs.	
3	Futures and Forwards Futures and Forwards on Commodities and its Indexes. Mechanics of Future Markets: Specification of futures contracts, margin money on Futures Contract, Daily Settlement of the contracts and margin call and Futures Clearing Corporation. Futures pricing and Hedging strategies using Futures. Difference between Futures and Forwards	23
4	Options Options on Commodities and its Indexes, Types of Options, Options Clearing Corporations, Trading Strategies involving options, Combinations of options – spreads, straddle, strips, straps and strangle.	22
5	Practical Live Projects and Analytical Cases on Agri commodity Markets	10

Reference/Textbooks

1. A Trader's Guide to Indian Commodities Markets – By Vijay S. Bhambwani
2. Commodities and commodity Derivatives- Modeling and Pricing for Agricultural, Metals and Energy – By Helyette Geman
3. Commodity Derivatives : Markets and Applications – By Neil C. Schofield
4. Options, Futures and other Derivatives – By J C Hull, Sankarshan Basu
5. Commodity and Financial Derivatives – By S.Kevin
6. Commodity Derivative Markets – By Madhoo Pavaskar

Program Name: Master of Business Administration – Online

Course Name: Financial Markets and Services

Prerequisite: Basic understanding capital markets and products of capital markets.

Rationale: To get the knowledge about Indian financial system and to develop an understanding of financial markets and financial services.

Course Objectives:

1. To get the students acquainted with basic understanding to Indian Financial System.
2. To equip the students with knowledge of different banking and non-banking financial services.
3. To get the Knowledge of various category of financial services.
4. To develop the ability to manage various financial services.

Course Outcome:

At the end of the course, students will be able to

1. Understand the basic components of Indian financial systems and role of regulators in its functioning.
2. Analyze the different types of financial markets in India and role of financial markets on economic development.
3. Implement the knowledge for effective management of various financial services.
4. Evaluate various financial services provided by financial market participants like banks, insurance and mutual funds.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basic Understanding to Indian Financial System Basic understanding to Indian Financial System, Types of financial systems, components of financial system, role of regulators; SEBI, RBI, IRDA	20
2	Financial Markets in India Meaning, Definition, Functions, Classification, Capital markets, Money markets, Government security markets, foreign exchange market	25

3	Financial Services Fund based financial services: Leasing and Hire Purchase, Factoring and Forfeiting, Securitization, Letter of Credit	25
4	Financial Services Fee Based financial services: Stock Broking, Credit rating, Merchant Banking, Underwriting, Depositories	20
5	Practical The students need find difference of functioning of financial markets in India and other countries. It is also required to study the different in financial services provided in India and other countries and needs to prepare report.	10

Reference /Textbooks

1. Financial Services-M Y Khan-Tata Mcgraw-Latest
2. Financial Services & System- K Sasidharan-Tata Mcgraw- Latest
3. Indian Financial Systems- M Y Khan- Tata Mcgraw- Latest
4. Indian Financial System- Bharati V. Pathak- Pearson- Latest
5. Financial Institutions and Market- Bhole & Mahakud,; TMH, Latest

Program Name: Master of Business Administration – Online

Course Name: Micro Finance

Prerequisite: Fundamental understanding of different microfinance products.

Rationale:

To get the knowledge about the basics of microfinance and microfinance products and to develop an understanding of the workings of microfinance institutions.

Course Objectives:

1. To provide a basic understanding of microfinance to the students.
2. To acquaint the students with various micro-finance products and it's functioning.
3. To enhance students' understanding of the role of NGOs in working on microfinance.
4. To provide a fundamental understanding of the workings of micro-finance institutions in India.

Course Outcome:

At the end of the course, students will be able to

1. Differentiate between the working of traditional microfinance and microfinance services at present.
2. Compare the various microfinance products to cater to the needs of beneficiaries.
3. Understand the methods of pricing microfinance products.
4. Apply the knowledge of the structure of microfinance institutions to pave the way for its growth.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basic understanding of finance Meaning, evolution of microfinance, Importance of micro finance, Key principles, Difference between micro finance and traditional finance, Self Help Group	20
2	Micro Finance products Microfinance products: microcredit, micro saving, micro insurance, payment, and transfers; Meaning, features and use if micro finance products	25

3	Catalyst Role of NGOs Pricing of Microfinance Products, Gender issues in Microfinance and Conflict resolution in Microfinance, Client impact studies measuring impact of Microfinance and Micro enterprises.	20
4	Commercial Microfinance MFIs The Rise of Commercial Microfinance, Structure of Microfinance Industry and Constraints on MFI Growth., Financial Self-sufficiency Credit Rating of MFIs, MFIs-Credit rating agencies in India and abroad	25
5	Practical Students need to visit various Self-Help Groups to understand the need for microfinance and prepare a report on it.	10

Reference /Textbooks

1. The Economics of Microfinance- Beatriz Armendariz and Jonathan Morduch,; Prentice-Hall of India Pvt. Ltd. Delhi, 2005.Latest.
2. Microfinance in India - K G Karmakar - Sage Publications – Latest
3. Rural Development in India - Vasant Desai - Himalaya Publishing House - Latest Edition
4. Microfinance and Self- Help Groups in India: Living Up to Their Promise? - Sinha, Tanka & Reddy - Practical Action - Latest Edition
5. Microfinance Handbook- an institutional and financial perspective, Joanna Ledgerwood; The World Bank, Washington, D.C.
6. Practical Microfinance- A training Guide for South Asia, Malcolm Harper; Vistaar Publication, New Delhi.2003

Program Name: Master of Business Administration – Online

Course Name: Retail and Rural Banking

Prerequisite: Basic understanding of Banking and recent trends in banking

Rationale: Develop an understanding of retail banking and recent trends in retail banking and to get the knowledge of rural economy and institutional support for rural development.

Course Objectives:

1. Understand the structure of the Indian banking industry.
2. Examine the different retail banking products and their operations.
3. Understand the economic and demographic features of the Indian rural economy.
4. Knowledgeable about the institutions financing rural development and those supporting rural development.

Course Outcome:

1. Explore various retail banking-related products and services.
2. Evaluate the role of banking, internet banking, and mobile banking.
3. Understand the socio-economic characteristics of the Indian rural economy.
4. To apply the institutional support for rural development in India.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basics of Banking Evolution of Banking, Structure of Banking, Concept of Retail and Wholesale/corporate banking, Client profile of Retail banking, different types of retail banking products and its approval process, Credit/Debit cards its eligibility, process of getting card, billing cycle,	20
2	Recent trends in Retail Banking Retail strategies to tie up with institutions, different delivery channels for banking operations, Customer relationship management in banking, technological advances in retail banking operations, reverse mortgage in banking, cross-selling of different products via banking channels, evolution of Alternate delivery channels for branchless banking,	25

3	Basics of Rural Economy Demographic and economic profile of the country, Rural Money Market, Rural indebtedness, Rural Poverty, Rural Infrastructure: Transport, Power, Market and Other Services.	20
4	Institutional Support for Rural Development Rural Financial Services, Role of RBI in Rural Banking, Role of Different financial institutions like NABARD, SIDBI, DRDA,RRB, Micro Finance, Role of SHG, Rural Insurance, Micro Insurance, Agricultural Credit, Financing Non-Farm Sector, Priority Sector Lending and Government Initiatives.	25
5	Practical Visit of bank branch to see the operations of retail banking, visit of Rural branch of the bank to experience the rural economic growth, in depth exposure of SHG to analyze the working of different financial institutions in Rural Banking area.	10

Reference /Text Books:

1. Retail Banking for CAIIB Examination, Indian Institute of Banking and Finance, Mac Millan Publication.
2. Fundamentals of Retail Banking, Agrawal O.P., Himalaya Publishing House, Mumbai.
3. Rural Banking for JAIIB Examination, Indian Institute of Banking and Finance, Mac Millan Publication
4. Vasanth Desai, Indian Banking-Nature and Problems, Himalaya Publishing House, Mumbai
5. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
6. Rural Banking Operations, Indian Institute of Banking and Finance, Mac Millan Publication.



Program Name: Master of Business Administration – Online

Course Name: Data Analytics Using Advanced Excel and SPSS

Prerequisite: Business Statistics, Basic Mathematics

Rationale: This will be an introductory analytic course with focus on the basic concepts of data churning. The course will cover fundamental aspects and techniques of analyzing large, complex datasets. Students will learn different techniques of analysis, graphical presentation, recognize patterns to make business predictions.

Course Objectives:

- 1) To apply advanced formatting tools, logical functions and visualizations in excel to analyze the datasets.
- 2) To summarize and interpret data by using pivot tables, Pivot charts by creating dynamic dashboards.
- 3) To use data analysis tools in domain specific datasets
- 4) Apply software knowledge to manage data and perform visual and descriptive analyses
- 5) Analyze data using bivariate and multivariate statistical tools in SPSS software and interpret the results.

Course Outcome:

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

- 1) Assess data regarding its applications in business decisions.
- 2) Associate data with patterns that can help in interpreting business situations.
- 3) Classify and detect patterns in data to support in data based predictions.
- 4) Judge the efficiency of various Excel techniques for organizing and manipulating data.
- 5) Demonstrate the ability to use Excel / SPSS to solve various mathematical and statistical problems.

Detailed Syllabus

Sr.	Topic	Weightage
1	Basics of Excel Basic arithmetic operations; Cell formatting; Paste Special; Conditional Formatting; Insert Charts - advanced Charts; Conditional functions- If; If-And; If-Or; Nested If Function; Sorting-Filtering; Data Validation, Hyperlinking; Concatenate; Text to columns and Remove Duplicates; Sumif; Countif; Averageif; Sumifs; countifs and averageifs; Vlookup & Hlookup; Index & Match Function.	15%
2	Customizing Pivot Table Working with PivotTables; Building Pivot Table Formulas; Working with PivotCharts and Customizing PivotCharts. Goal Seek; Scenario Manager & Data Table; Basic Statistics Functions; Macros (Basic); Solver & Get-Transform data; Basic Finance Functions; Building a simple Dashboard; Security Features & Printing Excel document	25%
3	Handling SPSS Data handling: open SPSS data file –save –import from other data source –data entry –labelling for dummy numbers -recode in to same variable –recode in to different variable –transpose of data –insert variables and cases –merge variables and cases. Data handling: Split –select cases –compute total scores –table looks – Changing column –font style and sizes.	25%
4	Computing and Statistical Analysis Transform : Compute Variable, Count Values within Cases , Shift Values Recode into Same Variables, Recode into Different Variables , Automatic Recode , Visual Binning, Statistical Analysis (Descriptive Statistics) Diagrammatic representation: Simple Bar diagram –Multiple bar diagram –Sub-divided Bar diagram -Percentage diagram -Pie	25%



	Diagram –Frequency Table –Histogram –Scatter diagram –Box plot	
5	Practical: 1. Exercise on data entry, data import, creating and saving a data file . 2. Exercise on Data management and manipulation 3. Exercise on data visualization for categorical data- Bar graphs, Line graphs, Pie charts 4. Exercise on data visualization for numerical data- Box plots, Histograms, Scatterplots; editing the charts 5. Exercise on frequencies and descriptive statistics 6. Computation of correlation coefficient. 7. Fitting of simple linear regression model and prediction 8. Prediction using multiple linear regression, interpretation of R^2 , adjusted R^2 9. One sample t-test 10. Independent-samples t-test 11. Paired-samples t test 12. One-way ANOVA 13. Chi-square test for independence of attributes 14. Chi-square test for goodness of fit	10%

Textbooks / Reference Books

- 1) Microsoft Excel 2019 Data Analysis and Business Modeling (Business Skills), Wayne Winston.
- 2) Excel 2019 Bible, Michael Alexander, Wiley
- 3) Learn Excel 2016 Essential Skills with the Smart Method: Courseware Tutorial for Self-Instruction to Beginner and Intermediate Level , Mike Smart
- 4) SPSS Data Analysis for Univariate, Bivariate, and Multivariate Statistics, Daniel J. Denis , John Wiley & Sons
- 5) IBM SPSS Statistics 26 Step by Step: A Simple Guide and Reference, Darren George and Paul Mallery, Routledge (Taylor and Francis)
- 6) SPSS Explained, Perry R. Hinton, Isabella McMurray & Charlotte Brownlow, Routledge Publication.

Program Name: Master of Business Administration – Online

Course Name: Marketing Analytics and Financial Modelling

Prerequisite: Business Statistics, Basic Mathematics, Basic Concepts of Marketing and Finance.

Rationale: Students are encouraged not only to learn and understand the fundamental aspects of marketing analytics/Financial Modelling but also to apply, analyze, evaluate, and create using the data and tools at their disposal, thus preparing them for successful careers in the field of marketing/ financial modeling to developing the ability to create complex models and make strategic business decisions.

Course Objectives:

- 1) Identify different data sources commonly utilized in marketing analytics, such as sales data, customer data, and sentiment analysis.
- 2) Explain the role of marketing analytics in decision-making processes within organizations.
- 3) Apply marketing analytics tools and software to analyze marketing campaigns, customer behavior, and market trends.
- 4) Apply financial modeling techniques to forecast future performance of businesses or investments.
- 5) Evaluate the effectiveness of financial models in supporting strategic decision-making processes.
- 6) Design comprehensive financial models from scratch to analyze complex business scenarios, investment opportunities, or financial instruments.

Course Outcome:

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

- 1) Recall and list the key concepts, terminologies, and data sources in marketing analytics.
- 2) Describe how different analytical methods apply to solving specific marketing problems.
- 3) Break down customer data to identify patterns and trends that inform marketing decisions.
- 4) Identify the basic components and structures of financial models.
- 5) Evaluate the impact of varying financial and economic variables on the model's outputs.

- 6) Compare and contrast different modeling techniques to determine their suitability for specific financial analysis tasks.

Detailed Syllabus

Sr .	Topic	Weightage
1	Customer Segmentation & Sales Forecasting Customer Segmentation Customer Segmentation- Basis and Objectives. What is clustering? Importance and scope of Clustering in Marketing Management. Techniques of Clustering (Two-Steps Clustering, K-Means clustering etc.) Cluster Analysis as a decision-making tool. Introduction to Discriminant Analysis & Market Basket Analysis. Sales Forecasting Data preparation (Moving averages, exponential smoothing etc.) for forecasting, Time Series Analysis , Simple & Multiple Regression Analysis with its applications in sales forecasting, Binary Logistics Regression Model & basics of advanced predictive modeling. Conjoint Analysis for New Product Development	15%
2	Customer Retention Analysis & Multidimensional Scaling Customer Retention Analysis Techniques of Customer Retention Analysis. Social Media Analytics Natural Language Processing, Word Cloud, Sentiment Analysis. Multidimensional Scaling Its application in Marketing Decision Making Perceptual Mapping & Marketing Model Building. Introduction to Contemporary Online Platforms/Software used in Big data analytics and Marketing analytics	25%

3	Financial Statements Forecasting. Theory and Concepts, Cash Flows, Free Cash Flows, Model 1: Historical Financial Statements Model 2: Common Size Statements Model 3: Financial Indicators Model 4: Financial Statement Forecasting with Unbalanced Balance Sheet. Model 5: Financial Statements Sensitivity Analysis Model 6: Financial Statements Scenario Analysis Time Value of Money Theory and Concepts, Present and Future Values , Investment and Project Evaluation, Growing Annuities. Model 1: Effect of Compounding Frequency Model 2: Constant Annuities Model 3: Growing Annuities Model 4: Loan Amortization Table for Changing Interest Rate Model 5: Loan Amortization Table for Changing Annual Payment Model 6: The Condominium Project Financial Planning and Investments Theory and Concepts, Saving and Investment for Retirement , Structuring Portfolios. Model 1: Return with Changing Reinvestment Rates Model 2: Saving for Retirement Model 3: Retirement Planning in Real Dollars Model 4: Retirement Planning in Nominal Dollars Model 5: Portfolio Structuring	25%
	Bond Pricing and Duration Theory and Concepts, Characteristics of Bonds, Bond Valuation, Risks of Bond Investing, Bond Duration. Model 1: Yield Curve and Forward Rates	

	Model 2: Bond Pricing Using Yield to Mercury Model 3: Bond Pricing Using the Yield Curve Model 4: Bond Duration and its Dependence on Yield to Maturity. Model 5: Dependence of Bond Duration on Remaining Life. Simulating Stock Prices Theory and Concepts,	
4	Model 1: Estimating a Stock's Volatility Model 2: Simulating Stock Prices Model 3: Lognormal Distribution of Stock Prices. Option Portfolios and Binomial Option Pricing Theory and Concepts, Option Basics and Terminology, Payoffs of Options at Expiration , The Black-Scholes-Merton Equation for Option Valuation, Valuing American Options, Option on Other Assets, Option Portfolios Model 1: Option Payoffs at Expiration Model 2: Profit of Option Portfolios at Expiration Model 3: Variation of Option Price with Stock Price Model 4: Variation of Option Price with Volatility Model 5: Variation of Delta with Time of Expiration Model 6: Leverage of Options Model 7: Profit of Options Portfolio at Any Time. Model 8: European Options on Stocks with known Dividend Yields. Model 9: American Options on Stocks with known Dividend Yields. Model 10: American Options on Stocks Paying No Dividend. Model 11: American Options on Stocks with known Dollar Dividends.	25%

5	Live Projects & Analytical Cases	10%
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2. Textbooks / Reference Books

- 1) Marketing Analytics, Wayne Winston , Willey
- 2) Applied Marketing Analytics Using SPSS Modeler Statistics & AMOS Graphics ,
Giri, & Arunangshu , PHI
- 3) FINANCIAL ANALYSIS AND MODELING Using Excel and VBA , Chandan
Sengupta , Wiley
- 4) Financial Market Analyst, John N Teall, Greenwood
- 5) Financial Analytics, Mark J mark Josep Bennett, Cambridge University Press
- 6) Quantitative Investment Analysis, Richard A. De Fusco, Wiley

Program Name: Master of Business Administration – Online

Course Name: Data Science using R

Prerequisite: Business Statistics, Basic Mathematics

Rationale: It provide a structured framework for teaching a comprehensive Data Science Using R course, covering essential concepts, techniques, and practical applications in the field of data science.

Course Objectives:

- 1) Recognize different data types in R (e.g., numeric, character, logical).
- 2) Explain the importance of data preprocessing and cleaning in the data science workflow.
- 3) Apply R programming skills to manipulate, analyze, and visualize data sets.
- 4) Evaluate model performance and interpret results.
- 5) Design and implement data science projects from data collection to presentation of results using R.

Course Outcome:

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

- 1) Recognize different data types in R.
- 2) Explain the principles of data analysis and visualization.
- 3) Implement statistical methods learned in R to real-world datasets to draw meaningful insights.
- 4) Assess model performance and interpret results.
- 5) Develop custom functions and scripts in R to automate repetitive tasks.

Detailed Syllabus :

Sr.	Topic	Weightage
1	Introduction to R – Introduction, Downloading and installing R, IDE and Text Editors, handling packages in R Getting Started with R – Working with Directory, Data Types in R, Commands for Data Exploration Loading and Handling Data – Assigning Objects, Expression, Variables, Functions, Missing Values, Vectors, Matrices, Factors, Lists,	15%

	subsetting a vector, subsetting a matrix, Common analytical tasks, grouping variables, Methods of Reading and Writing data in R Exploring Data in R – Data Frames, Functions on Data Frame, Load Data Frames Managing Data Frames with the <i>dplyr</i> package – Data Frames, The dplyr Package, dplyr Grammar, Installing the dplyr package, select() , filter() , arrange() , rename() , mutate() function.	
2	Control Structures: if-else loops, for Loops, while Loops , next, break Functions and Loop Functions: Functions: Functions in R, Your First Function, <i>Argument Matching</i>, Lazy Evaluation, The Argument, Arguments Coming After the ... Argument, Functions using control statements Loop Functions: Looping on the Command Line, lapply(), sapply(), split(), Splitting a Data Frame, tapply, apply(), Col/Row Sums and Means, Other Ways to Apply, mapply()	25%
3	Data Visualization: Use of Data Visualization in Descriptive Analytics, Tables and Graphs, Basic Charts: Bar Charts, Line Graphs and Scatter Plots, Editing Charts and Graphs using Colors, Size, Legend, Rescaling and Zooming the Plots, Parallel Coordinates Plots, Visualization of Geographical Data, Applications	25%
4	Descriptive Statistics: Basic Arithmetic Operations, Standard Functions like abs(), sqrt(), round(), sum(), product(), log(), log10(), Statistical Functions like min(), max(), range(), mean(), quantile(), summary(), var(), sd(), scale(), boxplot(), cov(), cor() Frequency Measures and Graphical Presentation frequency distribution and cumulative frequency distribution tables, Bar Chart, Pie Chart, Histogram, Box-Whisker Plot, Scatterplots Simulation: Generating Random Numbers, Setting the random number seed, Simulating Random Sampling, R function for solution of	25%

	Binomial, Poisson, Normal and Exponential distribution problems.	
5	Live Projects & Analytical Cases	10%

Textbooks / Reference Books

- 1) R-Programming for Data Science , Roger D. Peng , Lean Publishing
- 2) Data Analysis using R , Seema Acharya-McGraw Hill Education
- 3) R for Data Science, Garrett Grolemund & Hadley Wickham, O'Reilly
- 4) R Programming By Example, [Omar Trejo Navarro](#) , Packt
- 5) R Programming : A Step-by-Step Guide for Absolute Beginners, Daniel Bell, Independently Published.

Program Name: Master of Business Administration – Online

Course Name: Digital Media and Mobile Marketing

Prerequisite: The students should have basic familiarity with social media platforms.

Rationale: - Digital media and mobile marketing are crucial for modern businesses to reach consumers effectively and efficiently in the digital age.

Course Objective:

1. To recall the evolution of digital marketing from traditional methods to modern practices.
2. To comprehend the drivers of the new marketing environment, digital marketing strategies, frameworks such as the P.O.E.M. framework.
3. To apply the understanding by creating mobile websites and apps.
4. To analyze the effectiveness of digital marketing activities through various measurement and analytics techniques.
5. To synthesize the knowledge and skills by completing a project-based assignment focused on digital media and mobile marketing.

Course Outcome: After Completion of the Course the student will be able to:

1. Recall and identify key concepts and terminology related to digital marketing and mobile marketing.
2. Comprehend the fundamental principles and theories underlying digital marketing and mobile marketing.
3. Apply their knowledge of digital marketing and mobile marketing concepts to analyze and develop effective marketing strategies for businesses.
4. Evaluate digital marketing campaigns and mobile marketing initiatives, including measuring the return on investment (ROI) of digital marketing activities.
5. Demonstrate the ability to synthesize their understanding of digital marketing and mobile marketing concepts.

Detailed Course

Sr. No.	Topics	Weightage
1	Evolution of Digital Marketing Traditional Marketing to modern era, Role of Internet; Current trends, Info- graphics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy;	23

	P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.	
2	Understanding Mobile Devices Mobile Marketing and Social Media Mobile Marketing Measurement and Analytics Fundamentals of Mobile Marketing Key Industry Terminology Using tools to create mobile websites Using tools to create mobile apps	22
3	Content Marketing on Mobile Mobile strategy segmentations option, targeting and differentiation Mobile Marketing Mix SMS Marketing Creating mobile application	23
4	Value Addition: Adding value by measuring and managing the return on investment in customers: Measuring digital marketing activity, Nine campaign measurement equations, How to design measurable e-mail, Measure what users <i>actually do</i> .	22
5	Project Based on a Digital Media and Mobile Marketing assignment. Assignment would look forward to include various aspects of Mobile Marketing.	10

Reference/Textbooks

1. Digital Marketing, Seema Gupta , Mc Graw Hill
2. Digital Marketing, Vandana Ahuja, Oxford University Press
3. Social Media Marketing: A Strategic Approach ,Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts, Cengage
4. Marketing 4.0- Moving from Traditional to Digital , Philip Kotler, Wiley
5. Digital Marketing: Strategy, Implementation and Practice by Dave Chaffey and Fiona Ellis-Chadwick.

Program Name: Master of Business Administration – Online

Course Name: Strategic Content Marketing

Prerequisite: Basic understanding of marketing principles, familiarity with digital media platforms, and interest in audience engagement and content creation.

Rationale: - This syllabus covers the essential aspects of content marketing, from understanding audiences to creating impactful strategies, ensuring comprehensive skill development.

Course Objective:

1. Recall and identify fundamental principles and concepts of strategic content marketing, including key terminology, strategies, and best practices.
2. Demonstrate comprehension of the underlying theories and frameworks shaping strategic content marketing strategies and analyze how they apply in various contexts.
3. Apply strategic content marketing methodologies to real-world scenarios, crafting content strategies tailored to specific target audiences, platforms, and marketing objectives.
4. Critically evaluate the effectiveness of strategic content marketing campaigns through data analysis, identifying strengths, weaknesses, and opportunities for optimization.
5. Develop innovative and cohesive strategic content marketing plans, integrating diverse content formats and distribution channels to achieve organizational goals and enhance brand visibility and engagement.

Course Outcome: After Completion of this course the student will be able to:

1. Recall and comprehend foundational concepts and terminology related to strategic content marketing.
2. Interpret various content marketing strategies, identifying their underlying principles and evaluating their effectiveness in different contexts.
3. Apply strategic content marketing techniques to develop comprehensive content plans tailored to specific business objectives.
4. Evaluate the performance of content marketing campaigns through the analysis of key metrics such as engagement rates, conversion rates, and return on investment (ROI).
5. Design and produce original, high-quality content assets that align with strategic objectives and resonate with target audience interests.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Introduction Content Marketing Introduction and Importance. Evolution of Content Marketing. Types of Content. Business Models of Content Marketing. Understanding Audiences: Consumers and Customers, Viewers, Listeners, Readers, Users, Players, Friends and Followers. User Generated Content.	23
2	Content Marketing Concepts The Strategic Types of Content, Attraction Content, Affinity Content, Action Content, Making Action Content Actionable, Authority Content	22
3	Content Marketing Discussion Defining Your Content Niche and Strategy, Content Maturity Model Six Principles of content marketing, Treating content as an asset, Building audience personas, Defining the engagement cycle, Developing a content mission statement	23
4	Content Marketing Impact Marketing Content and Evaluating Impact - Content Marketing Pyramid, Brief overview analytics and tracking	22
5	Practical Case Discussion Based on a Content Marketing to include various aspects of Content Marketing such as: The client, Strategy, Design and Branding, Targeting, Customer Mind-set, Media, Information Architecture etc.	10

Reference/Text Books

1. Social Marketing in India 1st Edition (Sameer Deshpande, Philip Kotler, Nancy R. Lee)
2. Social Media Marketing 1st Edition (Michael R. Solomon, Tracy Tuten)
3. The Social Media Marketing Book (Dan Zarrella)
4. The Art of Social Media: Power Tips for Power Users (Guy Kawasaki, Peg Fitzpatrick)
5. Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less" by Joe Pulizzi

Program Name: Master of Business Administration – Online

Course Name: Digital Marketing Communications

Prerequisite: Basic understanding of Marketing Function

Rationale: Theoretical frameworks and practical implications of Digital Marketing Communication.

Course Objective:

1. Recall fundamental concepts and terminology related to digital marketing communications
2. Explain the underlying theories and frameworks that govern effective digital marketing strategies.
3. Apply digital marketing communication strategies to real-world scenarios and case studies.
4. Assess the effectiveness of different communication channels and tactics in achieving marketing objectives.
5. Design comprehensive digital marketing communication plans tailored to specific target audiences and objectives.

Course Outcome: After Completion of this course the student will be able to:

1. Recall key terminology, concepts, and tools commonly used in digital marketing communications, demonstrating comprehension of fundamental principles.
2. Understand the underlying theories and strategies employed in digital marketing communications, discerning the rationale behind various approaches.
3. Demonstrate the ability to design and implement effective digital marketing communication plans tailored to specific target audiences and organizational objectives.
4. Critically evaluate the performance of digital marketing campaigns by examining metrics such as engagement rates, conversion rates, and return on investment (ROI), identifying areas for improvement and optimization.
5. Develop innovative and compelling digital marketing content across multiple platforms, showcasing proficiency in content creation, storytelling, and brand messaging.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Understanding Modern Marketing Communication on Internet, Targeting Approaches, Emergence of Search Engine Optimization, Search Engine Marketing and Social Media Marketing.	23

2	Strategies Strategies for Managing Online Reach and Frequency Experience with Frequency of Online Advertising Interplay of Reach and Site Visiting	22
3	Buying Models CPC, CPM, CPL, CPA, fixed Cost/Sponsorship, Targeting: - Contextual targeting, remarking, Demographics, Geographic & Language Targeting.	23
4	Keywords and Terminologies Terminology used in Digital Communication, PPC and online marketing through social media, SEO techniques, Keyword advertising, Google webmaster and analytics overview, Affiliate Marketing,	22
5	Practical Project Project based on a Digital Marketing Communication assignment. Assignment would include various aspects of Digital Marketing communications	10

Reference/Textbooks

1. Digital Marketing –Kamat and Kamat-Himalaya
2. Social Marketing in India 1st Edition (Deshpande, Philip Kotler, Nancy R. Lee)
3. Marketing Strategies for Engaging the Digital Generation, D. Ryan
4. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition
5. Digital Marketing: Concepts, Strategies, and Techniques" by R.K. Srivastava

Course Name: Master of Business Administration – Online

Course Name: Advanced Entrepreneurial Finance

Prerequisite: Basic understanding of Entrepreneurial Finance

Rationale: - Theoretical frameworks and practical implications of Advanced Entrepreneurial Finance and examines forces shaping consumer choice in modern society.

Course Objectives:

1. Determination of capital required for starting a new venture.
2. Understanding various debt and equity sources of financing available to new and growing businesses
3. Comprehending the different investment harvesting alternatives.
4. To understand the role of Entrepreneurial Finance.
5. To define Planning and valuation of an Enterprise.

Course Outcome:

1. Understand the importance of financial management and managing a new venture.
2. Analyze the various sources of investment and know the support provided by the state and central government for entrepreneurship.
3. Determine the various financial support schemes provided different institutions to the entrepreneurs
4. To evaluate components for organizing & operating the venture.
5. To create Outline the role of entrepreneurial Finance and screening venture opportunities.

Detailed Syllabus:

Sr. No	Topic	Weightage
1	Finance for Entrepreneurs Introduction to Finance for Entrepreneurs Understanding the financing needs of the start-up Stages and Types of Financing Sources and types of capital Introduction to Bootstrapping and Incubation	23
2	Financial planning: Basics of Financial Management from the start-up perspective Cost of Capital Financial Statements and Ratio Analysis Risk and Return	22
3	Different Sources of Funds: Sources of Funding Long term sources of funding such as equity capital,	23

	preference share capital, debentures and bonds, term loans Raising entrepreneurial finance through angel investors, venture capital, crowd funding, private equity etc. (Only basic understanding of these options) Short term sources of funding for Working capital requirement such as trade finance, working capital loan, commercial paper, factoring etc. Government Schemes for Financing the startups	
4	Financial Models Preparing the Integrated Financial Model including cost of capital, means of financing, projected profit and loss account, projected cash flow statement, projected balance sheet, key ratios and application of capital budgeting techniques (Payback period, NPV, IRR)	22
5	Practical Project Project based on an Entrepreneurship Finance assignment. Assignment would include various aspects of Entrepreneurship Finance.	10

References/Textbooks:

1. Steven Rogers, Entrepreneurial Finance, McGraw-Hill Education
2. Prasanna Chandra, Finance Management, McGraw Hill
3. Richard Smith and Janet Kiholm Smith, Entrepreneurial Finance, Wiley\
4. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012. 4. M J Alhabeeb,
5. Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015. 5.
6. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

Course Name: Master of Business Administration – Online

Course Name: Social Entrepreneurship

Prerequisite: Basic understanding of Social Entrepreneurship

Rationale: -Theoretical frameworks and practical implications of Social Entrepreneurship and examines forces shaping consumer choice in modern society.

Course Objectives:

1. Understanding the need and development of social entrepreneurs for sustainable society
2. Understanding of the field of social entrepreneurship and the opportunities, challenges, and issues facing social entrepreneurs
3. Learning conceptual frameworks and tools to develop self-sustainable, replicable, and scalable social businesses.
4. To stimulate knowledge and critical thinking in Social Entrepreneurship.
5. Develop insights into the different social issues and how systemic solutions enable to bridge the gaps.

Course Outcomes:

1. Understand the concept of Entrepreneurial, types and phases.
2. The course will make understanding clear about social enterprise, skills and methods required for its formation including legal aspect.
3. This course will help to understand how different agencies like donors, NGO's, investors, government and newly added CSR support social enterprise for fund raising and implementation.
4. The course will also highlight the socio economic impact of social enterprise on community and stakeholders
5. Analysis the standards of entrepreneurial growth & development.

Detailed Syllabus:

Sr. No	Topic	Weightage
1	Social Entrepreneurship Social Entrepreneurship- concepts and importance; characteristics of a successful social entrepreneur; Problems faced by social entrepreneurs, Difference between mainstream entrepreneurs and social entrepreneurs. Social sectors in India; Impact of culture, society, demographics, life style and behavioral aspect	23

	in social entrepreneurship. Role of society, media and government at large to develop social businesses. Real cases of first generation social entrepreneurs; Gujarati entrepreneur and contribution to India/ World.	
2	Developing the Social Enterprise Problem /gap identification for development of a socio business model; Social enterprise goals, objectives and mission; Business and revenue models, Threats to business models; Developing social enterprises' business plans- business plan summary, description of the enterprise, team- stake holders and volunteers; the market and industry, marketing and fund raising, financial plan, risk assessment, supporting documents, pitfalls.	22
3	Measuring Social value: Why Measure Value, How do we measure Value and social return on investment, organization effectiveness of social enterprise. Earned Income: Mobilizing resources, Income Sources	23
4	Donations and Government Income: Private Giving, Venture Philanthropy, Government Subsidies. Entrepreneurial Fund Raising and Marketing: types of fund raising, fund raising strategies, volunteer recruitment and attrition, social enterprise marketing. Launch, Growth and Goal Attainment: Preparing for Growth, Social Enterprise growth strategies, Intrapreneurship and Entrepreneurial intensity, and The end of social enterprise process Understanding of ecosystem: Central and state –level institutions supporting social businesses in India; Government schemes for promoting social enterprise. Monetary and non-monetary benefits to founders and cofounders	22
5	Practical Project Project based on Social Entrepreneurship. The assignment would include various aspects of Social Entrepreneurship.	10

Reference/Text Books:

1. Arthur C. Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation, Prentice Hall
2. Agrawal, Anirudh, Kumar, Payal, Social Entrepreneurship and Sustainable Business Models: The Case of India , Palgrave Macmillan
3. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press
4. Social Entrepreneurship Management, Anant Verma, Global India Publications Pvt Ltd; First edition (December 31, 2009)
5. Social Entrepreneurship – New Models of Sustainable Social Change, Nicholls, Alex, ed., Publisher: Oxford University Press.

Course Name: Master of Business Administration – Online

Course Name: Strategic Marketing and Communication

Prerequisites: Basic of Strategic Marketing

Rationale: Reflect on ways in which contemporary issues, emerging technologies, and social influences inform the practice of marketing communications.

Course Objectives:

1. An overall understanding of Strategic Marketing and communication determining the significance for enterprise success.
2. Utilization as effective communication tool for product penetration using platforms like Facebook, Twitter, YouTube, Pinterest, etc. can be highly effective media at negligible cost.
3. Understanding the marketing resources and its allocation.
4. Understanding the need and importance of creating value for customers
5. To Gain insights into the impact of competition, how companies deal with competition and brand related concepts

Course Outcome:

1. Acquire a working understanding of the role of marketing communications within the overall marketing mix, including digital marketing;
2. Distinguish the ways that marketing communication influences and persuades an organization's stakeholders;
3. Discuss the role of in-house and agency practitioners and the challenges that exist in client-agency relationships;
4. Critically analyse the effectiveness of a specific marketing communications campaign;
5. Compose appropriate marketing communication objectives considering the range of digital media and methods available to practitioners;

Detailed Syllabus:

Sr. No	Topic	Weightage
1	Understanding Digital Marketing and Planning: Digital Marketing- Introduction and Strategic Setup Evolution of Digital Marketing from traditional to modern era, Opportunities and Challenges, Role of Internet; Current trends, Info-graphics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital	23

	Marketing Framework– ASCOR Model, Critical Success Factors for Digital Marketing, Digital marketing Business models, Customer Behaviour Model– Evolution, Managing Customer Demand, Digital marketing strategy – Digital Marketing Mix & Roadmap and Introduction to Digital Marketing Channels	
2	Marketing Mix: Digital Marketing Mix – Search Engine Advertising: Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating and Enhancing Ad Campaigns, Evaluating Campaigns Display marketing: Display Ads – Concepts and Types Buying Models (CPC, CPM, CPL, CPA) Targeting Display Ads Programmable Digital Marketing Analytical Tools YouTube marketing	22
3	Social Media Marketing: Social Media Marketing: a cost effective strategy –Tools & Plan Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy Facebook Marketing: Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools & Insights LinkedIn Marketing: Introduction and Importance of LinkedIn Marketing, Framing LinkedIn Strategy, Lead Generation through LinkedIn, Content Strategy, Analytics and Targeting Twitter Marketing: Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, framing content strategy, Twitter Advertising Campaigns Instagram and Snapchat: Digital Marketing Strategies through Instagram and Snapchat	23
4	Budgeting Planning:	22

	Resource planning, budgeting and allocation for enterprise	
5	Practical Project Project based on Strategic Marketing and Communication. The assignment would include various aspects of Strategic Marketing and Communication.	10

Reference/ Textbooks:

1. Seema Gupta, Digital Marketing, Prentice Hall
2. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Palgrave Macmillan
3. Philip Kotler, Marketing 4.0: – Moving from Traditional to Digital, Wiley
4. Ferri, Paolo, Growth Marketing: Entrepreneur's Toolkit
5. Philip Kotler, Kevin lane Keller, Abraham Koshy and Mithileshwar Jha. Marketing Management-A South Asian Perspective: Thirteenth Edition. New Delhi: Pearson Education

Program Name: Master of Business Administration – Online

Course Name: Brand Management

Prerequisite: Awareness about Branding, Marketing

Rationale: To promote awareness amongst students about the necessity of creating brands for enterprises having family-controlled management.

Course Objective:

1. To acquaint students with the concepts of brand management.
2. To equip students to implement their concepts in complex governing structure of family controlled enterprises.
3. Provide an understanding of the key issues in building and maintaining brands and brand equity.
4. Learn and apply key elements of crafting and driving brand strategy, evaluating strategic options, and understanding Marketing's role and accountabilities in brand and strategy decision-making.
5. Provide exposure to and project participation in brand positioning, strategic brand management, brand portfolio strategies, advertising creative development, and brand planning

Course Outcome

1. To contribute in process of brand building efforts of such enterprises.
2. To facilitate, propose and comprehend best branding practices, methods, cases, in direct application to Peruvian and International markets.
3. To critical analysis of problem solving and decision-making capabilities is key to the course. Participants should analyse and develop alternatives to solution-based situations.
4. To create to grasp significance of creating brand in family controlled enterprises.
5. To understand the concepts of brand management will equip students in taking up managerial role in such enterprises.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Brand Management Process & Architecture Product Versus Brand, Brand Management, Brand Architecture, Designing of Brand Architecture, Case lets on Branding of Family Firm	23

2	Brand Identity & Brand Personality Brand Identity, Who defines Brand Identity? Brand Personality, Intellectual Propriety Rights, David Aaker Model, Kapferas's Model	22
3	Brand Positioning and Brand De positioning Brand Positioning, Brand Positioning Basics, Brand Positioning Guidelines, Brand De positioning, Brand Repositioning, Brand Positioning versus Product Positioning, Case lets on Brand positioning, De positioning and Brand Repositioning of Family Firm	23
4	Brand Communication, Brand Knowledge Awareness and Image Importance of Communication, Brand Awareness, Brand Image, Brand Management Framework. Five Tenets of Brand Building	22
5	Practical Exposure: Select one topic for discussion in the class room for premier brands in Indian/ foreign market and reasons for its success or failure. Visits to family owned concerns to understand intricacies of their business.	10

Reference/Text Books:

1. Marketing Management by Philip Kotler and Kevin Lane Keller-Pearson
2. Strategic Brand Management by Kevin Lane Keller and other –Pearson
3. Brand Management by Harish V Verma Excel Books
4. Brand Management by Harish Chaurasia Rajat Publications
5. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Program Name: Master of Business Administration – Online

Course Name: Family Dynamics in Business

Prerequisite: Awareness about Family Dynamics, Marketing

Rationale: Strengthen Students awareness of the significance, diversity, and complexity of family businesses.

Course Objective:

1. The awareness of family business will build skills to perform effectively and efficiently in diverse situation.
2. Compare and contrast key theories related to the study of the family;
3. Explain research methods associated with the study of family dynamics;
4. Identify characteristics that are associated with family well-being and resilience;
5. Reflect on concepts related to the family life cycle and intergenerational patterns;

Course Outcome:

1. Students will be able to develop insight to probe critical issues such as governance, ownership, succession, communication and advising to family firms.
2. Students will develop understanding of different perspectives of the various stakeholders in family firms. Students will be able to understand issues or problems faced by existing family firms
3. Students will be able to develop vibrant corporate governance system to foster development of family business.
4. The students will cultivate skill to protect family business interest ensuring trust of key stakeholders.
5. The understanding of critical issues governing family business will help in designing remedial actions in planning business strategies.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Cracking the family firm Nature Importance and Uniqueness of Family Firms, Internal Governance of Family Business, Succession issues in Family Business with Family Member and Non-Family Member. Family Conflict and Communication,	23

2	Cultural Perspectives of the family firm Influence of family culture in family business, Family Firm Values, and effect on firm decision making, The contribution of family type in the performance of family business. Importance of communication between family members for the success of family business. The stakeholders' role in the promotion of family business. Case Study on influence of culture in family business,	22
3	Challenges for family firm The internal and external challenges of family business, The role of family members in family business. Reasons for promotion of family business in India, The global scenario of family business. Case study of family firm's challenges.	23
4	Opportunities and Limitations for family firm The fiscal and tax incentives of government schemes extended to family firms operating as Micro, Small and Medium Scale Enterprises. Regulatory exemptions to such family firms. Benefits of operating as family firm. Limitations for family firm. Case Study on family firm's opportunities in India.	22
5	Practical Exposure Students will be exposed through visits to family owned firms and interactions with family owned entrepreneurs.	10

Reference/Textbooks:

1. Managing the Family Business Theory and Practice: Thomas and Zellweger, Published by Edward Edge Publishing Limited, UK
2. The successful Family Business: A proactive plan for Managing the Family and Business: Edward D Hess, Praeger Publishers Inc.;
3. Entrepreneurial Family Business: Ramadani V Memili E, Springer International Publishing
4. Indian Family Business Mantras: Peter Leach & Tatwamsi Dixit, Rupa Publication Pvt. Ltd
5. Family Business, Mohana krishnan Raman, Notion Press

Program Name: Master of Business Administration – Online

Course Name: Financial and Tax Planning of Family Business

Prerequisite: Awareness about Family Dynamics, Tax planning

Rationale: To impart knowledge of financial planning tools to students to prepare them to discharge their managerial role in family business. To impart knowledge of tax planning tools to students to prepare them to discharge their managerial role in family business.

Course Objective:

1. To sensitize students with fiscal and tax incentives offered to family business by government and financial institutions.
2. Compare, contrast and select, from appropriate financial products and services, investment planning and counselling services for the public according to industry standards, including taxation counselling
3. Develop financial plans based on individual's financial goals and needs.
4. Make use of E-filing of Income tax returns.
5. Explore global practices related to financial planning and retirement planning.

Course Outcome:

1. Students will be able to implement financial tools and contribute to growth of family business.
2. Students will be able to implement tax planning tools and contribute to growth
3. Students will bring benefits of schemes of government and financial institutions to promote growth of family business.
4. Integrate ethical decision-making processes into all aspect of the financial planning profession.
5. Prepare accurate and relevant financial plans manually and electronically.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Financial Planning of Family Business The financial planning process of family business, Developing financial goals for family business, Financial planning for the owner of family business, Time Value of Money and Application, Financial Statements	23

	Analysis tools, Practical on financial statement analysis.	
2	Tax Planning of Family Business Income tax slabs for assesses running family business structure wise Tax planning hints with reference to residential status, deductions under various heads of income especially business income, Tax planning of new business, Tax planning for nature of business, Tax planning for form of organization, Tax planning, Tax avoidance and tax evasion TDS, Advance Tax and Self-Assessment tax provisions GST rules for Small business. Practical on tax planning tools	22
3	Introduction to schemes of Banks and Financial Institutions for Family Business: Concessional Schemes of Nodal Agencies – Small Industries Development Organization (SIDO), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI), National Commission for Enterprises in Unorganized Sector (NCEUS), National Entrepreneurship Development Institutes appointed by MSME Ministry. Concessional schemes of Gujarat Government for promotion of MSMEs Sector. Micro finance schemes of commercial and cooperative banks. Practical Exposure through visits to offices of nodal agencies will be organized.	23
4	Introduction to tax incentives for Family Business 1. Collateral Free loans from banks 2. Subsidy on Patent Registration 3. Overdraft Interest Rate Exemption 4. Industrial Promotion Subsidy Eligibility 5. Protection against Payments (Delayed Payments) 6. Fewer Electricity Bills 7. ISO Certification Charges Reimbursement 8. Special consideration on international trade fairs 9. Waiver of Stamp Duty and Registration Fees 10. Exemption under Direct Tax Laws 11. Bar Code registration subsidy 12. Subsidy on NSIC Performance and Credit ratings 13. Eligible for IPS subsidy 14. Access to Tenders 15. The Reservation Policy has two objectives 16. W1 exemption on the interest rate on OD 17. 15 CLCSS subsidy to purchase fully 18. Reservation policies to manufacturing / production sector. 19. Budget 2020 tax incentives for MSMEs Sector	22

5	Practical Exposure Practical Exposure through visits to offices of nodal agencies will be organized. Students need to study various schemes for the benefit of MSMEs during their visits to nodal agencies offices.	10
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Reference/Textbooks:

1. Introduction to Financial Planning, Indian Institute of Banking and Finance, Taxmann
2. Students Guide to Income tax, Singhania, V.K. Taxmann Publications
3. Direct Tax Law and Practice, Girish Ahuja & Ravi Gupta, Bharat Law House
4. Fundamentals of Goods and Service Act, Vineet Gupta & K.K. Gupta, Bharat Law House.
5. Lamanna, M. A., et al. (2021). Marriage, families, and relationships: Making choices in a diverse society. Cengage

Program Name: Master of Business Administration – Online

Course Name: Strategic Financial Management

Prerequisite: Fundamental understanding to financial management and various decisions related to financial management.

Rationale: Strategic Financial Management is a comprehensive field that covers various aspects of financial decision-making within an organization. It helps in understanding various aspects of financial management like capital structure, risk management, corporate valuation and financial instruments to raise funds.

Course Objectives:

1. To equip the students with a knowledge of financial planning and decision-making.
2. To cultivate the skill for making investment decisions with help of various capital budgeting techniques.
3. To develop an ability for identification and evaluation of different sources of finance.
4. To enhance the knowledge regarding contemporary issues in strategic financial management.

Course Outcome:

1. Apply strategic financial management concepts to prepare report on financial consequences of strategic decisions.
2. Evaluate investment decisions under uncertainty and risk.
3. Analyze domestic and international sources of finance to fund the project.
4. To understand the contemporary issues in Strategic Financial Management.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Understanding financial strategy. Meaning of strategy and planning, introduction of strategic financial management, understanding to financial planning, process of financial planning, Decision making and problem-solving process.	20
2	Capital budgeting decision Decision making in risk and uncertainty, Profitability analysis, sensitivity analysis, certainty equivalence	25
3	Sources of long-term finance Sources of finance in Indian context, international sources of finance.	

	Risks associated with International Projects Financing, Issue of ADR's/ GDR's, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments.	25
4	Contemporary issues Value-Based Management, Financial Architecture: Contemporary Issues and Strategic Financial Management, Financial Distress.	20
5	Practical The students should prepare a report on top 3 companies listed in BSE according market capitalization by applying relevant principles of strategic financial management	10

Reference /Textbooks

1. Strategic Financial Management - Ravi M. Kishor - Taxmann; Latest
2. Strategic Financial Management - Sofat , Rajni and Hiro , Preeti, Prentice Hall; Latest
3. Financial Management - Khan and Jain - McGraw Hill – Latest
4. Strategic Financial Management - J.B.Gupta -Taxmann – Latest
5. Strategic Financial Management - Alan Hill; Free e-book BookBoon.com- Latest

Program Name: Master of Business Administration – Online

Course Name: Security Analysis & Portfolio Management

Prerequisite: -Basic understanding of capital market and regulatory environment.

Rationale: - Understanding to Security Analysis and Portfolio Management helps in framing portfolio to get maximum return and optimum risk.

Course Objectives:

1. An understanding of the changing domestic and global investment scenario in general and Indian capital market.
2. To develop the understanding and implementation of modern portfolio theory.
3. It aims at providing an in-depth knowledge of the theory and practice of portfolio management.

Course Outcome:

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

1. Understands basics about investment.
2. Understand the capital market and various Instruments for Investment.
3. Assess the risk and return associated with investments and methods to value securities.
4. Learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.
5. Analyze different portfolios and their return to frame effective investment strategy.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Investment Meaning and Nature of Investment- Objectives and Process of Investment- Investment Environment- Investment Avenues - Securities Trading, Recent Developments in Stock Market, Investment Process, Trading Process, Risk and Return basics, Types of Return, Types and Management of Risk	20
2	Security Analysis Fundamental Analysis: Security analysis: fundamental analysis, technical analysis, efficient market hypothesis, Technical Analysis: Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk Theory, Behavioral Finance	25

	introduction.	
3	Creation of Portfolio Portfolio Construction, Portfolio models, Markowitz Model - Efficient Frontier, Sharpe's Single Index Model, Capital Market Theory: CML, SML, Capital Asset Pricing Model, Arbitrage Pricing Theory	25
4	Portfolio Measurement Portfolio evaluation, portfolio revision, Bonds and Valuation: Bond prices & Yields. Types of bonds. Duration of Bonds. Bond Management Strategies, Analysis of Bonds.	20
5	Practical Practical exposure to EIC Analysis, Application to CAPM theory, Evaluation of equity and Bonds, Movie based learning.	10

Reference/Textbooks:

1. Investment Analysis & Portfolio Management by Prasanna Chandra, Mc Graw Hill publication (5th or later editions)
2. Security Analysis & Portfolio Management by Donald E. Fisher, Ronald J. Jordan, Ashwini K. Pradhan, Pearson Publication (7th or later editions)
3. Investment Analysis and Portfolio Management by Frank K. Reilly, Keith C. Brown, Cengage Learning.(10th or Later editions)
4. Security Analysis & Portfolio Management by P. Pandian, Vikas Publication.

Program Name: Master of Business Administration – Online

Course Name: International Finance

Prerequisite: Basic understanding of fundamental financial concepts like time value of money, risk and return, international financial market, and institutions and international monetary system.

Rationale:

Gain knowledge of International Financial Management and Learn how to utilize exchange rates. It also focuses on developing skills related to foreign exchange exposure and economic exposure.

Course Objectives:

1. To acquaint the students with an understanding of International Financial Management.
2. To provide knowledge of international financial markets and institutions.
3. To develop an understanding of the ready exchange rate, forward exchange rate and execution of forward contract.
4. To develop an understanding of foreign exchange exposures and its usefulness.

Course Outcome:

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

1. Understand the international financial management, international monetary system, and balance of trade.
2. Analyze the working of international financial markets and institutions.
3. Evaluate the exchange arithmetic through ready exchange rate, forward exchange rate and execution of forward exchange rate.
4. Demonstrate the knowledge of forex exposure to be utilized for hedging strategy.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basic Understanding of International Financial Management Globalization and the multinational firms; Introduction, goal for international finance, World economy. International Monetary system; History, Classical gold standard, Interwar system, Bretton Woods System, The flexible rate regime, European monetary system, currency crises. Balance of Payment; BOP account, Identity, Trends of balance of payment in major countries.	20

2	International Financial Market and Institutions Euro currency market, International Bond market, international equity market, international money market. International Monetary market, Bank for international settlement, Euro bank.	25
3	Exchange Arithmetic Ready Exchange Rates, Ready Rates Based on Cross Rates, Forward Exchange Rates, Execution of Forward Contracts	20
4	Forex Exposures Foreign exchange exposure: Introduction, Transaction exposure, Translation exposure, Hedging Economic exposure; Foreign exchange risk and economic exposure, Identifying and calculating economic exposure, Real Operating Exposure	25
5	Practical Students required analyze Cases on International Financial Management.	10

Reference /Textbooks

1. International Financial Management, Eun / Resnick, Tata Mcgraw-Hill Education; Latest
2. International Financial Management, Vyuptakesh Sharan, PHI, Latest
3. Foreign Exchange & Risk Management, C. Jeevanandam, Sultan Chand and sons, Latest
4. International Financial Management, J. Madura, South Western Publications, Latest
5. Multinational Financial Management, Alen Shapiro-John, Wiley publications, Latest

Program Name: Master of Business Administration – Online

Course Name: Health Economics and Social Policy

Prerequisite: The students should have some basic understanding of economics.

Rationale: The purpose of this course is to provide students with a basic understanding of economic theory and analytical tools that can be used in decision making problems. Students who successfully complete the course will have a good understanding of economic concepts and tools that have direct managerial applications.

Course Objectives:

1. Understand fundamental concepts in health economics and social policy.
2. Interpret the relationship between economic factors and healthcare outcomes.
3. Apply economic theories to analyze healthcare systems and policies.
4. Evaluate the impact of social policies on health disparities and access to healthcare.
5. Critically assess the effectiveness of different healthcare financing models and policy approaches.

Course Outcome: After Completion of this Course the students will be able to:

1. Understand fundamental concepts in health economics and social policy.
2. Interpret the relationship between economic factors and healthcare outcomes.
3. Apply economic theories to analyze healthcare systems and policies.
4. Evaluate the impact of social policies on health disparities and access to healthcare.
5. Critically assess the effectiveness of different healthcare financing models and policy approaches.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	The Relevance of Economics in Health and Medical Care Using Economics to Study health Issues, analyzing medical CARE markets, Economic evaluation in health CARE Demand Side Considerations, Demand for health and medical care, Factors affecting healthcare demand	23
2	Health Care Policy and Programmes Health education and environmental sanitation, Health Development AS A determinant to Socio Economic Development, National health programmes Public Policy in Medical Care Delivery, Policies that enhance Access, Policies to contain Costs, Lessons for Public Policy,	22

	Medical care Systems Worldwide	
3	Concepts of Health Insurance Uncertainty and health insurance, Compulsory insurance, Patient payment, Economic evaluation and priority setting, Non-monetary effects and monetary benefits, Costs and discounting Social welfare, Social policy, Healthcare and social development, Cost Benefit analysis of Healthcare	23
4	Health policy formulation Factors, Determinants, National health policy, Review of different committees, Economic Perspective Of Health Policy	22
5	Practical Cases Studies International Perspective, Alternative Approaches to Meet Basic Health, Needs in Developing Countries	10

Reference/Textbooks

1. James W Henderson, (Latest Edition), Health Economics and Policy, South Western Educational Publishing.
2. Chatterice, Meera, (Latest Edition), Implementing Health Policy, Manohar
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Jan Abel Oslen, (Latest Edition), Principles in Health Economics and Policy, OxfordUniversity Press.
5. S.L.Goel, Health Care Policies and Programmes, Deep and DeepPublications Pvt

Program Name: Master of Business Administration – Online

Course Name: Hospital Planning and Management

Prerequisite: The students should understand planning Process and should have primary acquaintance with Hospital Services.

Rationale:

To generate change in healthcare professionals who will gain competence in managing work culture transformations as they critically affect the effectiveness of managing hospital.

Course Objectives:

1. Recall key principles of hospital planning and management.
2. Explain the fundamental concepts and theories in hospital planning and management.
3. Apply various techniques and strategies in hospital planning and management to real-world scenarios.
4. Analyze the effectiveness of different management approaches in healthcare settings.
5. Critically evaluate the impact of policy decisions and management strategies on hospital operations.

Course Outcome: After Completion of the Course the students will be able to:

1. Understand the core principles and theories related to hospital planning and management
2. Interpret and explain various factors influencing hospital operations and management practices.
3. Apply appropriate management techniques to enhance efficiency and effectiveness in hospital settings.
4. Evaluate different aspects of hospital planning and management to identify strengths, weaknesses, opportunities, and threats.
5. Integrate knowledge and skills to develop innovative solutions for improving hospital performance.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Hospital Planning Guiding principles in planning hospital facilities and services, Regional planning and factors to be emphasized, Steps in hospital planning, Architect brief and master plan, Modular building concept, Selection of site and decision on land, space, and utilities Outpatient services, Objectives, functions, location, Design and layout, Policy and procedures, Organization, staffing, equipment and facilities, Key result areas and performance or quality indicators, Daily planning and scheduling of work, Managing time, Waiting time and total time spent by a patient, Specialty, sub-specialty and super specialty clinics, Diagnosis, physiotherapy and occupational therapy Emerging concepts, Day care, Reservation, Appointment by phone, Medico-social works, Other facilities, Patient centered approach, Pharmacy, Gifts shop, Prayer or meditation room	23
2	Trauma Care: Emergency and Casualty Services Objective, Function, location, Design and layout, Policy and Procedures, Organisation, staffing, Equipment and facilities, Key Result areas and performance or quality indicator Disaster Management, Principles and classification, Lifesaving Drugs, Ambulance and paramedic Services, Medico legal Procedures, Forms and Registers to be maintained, Communication System	22
3	Inpatient Service Objective, function, location, Design and layout, Policy and procedures, Organisation, staffing, equipment and facilities, Key result areas and performance or quality indicators, Admission, transfer, billing and discharge procedures, Managing death, Intensive Care Units, Objectives, Functions, location, Design and layout-Policy and Procedures, Key Result areas and performance or quality indicators, Types of ICUs	23

4	Operation Theatre Objectives, functions, location, Design and layout, Policy and procedures, Organisation, staffing, equipment and facilities, Key result areas and performance or quality indicators, Daily planning and scheduling, Determinants of number of operating rooms, Zoning and aseptic or sterile techniques, Clinical protocols, Sub-stores, CSSD, Immediate postoperative recovery rooms, Safety issues	22
5	Practical Cases Recent trends in hospital architecture: Basics, energy conservation, Nucleus hospital, Future trends, The hospital of tomorrow	10

Reference/Textbooks

1. G.D. Kunders, (Latest Edition), Designing for Total Quality in Healthcare, Prism Books Pvt. Ltd., Bangalore.
2. B.M. Sakharkar, (Latest Edition), Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers Pvt. Ltd.
3. C.M. Francis et al., (Latest Edition), Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd.
4. Hospital Administration: A Ready Reference: By Miral Garala Jaypee Brothers Medical Publishers Pvt. Ltd.
5. Essentials of Healthcare Management: Cases, Concepts, and Skills, Second Edition (Gateway to Healthcare Management)

Program Name: Master of Business Administration – Online

Course Name: Financial Management of Health Institutions

Prerequisite: The students are expected to have a basic understanding of Financial Systems and their importance.

Rationale:

Familiarize students with existing financial system in India and impart theoretical and practical knowledge of different financial services of business.

Course Objectives:

1. Understand the fundamental principles of financial management as they apply to health institutions, including budgeting, accounting, and financial reporting.
2. Identify various sources of funding available to health institutions and evaluate their implications on financial sustainability and operational efficiency.
3. Interpret financial statements and reports specific to health institutions to assess the financial health and performance of the organization.
4. Analyze the impact of financial decisions on the overall strategic goals and mission of health institutions.
5. Apply financial management techniques to solve real-world problems encountered in health institutions.

Course Outcome: After Completion of the Course the students will be able to:

1. Apply financial management principles and practices to the healthcare setting.
2. Analyze the financial performance of a healthcare institution.
3. Evaluate the effectiveness of financial management strategies in healthcare.
4. Create a financial plan for a healthcare institution.
5. Appreciate different concepts of Financial Management which assist them in financial decision making.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Evolution of Healthcare Financial Management Healthcare financial management, Profitability and, Productivity Study, Comparison of management Accounting and general Accounting, Fundamentals of Sound Healthcare Financial Management, Organization, Development of Hospitals Organization Structure	23

2	Cost Characteristics of Health Institutions Major Cost classification, Primary Cost, classification, Secondary Cost classification, Cost of Capital, Break Even analysis, Contribution and Contribution margin, Margin of safety, Zero based Budgeting	22
3	Production Units and Performance Evaluation Macro Production Units, Micro Production Units, Cost allocation Volume Forecasting, Least square, Multiple Regression analysis Budgetary Control Process, Functional Budgeting, Budget Control programme, Preliminary Budget and Cost Finding Connection Capital Expenditure Planning, Fixed Asset, Working Capital management, Working Capital Finance (Conceptual Aspects), Evaluation of CAPITAL Expenditure,	23
4	Cash Forecasting and Management Cash Management Process, Revenue Budgeting, Wage and Salary Budgeting, Non-Wage and Salary Budgeting recovery rooms,	22
5	Practical Cases Corporate Restructuring, Merger and Acquisition	10

Reference /Textbooks

1. Allen G. Herkimer, (Latest Edition), Understanding Hospital Financial Management, an Aspen Publication.
2. David Edward Marcinko, Hope Rachel Hertico, (Latest Edition), Financial Management Strategies For Hospitals And Healthcare Organizations: Tools, Techniques, Checklists And Case Studies, CRC Press.
3. Michael Nowicki, (Latest Edition), the Financial Management of Hospitals and Healthcare Organizations
4. Financial Management for Nurse Managers and Executives" by Cheryl Jones, Steven A. Finkler, and Christine T. Kovner
5. Healthcare Finance: An Introduction to Accounting and Financial Management" by Louis C. Gapenski and George H. Pink

Program Name: Master of Business Administration – Online

Course Name: Labour Legislation

Prerequisite: Students should have a basic knowledge of legal principles, contracts, and dispute resolution mechanisms.

Rationale: Studying labor legislation provides students with a multifaceted set of skills and knowledge that extends beyond legal comprehension

Course objective:

1. Design training programs and educational materials to enhance understanding and implementation of labor legislation among organizational stakeholders.
2. Understand the nature, objectives, and importance of industrial relations (IR) in the context of labor legislation.
3. Evaluate solutions for handling grievances, disputes, and labor management practices within the Indian context.
4. Analyze emerging labor laws and labor welfare practices globally.
5. Apply principles of labor legislation to assess and resolve issues related to grievance handling, disputes, and labor management practices in practical scenarios.

Course Outcome:

Students will be able to:

1. Recall key provisions of relevant labor legislation.
2. Define industrial relations (IR) and their core components (e.g., Employer-employee relations, collective bargaining and dispute resolution).
3. Describe the role of effective labor management practices in preventing grievances
4. Identify and recall key facts, concepts, or principles related to emerging labor laws and labor welfare practices.
5. Evaluate the effectiveness of the plan of action. This involves considering whether the issue was resolved satisfactorily, whether the parties' interests were adequately addressed, and whether any changes need to be made to the plan going forward.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction to IR: Industrial Relation – Nature of IR; Approaches to IR; Objective of Industrial Relations Importance; Factors affecting; Parties of Industrial Relations Regulative Legislations :Industrial Dispute – Concept & Nature of Industrial Dispute; Causes; Strikes; Lockout; Lay-off & Retrenchment; Closure; Unfair Labour Practices; Trade Union & its Role- Definition;; Concept, objectives and functions of Trade Union –Role of Trade Union in collective bargaining – Problems of Trade Union Trade Unions in India ; Duties of TU ; Rights & privilege Trade Union Act 1926- Appointment of TU; Registration; Cancellation	22
2	Industrial Dispute Act : Industrial Dispute Act 1947 – Definition; Objectives;Methods & Mechanism of resolving dispute; Worker’s Participation in Management; Collective Bargaining; Application and Major Provisions of the Act Standing Order - Definitions; Objectives; Models ; Procedurefor approval, Duration and Modification of certified standing order Discipline & Grievance Handling – Meaning & Definition; Objectives; Types; Procedures; Domestic Enquiry process	23

3	Laws on Working Conditions: Factories Act - Definition; Objectives; Application and Major Provisions of the Act Provisions regarding Health & safety; Provisions regarding Welfare of Workers; Procedure for Approval; Licensing and Registration; Working hours and Leaves; Statutory Agencies and their Powers for Enforcement of the Act. Shops & Establishment – Objectives & Definitions; Registration and Important Provisions Social Security Legislations: Contract labour Act – Definition & objectives; Registration of establishments; Licensing of contract; Rights & duties of Principal employees; Penalty & offences Revocation, suspension and amendment of licenses	22
4	Apprentice Act & Social Security Act 2008 Sexual Harassment Law - Nature; Provisions ; Assessing Problem Situations and Preventing Sexual Harassment Supreme Court Verdicts; Anti- Sexual Harassment Laws/Guidelines in India	23
5	Practical Sessions involving calculations and case study discussions	10

Reference/Textbooks:

1. Managing Industrial Relations and Labour Legislation (Text Book) B D Singh; Excel
2. Law of Industrial Relations by V.G. Prasad
3. Indian Labour Law by C.K. Bhattacharjee
4. The Law of Industrial Disputes by H.M. Seervai
5. Labour Law by P.C. Tulsian and Bharat Tulsian

Program Name: Master of Business Administration – Online

Course Name: Human Resource and Organizational Development

Prerequisite: Student should preferably work in business or related fields, and relevant work experience demonstrating leadership and management skills.

Rationale:

Students will understand the multiple theoretical approaches to interpreting Human resource organizational development.

Course objective:

1. Develop management development strategies
2. Evaluate the impact of HRM programs for culturally diverse employees.
3. Analyze HRD needs at various levels (strategic/organizational analysis, task analysis, person analysis).
4. Design an excellent HRM policy for peaceful and productive industrial relations.
5. Interpret the models and frameworks of HRD evaluation.

Course Outcome: After completion of this course students will be able to:

1. Organize regular performance reviews for managers to assess their own performance
2. Apply diversity and inclusion principles to real-world HRM scenarios, such as recruitment, training, and performance management.
3. Develop strategic HRD plans that align with organizational goals and evaluate their effectiveness.
4. Implement the new policies and monitor their effectiveness. This involves tracking key metrics and making adjustments as needed.
5. Evaluate the effectiveness of the changes.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction to HRD , Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD, Professional, Challenges to organizations and HRD, Professionals, Framework for HRD Process, Definitions,, importance of Performance Appraisal, traditional and modern methods of performance appraisal	17

2	Designing Effective HRD programs, Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs training Delivery methods, On-Job Training methods, Classroom Training approaches, Computer based training Program, Implementing the Training Programs, Purpose of HRD Evaluation, Models and frameworks of evaluation, Job Evaluation - methods of Job Evaluation, Wage and Salary	23
3	Career Management and Development: Introduction, Defining Career Concepts, Stages of Life and Career Development, The Process of Career Management, Roles in Career Management, Career Development Practices and Activities, Issues in Career Development, Building a Career Strategy Management Development: Introduction, Describing the Manager's job: Management Roles and Competencies, Making Management Development Strategies, Management Education, Management Training and Experiences, Example of Approaches used to Develop Managers, Designing Effective Management Development Programs	25
4	Organization Development: Organization Development Theories and Concepts, Models of Planned Change, Operational Components of O.D, Designing an Intervention Strategy, Types of Interventions: Human Process- Based, Types of Interventions: Types of Interventions: Socio technical Systems, Types of Interventions: Implementation and Assessment of O.D HRD and Diversity: Diversity Training and Beyond: Introduction, Organizational Culture, Labor-Market Changes and Discrimination, Adapting to Demographic Changes, Cross-Cultural Education and Training Programs, human Resource Development Programs for culturally diverse Employees, Recent Trends of Diversity	25

5	Practical Cases:	10
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Reference/Text Books:

1. Human Resource Development (TextBook) Werner & Desimone; Cengage Learning; Latest
2. An experiential Approach to Organizational Development (TextBook) Donald R. Brown and Don Harvey; Pearson; Latest
3. Understanding HRD System Pareekh Udai & TV Rao; Tata McGraw-Hill; Latest
4. Organizational change and development Kavita Singh; Excelbooks; Latest Santosh Gupta and Sachin Gupta; Latest
5. Organisation Development French, W.L. and Bell, C.H., PHI; Latest

Program Name: Master of Business Administration – Online

Course Name: International Human Resource Management

Prerequisite: Student should understand core HR functions like recruitment, compensation, performance management, and training and must be familiar with international trade, cultural differences, and legal frameworks impacting HR practices.

Rationale: Students wishing to take this course to get knowledge of international business and comparative management.

Course objective:

1. Design an international HRM strategy for a multinational corporation
2. Evaluate the effectiveness of international HRM practices in achieving organizational goals
3. Analyze the challenges and opportunities of managing expatriates in global assignments
4. Apply international HRM principles to analyze and solve real-world HRM problems in global organizations.
5. Examine the impact of globalization on HRM practices and policies.

Course Outcome:

Students will be able to:

1. Develop strategies for attracting, recruiting, selecting, onboarding, training, and developing a diverse and qualified workforce globally.
2. Analyze the international market environment, including regulations, cultural norms, and talent availability in target countries.
3. Evaluate not just professional skills but also cultural agility, adaptability, and language proficiency.
4. Create a competitive compensation and benefits package that adheres to local regulations
5. Understand the complex relationship between globalization and HRM by drawing connections between different aspects of HRM and their interdependence in a globalized world.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction to IHRM scenario: Globalization nature and its effect. Nature of IHRM: Meaning of IHRM and difference between domestic and IHRM Functional Positioning of IHRM/ strategy of IHRM, Organizational Context/ Structure of IHRM, Model of IHRM / Nature of IHRM, Issues in IHRM Strategic IHRM: Understanding strategy, Approaches to the study of employment policy across countries. Strategic HR policies & choices, linking IHRM to business strategy.	22
2	International Recruitment & Staffing HRM role in Mergers & Acquisitions and approaches of Post mergers. Staffing of International Business: HRP, Recruitment & Selection. Advantages and disadvantages of using PCNs, HCNs, TCNs. Selection process- factors effecting in expatriate selection process, Female expats, Recent trends in international staffing	23
3	Multiculturalism And International T&D Multiculturalism: Nature of culture , Hofstede culture dimensions Culture predispositions: Ethnocentric, Polycentric, Regio-centric, Geocentric Managing across culture : Dimensions Of Multicultural Management, Building Multicultural Organisation, cross-cultural suitability Training and development : Training strategies, expatriate training (CCT), HCN & TCN training , identifying training method	22

4	International Performance Management And Compensation Performance Management System (PMS): Steps in global PMS, Organizational strategy& PM, identifying variables affecting performance, issues in managing performance in global context, International Compensation: compensation strategy and approach, compensation components, management practices and issues while managing international assignments, Managing people in international firm Repatriation: Re-entry and carrier issues while managing international assignments, repatriation process and managing repatriation	23
5	International Trends Relevant Case studies: Future of IHRM: Global HRM issues in present scenario	10

Reference/Textbooks:

1. International Human Resource Management (TextBook) K. Aswathappa. & Sadhna Dash; Tata McGraw-Hill Education; Latest
2. International Human Resource Management(TextBook) Peter Dowling and Denice Welch; Cengage Learning
3. International Human Resource Management Text and Cases P.L.RAO; Excel Publishers;
4. International Human Resource Management by Peter J. Dowling, Denise E. Welch, and Randall S. Schuler
5. International Human Resource Management: Managing People in a Global Context by Peter Boxall and David

Program Name: Master of Business Administration – Online

Course Name: E-Commerce

Prerequisite: Basic Understanding of E-Commerce

Rationale: This course introduces information systems for business and management. It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding information systems

Course Objectives:

1. To understand the basics of E-Commerce.
2. To apply the various techniques to marketing on the Web.
3. Analyzing the ways to earn revenue from E-Commerce.
4. To evaluate the different payment techniques for E-Commerce.
5. To elaborate aware of Techniques in Application of e-commerce.

Course Outcome:

1. Understand the basic components of E-commerce.
2. Analyze the types of E-commerce and its functionality.
3. To compare the types of E-commerce as per need.
4. To provide knowledge about Electronic Commerce
5. To create and exposure about the Practical Application of e-Commerce
6. To enable the students to be aware on the emerging changes in marketing and advertising

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction of E-Commerce: Electronics Commerce & Physical Commerce, Types of E-commerce, Advantages of E-Commerce, Myths about e-commerce development & implementation, Differentiate traditional commerce with e-commerce, Attributes of E-Commerce. Marketing on the Web: Online marketing strategies, Communicating with different market segments, Advertising on web, E-mail marketing, Social Media and E-commerce, Search Engine Optimization (SEO), and Search Engine Marketing (SEM)	20
2	Online Auctions, Virtual Communities, and Web Portals: Auction Overview, Online Auctions and related businesses, Virtual	25

	Communities, and web portals, Cloud computing in E-Commerce, Consumer-oriented E-Commerce: Traditional retailing and E-Retailing, Benefits of E-Retailing, Models of E-Retailing, Features of E-Retailing,	
3	Business-oriented e-commerce: Features of B2B e-commerce, Business Models, Integration, Revenue Generation models in E-Commerce, Artificial Intelligence in E-Commerce, IOT in E-commerce	20
4	Internet Security: IPSec protocol, Setting up security association, the authentication header services, The encapsulating security payload services, Firewalls, Security socket layer Internet Payment Systems: Characteristics of payment services, 4C payment models, SET protocol for credit card payment, different payment options in E-Commerce. Crypto Currencies in E-Commerce.	25
5	Practical Exposure: Case studies based on the E-commerce models for practical exposure.	10

Reference/Textbooks:

1. E-Commerce- Henry Chan, Raymond Lee, Thram Dillon, Elizabeth Chang; Wiley
2. E-commerce Strategy Technology and Implementation- Gary P. Schneider; Cengage Learning
3. E-Business and E-commerce Management Dave Chaffey; Pearson
4. E-Commerce Business, Society and Technology- Kenneth C. Laudon and Carol Traver: Pearson Publication.
5. Jeffery F. Rayport, Bernard J. Jaworski, "E-commerce", TMCH, 2002
6. E.Frami Turban, JAE Lee, David King, K. Michale Chung, "Electronic Commerce", Pearson Education, 2000

Program Name: Master of Business Administration – Online

Course Name: Business Process Re-Engineering

Prerequisite: Basic understanding of Business Process

Rationale: To understand the concepts of Business Process reengineering

Course Objectives:

1. To analyze the process that requires Reengineering.
2. To integrate the technology for process improvement.
3. To provide a greater understanding of effective solutions
4. To change problems that need to combine technological, organizational and people
5. To create orientated strategies by adopting a process-based approach to change management.

Course Outcome:

1. To understand the basic components of Business process reengineering.
2. To analyze the process effectively
3. To implement change management plans for reengineering
4. To evaluate the factors for successful implementation of BPR.
5. To create the contingencies that affect management and the most effective measures for dealing with them.
6. Analysis strategic IS/IT planning and how it must relate to business strategy.
7. To demonstrate the use and validity of organizational development models through current real-life case studies.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction to BPR History, Objectives, Basics, Definition & Benefits of BPR, BPR guiding principles, Key targets of BPR, Role of BPR in organizational transformation BPR and Information Technology - Relationship between BPR and IT, Role of IT in Reengineering, Role of IT in BPR, BPR tools & techniques, Future role of IT in Reengineering BPR and other Management Concepts BPR & TQM, QFD, ISO & ERP, Lean Manufacturing and Environment	20

2	BPR Implementation Methodology Techniques for identifying and documenting business process, Process mapping tools, Reason for implementation of BPR, Identifying of KPI, Necessary attributes of BPR methodology, BRP Team characteristics, Different phases of BPR, BPR model, Common steps to be taken for BPR Implementation, and Performance measures of BPR. Structure of Reengineering.	25
3	Success Factors of BPR Critical Success Factors of BPR, Reasons for BPR project failure & success. Managing barriers to Business Process Reengineering success	20
4	Change Management in BPR Understanding the resistance to change, Communication strategies for BPR projects.	25
5	Practical: Students will develop a project in a team by identifying 1 Company where BPR has been implemented. They have to do in-depth analysis of that Company. A written report describing the BPR implementation will be submitted for review and approval.	10

Reference/Textbooks:

1. "Reengineering the Corporation: A Manifesto for Business Revolution" by Michael Hammer and James Champy
2. "Business Process Change: A Business Process Management Guide for Managers and Process Professionals" by Paul Harmon
3. Business Process Reengineering: Text and Cases (TextBook) R Radhakrishnan, S Balasubramanian; PHI Learning, Latest Edition
4. Business Process Reengineering & Change Management (TextBook) B R Dey; Biztantra, Latest Edition
5. Organizational Transformation through Business Process Reengineering (TextBook) Vikram Sethi & William R. King; Pearson Education, Latest Edition

Program Name: Master of Business Administration – Online

Course Name: System Analysis & Design

Prerequisite: Basic understanding of System Design

Rationale: To provide an understanding of the role of systems analyst and software development firms for their role in distributing meaningful ERP modules and other business intelligent system

Course Objectives:

1. To get the students acquainted with a basic understanding of the Information System.
2. To apply the knowledge of System Development for organizational Requirements.
3. To evaluate the system that is designed.
4. The course has been designed to provide a solid foundation of systems principles
5. To understand how business functions, while heightening students to the issues analysts face daily.

Course Outcome:

1. Understand the basic components of Information Systems
2. Develop the skills to design the information systems for the organization
3. Understand the points to maintain the information system of an organization.
4. Analyze the information system for problem solution in the system.
5. To demonstrate an in-depth knowledge of how information systems support business requirements.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Foundations for System Development: Definitions of System, Overview of SDLC, The Systems Development Environment, Overview of The Origins of Software, Managing the Information Systems Project Systems Planning: Identifying & justifying Systems Development Projects, Feasibility Analysis, and Project Selection Criteria, Initiating and Planning Systems Development Projects	25

2	Systems Analysis: Determining System Requirements, Techniques for gathering and documenting user requirements, Structuring System Process Requirements, Structuring System Data Requirements	20
3	Systems Design: Designing Databases, Architectural Design, Designing Forms and Reports, Designing Interfaces and Dialogues, Finalizing Design Specifications, Design Strategies and Patterns, Designing Distributed and Internet Systems	25
4	Systems Implementation and Maintenance: System Implementation, Types of Maintenance, System Evolution Maintaining Information Systems	20
5	Case studies Practical Exposure: The student will develop a project in a team in an application area of their choosing. They have to include Analysis, Design & Implementation. A written proposal describing the project will be submitted for review and approval.	10

Reference/Textbooks:

1. Modern Systems Analysis & Design Jeffrey Hoffer, Joey George & Joseph Valacich; Pearson Education, Latest Edition
2. System Analysis and Design Alan Dennis, Barbara Wixom & Roberta Roth; Wiley India, Latest Edition
3. System Analysis and Design Kendall & Kendall; PHI Learning, Latest Edition
4. Systems Analysis and Design” Eleventh Edition by Tilley | Rosenblatt
5. Elias m. Awad: System Analysis and Design
6. Perry Edwards: System Analysis & design Mc Graw Hill

Program Name: Master of Business Administration – Online

Course Name: Foreign Trade Procedure

Prerequisite: Understanding of International trade environment

Rationale: The course on foreign trade procedures is designed to provide a comprehensive understanding of the intricacies involved in international trade.

Course Objectives:

1. To develop a thorough understanding of international trade theories, World Trade Organization (WTO) regulations, and the overall landscape of global trade.
2. To enable participants to develop effective export strategies, including market analysis, contract negotiation, and pricing strategies.
3. To ensure participants understand the customs clearance procedures, custom valuation, and stay updated on new developments in customs regulations.
4. Understand the premise of Foreign Trade issues and challenges and identify the Foreign Trade goals.
5. Analyze regional Economic co-operation and its impact.

Course Outcome:

1. To define and recall key theories of international trade.
2. Apply the ability to process an export order and navigate custom clearance procedures.
3. Evaluate the financial implications of different methods of payment in international transactions.
4. Create an effective export marketing strategy based on trade analysis.
5. Apply appropriate Trade mechanism to manage foreign trade in India.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Export Procedures and Documents International Trade and Theories of Trade, World Trade Organisation, Export Procedure and Processing an Export Order, Overview of the Documents, Role of Banks in Export-Import Transactions. Methods of Payments	22

	FEMA Guidelines related to International trade, Methods of Payment, Financing Exporters and Importers, Instruments of Payment.	
2	EXIM Strategies and Export Marketing Overview of EPC, Identification of International buyer, Trade Analysis, Export Contract, Trade Agreements, Risk Minimization tools and techniques, Export Pricing	23
3	Custom Clearance of Import and Export Cargo Overview of Customs, Clearance of Import Cargo, Clearance of Export cargo, Custom Valuation, The Harmonized System, New Developments in Custom Clearance Procedure, Custom Duty Calculation, Duty drawback, and Calculation	22
4	Insurance and Risk management Basic Concept of Insurance, Fundamental Principles of Insurance, Marine Cargo Claims, Hull Insurance and ECGC Export Incentive Schemes Overview of DGFT, Duty Exemption Scheme, Duty Remission Scheme, Export Promotion Capital Goods Scheme, Special Economic Zones.	23
5	Practical Exposure: Select one Export Opportunistic product/industry and prepare Documents for Export Procedure(Generation of Export contract to all the documents)	10

Reference Books/Text Books:

1. Cherunilam, Francis, "International Business Text and Cases", Prentic-Hall of India Pvt., Ltd., New Delhi, .
2. Export Import Procedures & Documentation by Khuspant Jain; Himalaya publication, Latest edition
3. Export policy, procedures and documentation by Mahajan M. I; Snow White Publications, Latest edition
4. Apte P.G., "International Financial Management", Tata Mc. Grow-Hill Publishing Company Limited, New Delhi.

Program Name: Master of Business Administration – Online

Course Name: International Trade Relation

Prerequisite: Understanding of global environment

Rationale: The course on international relations provides a foundational understanding of the complex interactions between India in the global arena.

Course Objectives:

1. To develop a clear understanding of key concepts and approaches in international relations, providing a solid foundation for advanced studies and practical applications.
2. To examine India's foreign policy, trade policies, and FDI policies, emphasizing their evolution, objectives, and implications on India's position in the global geopolitical landscape.
3. To explore India's engagements with key global players such as ASEAN, Central Asia, Africa, EU, USA, and East Asia, understanding the significance of these partnerships in the context of economic, strategic, and diplomatic considerations.
4. To define Principal Theories of International Relations.
5. To differentiate between India and International Institution

Course Outcome:

1. Remember key concepts and approaches in international relations.
2. Understand the principal theories of international relations
3. Analyze India's relationships with neighboring countries in the context of international trade and investment.
4. Evaluate the effectiveness of India's foreign trade policies and their impact on the country's economic growth.
5. To create theory and practice of international trade and of trade-related policies.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Introduction to International relation Introducing International Relations: Key Concepts and Approaches, Ideologies in International Relations, Principal Theories of International Relations: An Overview, Globalization and International Relations	22
2	Indian foreign policies and trade	23

	Indian Foreign Policy, Indian Foreign Trade Policy and Indian FDI Policy Overview, India and Neighbouring Countries relation in terms of International trade and Investment.	
3	India and World ASEAN, Central Asia, Africa, EU, USA and East Asia	22
4	India and International Institution India and WTO, UN, IFC, MIGA, WCO, IMO, FIATA, FFAI	23
5	Practical Exposure Students will study the trade relations with neighbouring countries and rest of the world.	10

Reference Books /Text Books:

1. Bajpai, Kanti and Siddharth Mallavarapu (eds.), International Relations In India: Bringing Theory Back Home (New Delhi: Orient Longman, 2005)
2. International relation by Pavneet sing
3. Burchill, Scott et al, Theories of International Relations 4th (ed.) (London: Palgrave, 2001)
4. Jones Tudor, Modern Political Thinkers and Ideas: An Historical Introduction, London, Routledge, 2002.
5. Subba Rao, International Business: Text and Cases- Himalaya Publishing House Pvt. Ltd. Mumbai.
6. Francis Cherunilam, International Business: Text and Cases- PHI Learning Pvt. Ltd. New Delhi

Program Name: Master of Business Administration – Online

Course Name: India and WTO

Prerequisite: Understanding of global environment

Rationale: This course offers a comprehensive exploration of the evolution and functioning of the World Trade Organization (WTO) and its impact on international trade.

Course Objectives:

1. To understand the intricacies of the WTO's Dispute Settlement Mechanism and its role in resolving trade disputes among member countries..
2. To evaluate the contemporary relevance of the WTO in the current global economic landscape, considering its strengths, challenges, and impact on member nations.
3. To examine how India's foreign policies align with and respond to WTO agreements, with a focus on specific agreements such as the Agreement on Sanitary and Phytosanitary Measures, Agreement on Implementation of Article VI of GATT 1994, and Agreement on Subsidies and Countervailing Measures.
4. To familiarize them with the concepts of foreign exchange rate, balance of payment and devaluation of currency
5. To define broad based knowledge of trade practices in India

Course Outcome:

1. Remember the key provisions of the WTO's Dispute Settlement Mechanism.
2. Understand the relevance of the WTO in the contemporary global economic context.
3. Apply the knowledge of WTO agreements to analyze and resolve trade-related issues.
4. Evaluate the impact of WTO agreements on different sectors, such as textiles, services, and agriculture.
5. To create application of Sanitary and Phytosanitary measures

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Introduction From GATT to WTO, WTO's Rounds, WTO's Dispute Settlement Mechanism, Relevance if WTO in Current time, WTO's Agreements overview, Overview of TRIPS, TRIMS, GATS.	22
2	Indian foreign policies and trade	23

	Agreement on the application of Sanitary and Phytosanitary measures, Agreement of Implementation of article VI of GATT 1994, Agreement on subsidies and countervailing measures.	
3	Property , investment and barrier Agreement on Trade related aspect of Intellectual property rights, Agreement on trade related investment measures, Agreement on technical barrier to trade	22
4	Textile, service and general Agreements Agreement on safeguard, Agreement on Textile and clothing, General agreement on trade and service , General elimination of Quantitative restriction, Agreement on Agriculture	23
5	Practical Exposure Students will discuss case studies The banana War, The Korean Soju, A matter of Semantics, The Canadian Dairy case, The case of Codling moth, A fishy Dispute, The bed Linen Dispute	10

Reference/Textbooks:

1. WTO : Text and cases by Palle Krishna Rao, PSG EXcell publication
2. TBT Agreement Articles 2.1, 2.2, Annex 1
3. SPS Agreement Articles 2, 3(1)-(3), 5, Annex A(1)
4. GATT Articles XX, XXI; GATS Article XIV
5. GATT Articles I:1, III:4, Note *ad* Article III, XXIV; Enabling Clause; GATS Articles II, XVII
6. GATT Articles II:1, III:2, Note *ad* Article III, XI:1, XI:2(a)

Program Name: Master of Business Administration – Online

Course Name: Warehouse Management

Prerequisite: Understanding about warehouse

Rationale: The course on warehouse management is designed to address the growing significance of efficient and streamlined warehouse operations in the supply chain.

Course Objectives:

1. To provide participants with a comprehensive understanding of the warehouse's role in the supply chain and the strategic importance of effective warehouse management..
2. To familiarize participants with warehouse management systems (WMS) and how technology can be leveraged to enhance overall warehouse efficiency.
3. To explore emerging trends in warehouse management, such as outsourcing, health and safety considerations, and sustainable practices for environmental impact.
4. To provide basic knowledge about Warehouse and Inventory Management
5. To provide an insight on technology used in warehousing.

Course Outcome:

1. Understand the warehouse processes involved in receiving, put-away, and pick preparation.
2. Analyze the performance of a warehouse through effective performance management techniques.
3. Evaluate the effectiveness of health and safety measures in a warehouse setting.
4. Understand the role of a warehouse and warehouse manager.
5. Applying equipment handling methods and safety measures.
6. Explain Logistic Management and applying it on Logistics. Identifying the importance of Inventory Control and its Physical Location.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction The role of the warehouse, Role of the warehouse manager, Warehouse processes: receiving and put-away, Warehouse processes: pick preparation	22

2	Process Picking strategies and equipment, Order-picking methods, Warehouse processes from replenishment to dispatch and beyond, Warehouse management systems	23
3	Layout Warehouse layout, Storage and handling equipment, Resourcing a warehouse, Warehouse costs	22
4	Performance Performance management, Outsourcing, Health and safety, The warehouse and the environment, The warehouse of the future	23
5	Practical Live Projects & Cases	10

Reference/Textbooks

1. Gwynne Richards (2014) Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse. The Chartered Institute of Logistics and Transport, Kegan page limited.
2. DAVID E. MULCHY & JOACHIM SIDON (2008) A Supply Chain Logistics Program for Warehouse Management. Auerbachian Publications References.
3. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin.
4. Arnold, J.R., Chapman, S.N. (2012). The Introduction to Materials Management. (7 th ed.), Prentice- Hall.
5. Coyle, J.J., Jr. Langley, C.J., Novack, R.A, & Gibson, B.J. (2013). Managing Supply Chains: A Logistics Approach. (9 th ed.), McGrawHill.
6. Edward, F. (2002), World-Class Warehousing and Material Handling. (International ed.), McGrawHill.
7. McGrawHill.Muller, M. (2011).Essentials of Inventory Management.(2 nd ed.), American Management Association

Program Name: Master of Business Administration – Online

Course Name: Strategic Logistics Management

Prerequisite: Logistics Management Basics

Rationale: The course on strategic management is designed to equip participants with the knowledge and skills necessary for effective strategic planning and execution within an organizational context.

Course Objectives:

1. To develop practical skills in environmental analysis, industry analysis, and competitive analysis for effective strategic decision-making.
2. To understand functional-level strategies in production and operations, finance, HR, marketing, and R&D to align with overall organizational goals.
3. To familiarize participants with strategic evaluation and control methods, including the Balanced Scorecard approach.
4. To focus on building skills in students for delivering customized logistic solutions.
5. The course explores subject areas such as product distribution, supply chain, inventory control, transportation management and customer services.

Course Outcome:

1. Apply strategic analysis tools like the BCG Growth-Share Matrix and Porter's Generic Strategies Model to real-world scenarios.
2. Create effective strategic plans at different levels, considering corporate, business, and functional strategies.
3. Evaluate the effectiveness of strategic evaluation and control using the Balanced Scorecard approach.
4. To train students over the complete cycle of distribution of goods from supplier to customer.
5. To inculcate both functional / domain and personal skills to succeed as a manager in Logistics, Supply Chain and related industries.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction Strategic planning and strategic management: Levels of strategic planning - Process of strategic planning - dimensions of strategic decisions - Strategic management	22

	Process : Environmental analysis: environmental scanning –Industry analysis – Competitive analysis – Strategy formulation/ alternatives: Corporate strategies: grand strategies stability, expansion, retrenchment and combination	
2	Process: Business level strategies: - acquiring core competencies – Porter's Generic Strategies Model Functional level strategies: Production and Operations – Finance – HR –Marketing and R & D Strategies. Strategic analysis and choice: Portfolio Analysis-BCG Growth-Share Matrix, GE Business Screen, Shell's Directional Policy Matrix	23
3	Layout: Hofer's Product – Market Matrix Strategic implementation: Steps structural issues- behavioral issues- strategic leadership, Strategic evaluation and control: Strategic evaluation and control: Balanced Score Card approach	22
4	Performance: Strategic evaluation and control: Balanced Score Card approach –EVA and MVA - ERP– Stake holder analysis – Systems thinking approach, Strategic control - operational control - process and Techniques. Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.	23
5	Practical Live Projects & Cases	10

Reference/Textbooks

1. R. Srinivasan. (2007). Strategic Management - 3rd Edition: Prentice Hall India, New Delhi.
2. Thomson, Strickland & Pearson. (2005). Strategic Management: Tata McGraw Hill, New Delhi.
3. V.S. Ramasamy& S. Namakumari. Strategic Planning-Formulation of corporate strategy: Macmillan India pvt ltd.
4. AzharKazmi. (2007). Strategic Management and Business Policy – 3rd Edition: Tata McGraw Hill.New Delhi.
5. David Simchi, Levi, Philip Kaminsky, Ravi Shankar. (2010). Designing & Managing the Supply Chain: Tata McGraw Hill. 14th Edition.

Program Name: Master of Business Administration – Online

Course Name: Humanitarian Logistics

Prerequisite: Logistics Management Basics

Rationale: The course on humanitarian logistics is designed to address the unique challenges and requirements of logistics in disaster and emergency scenarios.

Course Objectives:

1. To define humanitarian logistics and classify various types of disasters.
2. To apply business logistics methods to humanitarian relief efforts.
3. To examine the support systems for humanitarian logistics, including the impact of funding and information technology.
4. An overview of humanitarian operations by introducing the context in which they take place, the products and services needed, and the the systems that aim to meet these needs.
5. Introduction to logistics systems and fundamental supply chain concepts and approaches, with a focus on planning.

Course Outcome:

1. Understand the roles of key actors in humanitarian logistics networks.
2. Create effective network planning and analysis strategies for humanitarian logistics.
3. Create humanitarian demand plans with effective evidence, intentions, and uncertainties
4. Practice applying these supply chain concepts and approaches in the humanitarian context, with a focus on communicating plans and policies.
5. Understand the nature of humanitarian contexts and the structure of response systems

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction Defining humanitarian logistics , Defining and classifying disasters Disaster management , Emergency supply chain, Supply risk management ,Involved players	22
2	The design of humanitarian logistics networks Key actors in the humanitarian logistics network , The design of humanitarian network , To centralize or decentralize in humanitarian networks , Pre, during, and post disaster design of networks , The role of IT in designing humanitarian networks ,	23

	Virtual containers impact on humanitarian networks	
3	Methods Applying Business Logistics Methods in Humanitarian Relief, Transferring Knowledge from Business Logistics to Humanitarian Logistics, Network Planning and Analysis, Route Planning.	22
4	Performance Supporting humanitarian logistics, The impact of funding system, The importance of information technology, Performance measurement and improving humanitarian logistics	23
5	Practical Live Projects & Cases	10

Reference/Textbooks

1. Disaster Logistics: A Critical Look at the Response Mechanisms" by Jasmina Haas and Michael B. Gallaher
2. "Logistics Management in the Humanitarian Sector: A Comprehensive Guide for Relief Logisticians" by Justine Van Hal and Tom Van Woensel
3. Humanitarian Logistics: Cross-Sector Cooperation in Disaster Relief Management" by Gyöngyi Kovács, Karen Spens, and Mohammad Moshtari
4. Humanitarian logistics: meeting the challenge of preparing for and responding to disasters, by Martin Christopher and Peter Tatham
5. K. Hariharan. (2007). Containerization, Multimodal Transport and Infrastructure Development in India: Shroff Publishers and distributors Pvt. Ltd. 5th Edition.

Program Name: Master of Business Administration – Online

Course Name: Consumer Behaviour

Prerequisite: Basic understanding of Marketing Function

Rationale: - Theoretical frameworks and practical implications of consumer behavior for business and examines forces shaping consumer choice in modern society.

Course Objective:

1. To acquaint students with essential concepts of Consumer Behaviour
2. To understand how the consumer behavior and the consumer decision making process occurs
3. To equip the students with various tools of marketing Research
4. To define and explain the field and scope of consumer behaviour and impact of new technology on marketing strategies
5. Apply concepts of motivation and perception on consumer behaviour

Course Outcome: After completion of the course the student will be able to:

1. Discuss and explain the theories and concepts of Buyer Behavior
2. Identify factors which influence consumer behavior.
3. Describe appropriate marketing strategies for different segments of consumers
4. Demonstrate skills in the research and analysis of customer segments, demand, and market potential.
5. To create Customer Value, Satisfaction, Trust and Retention Rational vs emotional motives.

Sr. No.	Topic	Weightage
1	Introduction Consumer Research Introduction Scope & importance, the consumer research process, quantitative and qualitative research. Market segmentation: Importance and use. Customer Value, Satisfaction, Trust and Retention Rational vs emotional motives. Dynamic nature of motivation. Motivational research.	20
2	Consumer Perception Consumer Perception: Personal and psychological influences Absolute and Differential Threshold, Perceptual Selection. Consumer Attitude: formation and Change Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change, Personality and consumer behavior	25

	Personality and Self-image, Lifestyle	
3	Consumer Decision Models Consumer Learning Elements of Consumer Learning , Marketing Applications of Learning Theories, Consumer decision making models: Howard Sheth Model, Engel Blackwell, Consumerism Brief overview of Neuro marketing, Innovator profiles. Diffusion of Innovation and Opinion Leadership. Cultural, Subcultures and Cross Cultural issues in marketing	20
4	Marketing research Measurement in MR. The nature of marketing research and its applications types of MR. Concept of scales and property of scales- reliability and validity. Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales. Advanced methods of analysis in MR- Cluster analysis, factor analysis, Multi-dimensional scaling, Conjoint analysis, Multiple Discriminant analysis	25
5	Practical Exposure: Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy? Students can visit a mall and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different categories of goods. Choose five recent successful FMCG Advertisement campaigns and identify their insights through consumer interviews. Conduct a survey on youth to find the influencing factors in their purchase of mobiles, shoes, bags etc.	10

Reference/Textbooks

1. Consumer Behaviour (TextBook) Schiffman, L G and Kanuk, L L; PHI; Latest
2. Consumer Behaviour Implications for Marketing Strategy (TextBook) Hawkins, D I; Texas, Business; Latest
3. Marketing Research, Naresh Malhotra; PHI; Latest
4. Marketing Research, Nargondkar; Tata McGraw-Hill Education; Latest
5. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi

Program Name: Master of Business Administration – Online

Course Name: Advertisement and Promotional Management

Prerequisite: Basic understanding of Marketing Function

Rationale: - Advertising and Promotions help in understanding how different marketing functions, such as advertising, public relations, sales promotion, direct marketing, and personal selling, work together to achieve marketing goals.

Course Objective:

1. To acquaint students with essential concepts and techniques for developing and designing an effective Advertising and Promotion programme.
2. To understand how the communication process fits into and works with consumer behavior, emphasizing the consumer decision making process.
3. To equip the students with various communication tools and their effectiveness to foster creative ideas for the development of effective marketing communication programme.
4. To impart knowledge about advertising and sales promotion.
5. To understand the various media and developing integrated programme.

Course Outcome: After completion of the course the student will be able to:

1. Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications
2. Develop an integrated cross-media and creative message strategy and concept to reach the target audience and deliver the brand promise through an Advertising and promotions campaign.
3. Structure an advertising and Promotions plan based on the application of marketing concepts, principles and practices within an organization.
4. Measure and critically evaluate the communications effects and results of a marketing. Campaign to determine its success.
5. To measure effectiveness of advertisement and know its implications on society

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction to Advertisement Management Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning, Source, Message and selection of advertising channel, factors, Communication response hierarchy A.I.D.A. model, Hierarchy of effect model, Innovation	20

	adoption model, Information Processing Model.	
2	Marketing Communication Source, Message, Channel factors: Source Credibility and Attractiveness, Message Structure and Appeals, Channel Factors and Clutter Budgeting for the Promotional Program: Promotional Objectives, Sales vs. Communication s Objectives, Communications effects pyramid, DAGMAR approach for setting ad objectives.	25
3	Advertisement Creativity Creativity in advertising, Creative Process, Creative Strategy-Appeals and execution Styles, Advertising Copywriting, copy principles for print advertising and broadcast copy, Advertising art-Layout-Functions and Types. Media Planning and Strategy: Media Planning and its problems, Developing the Media Plan, BDI, CDI, Establishing Media Objectives. Scheduling, Reach vs. Frequency. Strategic advertising tool : Research process – Common errors in research – Advertising Strategy – client evaluation	20
4	Measurement Effectiveness of Advertisement Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building	25
5	Practical Exposure: Sales-promotion objectives, Consumer-oriented sales promotion tools, Trade-oriented sales promotion tools, Designing the sales promotion program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process. Interactive Marketing and Social media Marketing -Meaning, Components. Measuring the effectiveness of the Promotional Program Ethics in Advertising and Promotion, Ethical considerations in advertising and promotion Advertising self-regulation, Consumer protection laws and regulations	10

Reference/Text Books

1. Marketing Management-Global Perspective -Indian Context, 4th Edition-2010V.S. Ramaswamy& S. Namakumari, Macmillan Publishers India LMT, New Delhi.
2. Sales and Distribution Management, By Krishna Havaladar and Vasant Cavale | Tata Mcgraw-Hill Education | Latest
3. Advertising and Promotions: An IMC Perspective, By Kruti Shah & Alan DSouza | Tata Mcgraw-Hill Education | Latest
4. Advertising & Promotion – an Integrated Marketing Communications Perspective By Belch and Belch and Keyur Purani | Tata Mcgraw-Hill Education | Latest
5. Advertising Management, By Rajeev Batra, John Myers and Davis Aaket ,Published by Prentice Hall of India Private Limited, New Delhi
6. Advertising by Zeigler et. AL | Tata Mcgraw-Hill Education | Latest
7. Advertising: Principles and Practice, Latest Edition, by William Wells, John Burnett, and Sandra Moriary, Prentice Hall.

Prerequisite: Basic understanding of Marketing Function

Course Name: International Marketing

Rationale: - To acquaint the students with the environment, principles and strategies of and trends in international marketing and related aspects

Course Objective:

1. To acquaint students with essential concepts of International Marketing.
2. To understand how to do international Marketing Research and Entry strategies.
3. To equip the students understanding of International Promotional strategies.
4. Elaborate the global business activities, marketing in international business and global forces transforming the international business today.
5. To develop a general perspective about managing international business both in operational as well as strategic context.

Course Outcome: After completion of the course the student will be able to:

1. Identify various Globalization processes.
2. Develop international marketing Research and Product Strategy
3. To create the Structure an international Distribution plan based on the application of International marketing concepts, and principles
4. Determine when to use different market entry and penetration strategies. Evaluate the International Promotional strategies.
5. Analyze the impact of cultural, social, political and economic factors on marketing strategies

Design Syllabus

Sr. No.	Topics	Weightage
1	Globalization: Thoughts and Process ,International Economic Environment, Cultural Environment , Political and Legal Environment	20
2	International Market Research, Modes of Entry into international Markets, Product Strategy	25
3	International Pricing, International Distribution, factors Involved in Distribution Systems, Modes of Transportation, International Packaging	20
4	International Promotional Strategies: Introduction, Communications	25

	Process, communication principles, Promotion Appeals	
5	Various cases on International Marketing	10

Reference/Text Books

1. International Marketing (TextBook) P.K.Vasudeva; Excel
2. International Marketing (TextBook), Rajgopal; Vikas Publication; Latest
3. International Marketing- Analysis & Strategy (Textbook) Sak Onkvisit & John Shaw; PHI; Latest
4. International Marketing, Philip B. Cateora and Graham; Tata Mcgraw-Hill Education; Latest
5. Global Marketing, W. J. Keegan; PHI; Latest

Program Name: Master of Business Administration – Online

Course Name: Production and Operation Management

Prerequisite: Basic understanding of operations management, business statistics and managerial economics.

Rationale: To equip students with the knowledge of current trends in operations management

Course Objectives:

1. Explain the importance of Production and operation management
2. Apply the knowledge of different layouts
3. Demonstrate the ability to formulate various quality management practices
4. Execute operations scheduling using CPM/PERT network

Course Outcome: At the end of course students will be able to

1. Understand the basic components of production and its impact on overall operations
2. Analyze the different types of layouts for production facilities
3. Implement the knowledge for effective management of various production strategies.
4. Design operations scheduling using CPM/PERT network

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction to Production and operations Management: The product/ Process continuum, transformation process. Process design: different types of process with its merits and demerits, process classification based on order, process selection, different type of manufacturing process. Automation, emerging role of production and operations manager in India today. Operations strategies: Relationship between business strategy and operations strategy, centralization vs. Decentralization of Authority and responsibility, Allocating resources to strategic alternatives. Outsourcing and off shoring: India as an outsourcing and off shoring destination, outsourcing, off shoring, near shoring and farm shoring.	20

2	Facility location: (theoretical concept only) Plant Layout: Different types of layout. Aggregate Production Planning (APP): Objective, strategies and cost of APP, master production schedule, Rough cut capacity planning etc.(theoretical concept only) Material Requirement Planning (MRP) (theoretical concept only) Inventory Management (theory and numerical)	25
3	Operations scheduling: Definition, Objectives, Types, Sequencing (n-jobs on m machine) (theory and numerical), Queuing systems (Waiting Line Analysis) (theory and numerical), Line Balancing(theoretical concept only) Project management; Project scheduling by using network PERT/CPM, (theory and numerical)	25
4	Quality management: Definition, experts' views on quality. Dimensions of quality. Cost of quality and quality cost audit. Statistical process control, control charts (theory and numerical), ISO 9000 and other ISO series. Lean and Just in Time production system (theoretical concept only)	20
5	Case Studies- Case studies on outsourcing, offshoring, PERT/CPM Network, quality management	10

Reference/Text Books

1. Operations Management: Sustainability and Supply Chain Management, 13 Global Edition, Authors Jay Heizer, Barry Render, Chuck Munson
2. Operations Management – 2019 by Nigel Slack (Author), Alistair Brandon-Jones
3. Operations Management: Theory and Practice, 3e by B. Mahadevan
4. Production and Operations Management |6th Edition Paperback – by S N Chary (Author)
5. Production And Operation Management by Aswathappa Bhat

Program Name: Master of Business Administration – Online

Course Name: Production Planning & Control

Prerequisite: Basic understanding of production processes and facility layouts

Rationale: To develop production management skills through skilled base planning and control

Course Objectives:

1. Understand Production planning and operation management
2. Discuss various safety requirements in production planning
3. Develop the ability to schedule production processes.
4. Appraise the role of forecasting in production and operations

Course Outcome: After Completion of this course the students will be able to

1. Understand the basic components of production planning and control
2. Analyze the different types of planning
3. Implement the knowledge for effective management of various scheduling strategies.
4. Construct forecasting models for production planning

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Overview of Production Planning and Control: Introduction, Phases of production, Functions of production planning and control, Relationship of PPC with other departments, Types of production systems, Types, concepts, applications, Levels of manufacturing, Aggregate planning, Master production schedule, Material requirement planning Manufacturing methods: Projects and job work, Batch production, Mass / flow production, Continuous / process production	20
2	Forecasting and Safety Management Prerequisites of PPC: Data pertaining to design, equipment, raw materials, tooling, performance standards, labour and operating systems. Demand Forecasting: Introduction. Meaning and need for forecast, Quantitative and qualitative methods of forecast	25

	Order preparation: Work order preparation for different manufacturing methods, Subsidiary orders, Shop or production orders, Inspection orders, Store issue orders Industrial Safety Management: Meaning, legal aspect of safety, Causes of accident, Work permit procedures in plant, safety equipment, PPE's, breathing apparatus, safety belt, etc.	
3	Facility Layout Capacity Planning: Capacity Planning, Integrated Production Planning and Control. Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Importance of layout decision, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material Handling	25
4	Scheduling and Planning Scheduling: Forms of Schedules, Factors influencing scheduling Product sequencing, dispatching: Progress report & expectation of manufacturing lead time technique for aligning completion time & due dates. Aggregate Planning: Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Advantages of Aggregate Plan, Aggregate Planning Strategies, Planning Options, Selecting the Method in Aggregate Planning, Aggregate Planning in Services	20
5	Practical Exposure Case studies on production, planning and control, Industrial Safety Management ,Aggregate Planning	10

Reference/Textbooks:

1. Production and Operations Management |6th Edition Paperback – by S N Chary (Author)
2. Operations and Supply Chain Management | 17th Edition by F. Robert Jacobs, Richard B.

Chase, et al.

3. Production And Operation Management by Aswathappa Bhat
4. Operations Management: Sustainability and Supply Chain Management, 13 Global Edition, Authors Jay Heizer, Barry Render, Chuck Munson
5. Operations Management: Theory and Practice, 3e by B. Mahadevan



Project Management

Program Name: Master of Business Administration – Online

Course Name: Project Management

Prerequisite: Basic Understanding of Project Management

Rationale: To develop project based management skills in operation management students.

Course Objectives:

1. Students will be able to explain the importance of project management in achieving organizational goals.
2. Students will be able to calculate the estimated time and cost of a project activity.
3. Students will be able to identify potential risks associated with a project and develop mitigation strategies.
4. Students will be able to analyze the impact of resource constraints on project performance.
5. Students will be able to evaluate the performance of a project team and suggest strategies for improvement.

Course Outcome: After Completion of this course the students will be able to

1. Students will be able to explain the significance of effective project management in achieving organizational goals.
2. Students will be able to identify potential risks associated with a project and develop mitigation strategies.
3. Students will be able to critically assess the performance of a project team and recommend strategies for conflict resolution and improved team dynamics.
4. Students will be able to explain and present the key components of their project plan effectively to a target audience
5. Students will be able to manage stakeholder expectations by setting clear timelines, deliverables, and communication channels.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction to Project Management: Concept of Project, Project characteristics, Project classifications, Project Life Cycle, Importance of Project Management Project Management Structure: Project Scope, project priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices	20
2	Project Planning Estimating Project Time and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-On-Node, Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques. Selection of location & site of the project: Types of facilities, site selection: where to locate, Global supply chain factors, Location analysis techniques : location factor rating, location factor rating, center of gravity techniques, load distance technique	25
	Risk Management Risk Management process, Risk Identification, Risk Assessment, Risk, Response Development, Contingency Planning, Risk Response Control, Change Control Management Scheduling Resources and Costs: Types of Project Constraints, Classification of Scheduling Problem Resource Allocation Methods, Splitting, Multitasking, Benefits of	25

3	scheduling resources Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls	
4	Performance and Financial Analysis Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance ,Need for an Integrated Information System Developing a status report and index to monitor Progress Forecasting final project cost, Other control issues. Financial Analysis: Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal. Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects	20
5	Practical Exposure: Case studies on Project Management Structure, Project Management Performance Evaluation and Financial Analysis of Projects	10

Text/Reference Books

1. Project Management: The Managerial Process | 8th Edition by Erik W. Larson, Clifford F. Gray, et al.
2. Fundamentals of Project Management (Fifth Edition) by Joseph Heagney
3. Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (HBR Handbooks) by Antonio Nieto-Rodriguez
4. Operations and Supply Chain Management | 17th Edition by F. Robert Jacobs, Richard B. Chase, et al.
5. Production And Operation Management by Aswathappa Bhatt

Program Name: Master of Business Administration – Online

Course Name: Fundamentals of Forensic Accounting

Prerequisite: The student should have a basic understanding on foundational understanding of accounting principles and practices.

Rationale: Understanding Fundamentals of Forensic Accounting equips professionals with critical skills to detect, investigate, and prevent financial crimes, ensuring integrity and trust in business practices and legal proceedings

Course Objectives:

1. Recall and define key concepts and terminology related to forensic accounting such as fraud examination, financial statement analysis, and investigative techniques.
2. Explain the legal and ethical considerations involved in forensic accounting investigations.
3. Apply forensic accounting methodologies to analyze financial data, identify potential fraud schemes, and assess the impact of fraud on financial statements.
4. Analyze case studies and real-world scenarios to identify patterns of fraud and develop effective investigative strategies.
5. Assess the effectiveness of forensic accounting techniques in uncovering and preventing financial fraud within various organizational settings.

Course Outcome: After Completion of this course the students will be able to:

1. Demonstrate the ability to recall and comprehend foundational principles and theories of forensic accounting, including financial statement analysis, fraud detection techniques, and investigative procedures
2. Apply analytical skills to assess financial data, identify irregularities, and interpret evidence to uncover potential instances of fraud or financial mismanagement.
3. Analyze complex financial transactions and records using critical thinking skills, evaluating patterns, discrepancies, and anomalies to develop insights into potential fraudulent activities.
4. Evaluate the effectiveness of forensic accounting techniques and methodologies in different organizational contexts, weighing the strengths and limitations of various investigative approaches.
5. Synthesize their understanding of forensic accounting principles with ethical considerations and legal frameworks.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basic Intro And Theory Evolution of Forensic Accounting, Concept of Forensic Accounting, Objective of Forensic Accounting, Justification for Forensic Accounting, Scope of Forensic Accounting, Need of Forensic Accounting, Forensic Accounting Skill Set, Forensic Accounting Engagements.	20
2	Types of Frauds Definition and Meaning of Fraud, Types of Frauds:, Asset Misappropriation, Financial Statement Fraud, Corruption, Fraudulent Financial Reporting, Money Laundering, Ponzi Schemes, Tax Evasion, Identity Theft, Cybercrime, Insurance Fraud Case Study: Identify types of Frauds.	25
3	Fraud Theories Measures to identify frauds: Data Analysis, Financial Statement Analysis, Internal Control Evaluation, Interviews and Interrogations, Forensic Technology Tools, Forensic Auditing Techniques, Whistleblower Hotlines, Benford's Law, Financial Forensics, Collaboration with other experts. Fraud Theories: Fraud Triangle Theory Fraud Diamond Theory, Fraud Scale	20
4	How Can Fraud Be Detected? Measures to detect frauds: Internal Control Review, Forensic Interviews, Document Examination, Digital Forensics, Background Checks, Asset Tracing Steps to detect fraud. Case Study.	25
5	Practical Cases: Identify Red, Yellow & Green Flags	10

Reference/Textbooks:

1. Forensic Accounting and Fraud Examination" by William S. Hopwood, Jay J. Leiner
2. Forensic Accounting and Fraud Investigation for Non-Experts" by Howard Silverstone
3. Forensic Accounting and Fraud Detection by Suresh C. Gupta
4. Handbook of Forensic Accounting in India by Uttam Prakash Agarwal J K Pandey.
5. Forensic Accounting: Concepts, Procedures and Applications" by N. S. Toor.



Program Name: Master of Business Administration – Online

Course Name: Introduction to Forensic Science and Law

Prerequisite: The Students should have basic understanding of basic scientific principles, familiarity with legal procedures, critical thinking skills, foundational knowledge in biology and chemistry

Rationale: This subject will provide students with a foundational understanding of how forensic techniques contribute to the pursuit of justice.

Course Objectives:

1. Recall of key forensic science terminology, principles, and procedures, including chain of custody, evidence collection techniques, and the role of forensic experts in legal investigations.
2. Comprehend the foundational theories and methodologies underpinning forensic science and its application in legal contexts.
3. Apply forensic techniques and analytical skills to analyze and interpret various types of evidence to draw conclusions relevant to legal proceedings.
4. Analyze case studies and real-world scenarios involving forensic evidence, evaluating the reliability and validity of different forensic techniques and methodologies.
5. Assess the strengths and limitations of forensic evidence presented in legal cases.

Course Outcomes: After completion of this course the students will be able to

1. Recall and identify fundamental concepts and terminology related to forensic science and law.
2. Demonstrate comprehension of key principles and theories underlying forensic science and its intersection with the legal system.
3. Apply their knowledge of forensic science and law to analyze crime scenes, evaluate evidence, and propose investigative strategies.
4. Analyze complex forensic scenarios and case studies using analytical tools and methodologies learned in the course.
5. Assess the impact of forensic evidence on the administration of justice, consider issues of bias and error in forensic analysis, and propose reforms to improve the reliability and fairness of forensic investigations within the legal system.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Fraud Psychology Meaning of Fraudster Mindset, Aspects of Fraud Psychology in Forensic Accounting, Rationalization, Pressure, Opportunity, Behavioral Indicators, Personality Traits, Fraud Triangle, Interviewing Techniques How to identify Fraudster Mindset? Case Study: Behavioral and personality test to identify fraudster mindset.	23
2	Understanding Evidence Relevance of collecting evidence in Forensic investigation. Types of Evidences: Financial Documents, Electronic Evidence, Expert Report and Analysis, Witness Testimony, Confessions and Admissions, Surveillance Footage, Analysis Result, Chain of Custody Documents. How to understand evidence in forensic accounting?	22
3	Fraud Initiation, Whistleblower, Complaints Common methods of Fraud Initiation. Who is a Whistleblower? What is Whistleblowing? How to raise a complaint about financial fraud?	23
4	Fraud Reporting Laws And Procedure For Fraud Reporting. (Co Act, SEBI, PMLA, IPC, CPC, CRPC, FEMA, BR Act, Evidence Act, NI Act, IT Act) Litigation Preparation	22
5	Practical Examples: Case investigation & analysis report, report presentation Case Study: Studying documents and analysis of evidence.	10

Reference/Textbooks

1. Textbook of Forensic Medicine and Toxicology by Dr. K.S. Narayan Reddy
2. Forensic Science: Fundamentals and Investigations by Dr. Rajesh Bardale and Dr. R.N. Kharoshkar
3. Introduction to Forensic Medicine and Toxicology" by Dr. Gaurav Agarwal and Dr. Rajesh Bardale
4. Principles of Forensic Medicine and Toxicology" by Dr. R.K. Sharma



Digital Fraud and Internet Things Fundamentals

Program Name: Master of Business Administration – Online

Course Name: Digital Fraud and Internet Things Fundamentals

Prerequisite: The Students should have basic understanding of digital technology, familiarity with internet usage, knowledge of cybersecurity principles.

Rationale: This course helps understand how to combat cyber threats, protect sensitive data, and ensure secure connectivity in our interconnected digital ecosystem.

Course Objective:

1. Define digital fraud and its various forms, including identity theft, phishing, and malware attacks.
2. Understand the interconnected nature of IoT devices and the potential vulnerabilities they introduce into networks and systems.
3. Apply risk assessment techniques to evaluate the susceptibility of digital systems and IoT networks to various types of fraud and cyber-attacks.
4. Evaluate the impact of emerging technologies, such as block chain and artificial intelligence, on the landscape of digital fraud and cybersecurity.
5. Develop protocols and procedures for incident response and crisis management to mitigate the impact of digital fraud incidents on stakeholders and business operations.

Course Outcome: After Completion of the course the students will be able to:

1. Recall and recognize various types of digital fraud prevalent in contemporary society, such as identity theft, phishing, and malware attacks.
2. Explain the potential risks and vulnerabilities associated with the integration of IoT devices into various domains, such as healthcare, transportation, and smart homes.
3. Apply critical thinking skills to analyze real-world scenarios involving digital fraud incidents and IoT security breaches, and propose effective countermeasures.
4. Analyze the impact of digital fraud on individuals, organizations, and society as a whole, considering both financial and reputational repercussions.
5. Design comprehensive security frameworks and protocols for IoT ecosystems to prevent and detect fraudulent activities, ensuring the integrity and confidentiality of data.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	CAAT Techniques (Excel & SW based) What are CAAT Techniques? Need of CAAT Techniques, Use and Application of CAAT Techniques in Fraud Investigation & Analysis. Excel based CAAT Techniques, Data Analysis, Pivot Tables, Data Extraction, Spreadsheet Controls, Software Based CAAT Techniques, Data Analytics Software, Audit Management Software, Continuous Monitoring Tools, Data Extraction and Analysis Tools	22
2	Statistical Techniques Use and Application of Statistical Techniques in Fraud Investigation & Analysis. Types of Statistical Techniques Benford's Law, Data Mining, Regression Analysis, Cluster Analysis, Sampling Techniques, Data Visualization	23
3	Matrices and Link Diagram Matrices, Transaction Matrix, Cross-tabulation Matrix, Time-Series Matrix, Link Diagram, Identify key entities, Visualize transactions paths, Analyze connections and patterns Temporal Analysis in Forensic Accounting	22
4	Data Mining & Data Science Technology What is data mining? Use of Data Mining in fraud investigation. How is data mining used for fraud investigation?, Fraud Detection, Pattern Recognition, Anomaly Detection, Predictive Modeling, Network Analysis, Text Mining, Data Science Technology uses, advantages and disadvantages.	23
5	Practical Cases:	10

Reference/Textbooks:

1. Forensic Accounting and Fraud Examination" by Mary-Jo Kranacher, Richard Riley, and Joseph T. Wells
2. Fraud Examination: International Edition" by W. Steve Albrecht, Chad O.
3. Forensic Accounting and Fraud Investigation for Non-Experts" by Howard Silverstone and



Digital Fraud and Internet Things Fundamentals

Michael Sheetz

4. Forensic Accounting and Fraud Investigation: Theory and Practice" by D. Larry Crumbley



Name of Program: Master of Business Administration – Online

Course Name: Pharma Sales and Advertisement

Prerequisite: Basic of Pharma Sales

Rationale: The focus of this subject is to make participants understand how advertisement and sales promotion campaigns needs to be carried out, How to measure their impact etc.

Course Objectives:

1. To examine pharmaceutical sales is different from study of general sales, various factors like physicians' behavior, promotional strategy, marketing reputations of organizations etc.
2. To understand about selling of medicines and pharmaceutical market dynamic
3. To analysis Territory and Market Knowledge, Joint Fieldwork, On-the-job Training
4. To Organizing and Conducting Successful Meetings, Monitoring, Performance Appraisal
5. To create Promotional Strategies- Push or Pull Types of Pharma Ad Agencies

Course Outcomes

1. To elaborate an understanding of marketing concepts and techniques and their applications in the pharmaceutical industry.
2. To learn to manage various activities, including advertising, sales promotion, marketing research, physical distribution, pricing, and product merchandising.
3. To develop skills required in planning, direction, and control of the personnel, selling activities of a business unit
4. To elaborate recruiting, selecting, training, assigning, rating, supervising, paying, motivating.
5. To develop skills for long term relationship with the customer and Skills to manage

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction Field Job Training Introduction, Role, Performance Management, Territory and Market Knowledge, Joint Fieldwork, On-the-job Training	20
2	Development and Targeting Customers Managing Key Customers, Development of Weak or Underdeveloped Territories, Performance, Counselling,	25

	Management of Vacant Territories, Induction of a New Medical Representative	
3	Performance Appraisal Organizing and Conducting Successful Meetings, Monitoring, Performance Appraisal, Managing People Productively, Interface with Marketing	25
4	An Introduction to Pharma Marketing Communication Promotional Tools , Advantages and Disadvantages of Tools Developing Promotional Strategies- Push or Pull Types of Pharma Ad Agencies Ethics in Pharmaceutical Marketing, Appeals and executional styles in Pharmaceutical advertisement.	20
5	Practical Case studies on Developing Promotional Strategies, Management of Vacant Territories, Induction of a New Medical Representative	10

Reference/ Textbooks:

1. Batra, R. Myers J.G. and Aaker D.A., Advertising Management, PHI Publications, Delhi.
2. Still R.R., Cundiff E.W., Govoni N.P., Sales Management, Decision Strategies and Cases, Prentice Hall India, Delhi.
3. Sangade C.H., Frybenger V. and Rotzoll K., Advertising Practice and Theory, AITBS Publisher & Distributors, Delhi.
4. Wells W., Burnett J., Moriarty S., Advertising Practice & Principles, PHI Publications, Delhi.
5. Arens W.F., Contemporary Advertising McGraw Hill/Irwin, New York.
6. Mohan M., Advertising Management, Tata McGraw Hill, New York.
7. Khan M., Sales and Distribution Management, Excel Books, Noida.
8. Gupta S.L., Sales and Distribution Management, Excel Books, Noida.
9. Ingram T.N., La Forge R.W. and Avila R.A., Sales Management Analysis and Decision Making, Harcourt College Publishers, California.
10. Stanton W.J. and Spiro R., Management of Sale Force, McGraw Hill/Irwin, New York



Name of Program: Master of Business Administration – Online

Course Name: Pharma Buying Behaviour

Prerequisite: Basics of Buying Behaviour

Rationale: This course is aimed for understanding Pharmaceutical Buying Behavior

Course Objective:

1. To understand the dynamics of consumer buying behavior the pattern of buying and understand the decision making process.
2. The course aims to provide an understanding of marketing concepts and techniques and their applications in the pharmaceutical industry
3. The pharmaceutical industry not only needs highly qualified researchers, chemists and, technical people
4. To develop skilled managers who can take the industry forward by managing and taking the complex decisions
5. To apply imperative knowledge for the growth of the industry.

Course Outcome:

1. To define importance, the consumer research process, quantitative and qualitative research
2. To understand Consumer Perception: Personal and psychological influences Absolute and Differential Threshold, Perceptual Selection.
3. To elaborate an understanding of marketing concepts and techniques and their applications in the pharmaceutical industry
4. To understand the Knowledge and Know-how of marketing management groom
5. To create the people for taking a challenging role in Sales and Product management

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction Introduction Scope & importance, the consumer research process, quantitative and qualitative research. Market segmentation: Importance and use. Consumer Motivation & Perception Needs, Goals and their interdependence. Rational vs emotional motives. Dynamic nature of motivation. Motivational research.	20

2	Consumer Behavior Consumer Perception: Personal and psychological influences Absolute and Differential Threshold, Perceptual Selection. Consumer Attitude: formation and Change Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change, Personality and consumer behavior Nature of personality, Freudian, non - Freudian and trait theories. , Personality Traits and its Marketing significance	25
3	Models of Consumer Decision Making Consumer Learning Elements of Consumer Learning, Marketing Applications of Learning Theories, Consumer decision making models: Howard Sheth Model, Engel Blackwell, Models of Consumer Decision Making Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles. Diffusion of Innovation and Opinion Leadership. Cultural, Subcultures and Cross Cultural issues in marketing	20
4	Marketing Research Measurement in MR. The nature of marketing research and its applications types of MR. Concept of scales and property of scales- reliability and validity. Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales. Advanced methods of analysis in MR- Cluster analysis, factor analysis, Multi-dimensional scaling, Conjoint analysis, Multiple Discriminant analysis	25
5	Practical Exposure Case studies on Marketing research on pharma products, Models of Consumer Decision Making Diffusion of innovations Process	10

Reference Books / Text Book

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar, Pearson, Latest Edition
2. Consumer Behaviour, Concepts and Applications, Loudon and Bitta, TMH, Latest Edition



Pharma Buying Behaviour

3. Consumer Behaviour and Marketing Strategy, Peter, J.P. and Olson, TMH, Latest Edition.
4. Consumer Behavior - Insights from Indian Market Majumudar Ramanuj, PHI, 2nd Edition.
5. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.

Name of Program: Master of Business Administration – Online

Course Name: International Pharmaceutical Marketing

Prerequisite: Basic understanding of International Pharmaceutical Marketing

Rationale: To develop an understanding of major issues related to international marketing and also enabled to develop skills in researching and analyzing trends in global markets and in modern marketing practice.

Course Objectives:

1. To develop an understanding of major issues related to international marketing
2. To enabled to develop skills in researching
3. To analyzing trends in global markets and in modern marketing practice.
4. To assess an organization's ability to enter and compete in international markets.
5. To get exposure Global trends in pharmaceutical industry, India in global market

Course Outcome:

1. To understand Pharmaceutical Environment and International marketing and organization
2. To apply Global perspective of Investment and regulatory environment Licensing
3. To elaborate Role of Pharmaceutical Export promotion council
4. To create Product registration Rules, New drug development and Modes of Entry
5. To define Promotional activities, and distribution systems are investigated and described in detail

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Overview of Pharmaceutical Environment International marketing and organization, Global trends in pharmaceutical industry, India in global market, Global perspective of Investment and regulatory environment, Licensing, Role of Pharmaceutical Export promotion council	20
2	Legal Aspect & Market Entry Impact TRIPS and Pharmaceutical Industry, Product registration Rules, New drug development. Modes of Entry	25

3	Market Research and Pricing Market Identification – ITC MAP, Tariff and entry barriers analysis International pharmaceutical market research, Product and pricing policy	25
4	Promotion and Distribution Promotional activities, and distribution systems are investigated and described in detail. Finally, the author focuses on the operations of the drug industry in twenty selected nations. Background, data, and analysis relevant to the unique characteristics of the industry provide the information necessary to analyze international marketing problems and formulate	20
5	Practical Exposure Case Studies on international Pharma marketing, International Marketing research	10

Reference/Textbooks:

1. International Marketing, 6 edition, ISBN 981-240-244-6, by Subhash C. Jain. 1994
2. Masaaki Kotabe, Kristian Helsen “Global Marketing Management” 2000.
3. Joshi, Rakesh Mohan – International Marketing, November 2014.
4. Simon Majaro- International Marketing, 2013
2. Export Marketing by B.S. Rathore, 1993
3. Export Procedures and Documents by S.C. Jain, 2011.
4. 7. Global Marketing by Keegan, 2013

Program Name: Master of Business Administration – Online

Course Name: Project Management Methods

Prerequisite: Basics of Project Management

Rationale: Application of Processes to achieve project Objectives

Course Objectives:

1. Application of Processes to achieve project Objectives
2. Usage of Various Methods to align different goals of Projects
3. Manage different constraints in Projects
4. Understanding Project Implementation techniques
5. Plan Resources for realizing Project Goals

Course Outcome:

1. To Understand the work structure of any project
2. To Apply the schedule of the projects effectively and efficiently
3. To evaluate project management resources requirements.
4. To assess risk in projects

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basic of Project Management The Concept of a Project, its Definition, the Difference of Project and Routine work, Project characteristics, classifications, Drivers of Project Management, and Project Life Cycle. Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll up, Process Breakdown Structure, Responsibility Matrices	20
2	Project Time and Costs: Factors influencing the quality of Estimates, Estimating Guidelines, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets Project Network: Developing the Project Network, From Work Package to Network, constructing a Project Network, Activity-On-Node, Fundamentals, Network Computation process, Critical path calculation, EST, EFT,	30

	LST, LFT, Slack computation Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.	
3	Scheduling Resources: Overview of resource scheduling, Types of Project Constraints, Classification of Scheduling Problems, Resource Allocation Methods, Splitting activities, Multitasking, Benefits of scheduling resources, Multi-project resources scheduling, and Project Cost Baseline. Performance Management Project Monitoring information system, Project Control Process, Monitoring Time Performance, Earned Value Management, Forecasting final project cost, and Other control issues.	20
4	Risk Management: Risk Management process, Risk Identification, Risk Assessment, Risk Response Development, Risk Response Control Project Teams: The five-stage team development model, Situational factors affecting team development, Team effectiveness, Managing Virtual Teams, Project Team Pitfalls Financial Analysis: Profitability Analysis, Social Cost Benefit Analysis, preparation of Budget and Cash Flows. Financing of the Project, Source of Finance, Cost implications thereof Financial Institutions, Guidelines for funding projects	20
5	Practical Exposure: The students must select any case projects of their choice and evaluate them using the methods in the syllabus.	10

Reference/Textbooks

1. Project Management: The managerial process, by Clifford E. Gray, Erik W. Larson, Gautam V. Desai, McGraw Hill publication.
2. Project Management: Financial Evaluation with Strategic Planning, Networking and



Project Management Methods

Control by Bhavesh Patel, Vikas Publication.

3. PMP - Project Management Professional – “Study Guide,” by Kim Heldman, Wiley India Publication
4. Project Management By Prasanna Chandra, McGraw Hill publication

Program Name: Master of Business Administration – Online

Course Name: Planning and controlling of projects

Prerequisite: Basics of Project Management

Rationale: Understanding of the Planning Process in Projects

Course Objectives:

1. Understanding of the Controlling Process in Projects
2. Acquainting Project planning control and coordination

Course Outcome:

1. To identify the skills required for project planning.
2. To Understand the control methods used for projects
3. To evaluate the effectiveness of different coordinated flow of work

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Module -I: Introduction: Introduction, Phases of production, Functions of production planning and control, Relationship of PPC with other departments, Levels of manufacturing, Aggregate planning, Master Schedule Horizon, basics of master schedule, General Approach, Two-level master approach. Manufacturing methods: Projects and job work, Batch production, Mass/flow production, Continuous/process production, Discrete manufacturing, 3D printing	25
2	Module-II: Planning and Control Requirements: Basics of planning and control, Planning Vs. Controlling Data about design, equipment, raw materials, tooling, performance standards, labor, and operating systems. Demand Forecasting: Introduction. Meaning and need for forecast, Quantitative and qualitative methods of forecast, Forecasting Errors, Order preparation: Work order preparation for different manufacturing methods, Subsidiary orders, Shop or production orders, Inspection orders, Store issue orders	20

3	Module -III: Capacity Planning: Capacity Definition, Capacity Requirements Planning, Integrated Production Planning and Control, Capacity Management Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Concept of facility location, concept of facility layout, Types of Layouts, Importance of Layout Decision, Nature of layout problems, Assembly Line Balancing	25
4	Module -IV: Product sequencing dispatching: Progress report & expectation of manufacturing lead time technique for aligning completion time & due dates. Aggregate Planning: Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Advantages of Aggregate Plan, Aggregate Planning Strategies, Purpose of Aggregate Planning, Decision options in aggregate planning	20
5	Practical Exposure: The students have to select any case projects of their choice and assess the planning and control aspects as given in the four modules for the case	10

Reference/Textbooks

1. Production planning and Inventory control by Seetharama L. Narshimhan, Dennis W. McLeavy, Peter J . Billington, Pearson Publication
2. Fundamentals of Production planning and control by Stephen N. Chapman, Pearson Publication
3. Elements of production planning and control, by Samuel Elion, Universal Publication
4. Production and Operations Management by S. N. Chary, McGraw Hill Publication

Program Name: Master of Business Administration – Online

Course Name: Project Portfolio Management

Prerequisite: Basics of Portfolio management

Rationale: Understand the Portfolio management process

Course Objectives:

1. Classify the Projects based on Priority
2. Analyze the ways to manage the project portfolio
3. Evaluate the Portfolio management methods

Course Outcome:

1. To be able to apply classification methods for projects
2. To select projects based on portfolio matrix methods
3. To analyze the effectiveness of the selection techniques

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction: Introduction to project portfolio management, PPM roadmap, PPM process views, Benefits of PPM, Strategic management of the firm, operational business processes Projects Development: projects as business development, projects, and portfolios, performance & complexity, Selecting projects for pipeline, maintaining project pipeline	25
2	Portfolio Analysis Balanced scorecards – Kaplan & Norton, Portfolio analysis methods	20
3	Performance: Project life cycle, portfolio performance models	25
4	Network Model: diagnostic key elements ,self-organizing network	20
5	Practical Exposure: The students have to select multi projects from different cases and select projects from these cases using portfolio methods in the	10



Project Portfolio Management

	above four modules	
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Reference/Textbooks

1. Project Portfolio Management: A Practical Guide to Selecting Projects, Managing Portfolios and Maximizing Benefits, Harvey A. Levine, Kindle Edition
2. Mastering Project Portfolio Management: A Systems Approach to Achieving Strategic Objectives, Michael Bible, Susan Bivins, Kindle Edition
3. Project Portfolio Management: A View from the Management Trenches, Inc. EPMC (Author), Wiley

Program Name: Master of Business Administration – Online

Course Name: Indian public administration

Prerequisite: Indian Public Administration is a specialized area of law that deals specifically with the rights and responsibilities of people.

Rationale: Studying Indian public administration provides students with a multifaceted set of skills and knowledge that extends beyond legal comprehension

Course objective:

1. This course is an introduction to Indian public administration. It considers what government does and how it does it.
2. To understand the historical evolution and socio-economic, political, cultural and global context of Indian Administration,
3. To identify the transformative role of Indian Administration,
4. To understand the form and substance of Indian Administration
5. To comprehend the changing paradigms of Public Administration.

Course Outcome: After completion of this course the students will be able to

1. To understand the basic Structure, Function and Behavior of Indian Administration.
2. To attempts to make the students understand the system of Indian Administration and Governance
3. To understand the nature and scope of Public Administration;
4. To appreciate the methodological pluralism and synthesizing nature of knowledge in Public Administration;
5. To acquaint with the theories, approaches, concepts and principles of Public Administration;

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Union Executive and Administrative Union Executive: Parliamentary Democracy; President of India; Prime Minister and Council of Ministers; Central Secretariat Union Administration: Structure and Process: Prime Minister's Office (PMO) and Cabinet Secretariat; Civil Secretariat; Ministers and Department; Home and Finance Ministries	23
2	Role of Chief and District Administrative	22

	State Government and Administration: Structure and Process: Governor: Functions and Role; Chief Minister and Council of Ministers; State Secretariat: Role of the Chief Secretary; State Finances District Administration: Structure and Process; District Administration: Evolution and Importance; District Administration in India; Panchayathi Raj in India and 73rd Constitutional Amendment Act; Local Government- Administration in India: Local-Urban Bodies(74th)	
3	Indian Administrative Bodies Indian Administration: Constitutional & Non- Constitutional Bodies: Union Public Service Commission (UPSC); Central Finance Commission; Control Mechanisms over administration: Right to Information Act; Citizen and Administration; Citizens Grievances	22
4	Issues in Indian Administrative services Issues in Indian Administration: Pressure Groups; Administrative Reforms; All India Services and Central Services; Generalists and Specialists Debate; NITI Aayog	23
5	Practical Exposure: Case studies on NITI aayog, UPSC, Role of government administrative control in India	10

Reference/Textbooks:

1. Aravind, S., Indian Administration, Himalaya Publishing House, New Delhi, 1992.
2. Austin, Graneille, Working Democratic Constitution: The Indian Experience, Oxford, 1999.
3. Avasthi and Avashti, Indian Administration, Lakshmi Narain Agarwal, Agra, 1998.
4. Ramesh K. Arora and Rajni Goyal, Indian Public Administration-Institution and Issues, Wishwa Prakashan, New Delhi, 2004.
5. Hoshier Singh and Pardeep Sachdeva (2011) Public Administration: Theory and Practice, Pearson Publication, Noida.

Program Name: Master of Business Administration – Online

Course Name: Policy Formulation, Implementation, Monitoring and Evaluation

Prerequisite: Indian Public Administration is a specialized area of law that deals specifically with the rights and responsibilities of people.

Rationale: This course introduces students to the politics of policy making and equips them with the analytic tools.

Course objective:

1. To provide students with a comprehensive understanding of the policy making cycle which includes: formulation, implementation and evaluation.
2. To familiarize students with the various concepts and models of policy analysis
3. To introduce them to analytical investigation of policy choices and decisions in substantive policy areas ranging from metro-level economic policy to pressing global environmental issues.
4. This includes developing and presenting a suitable analytical approach as well as identifying the appropriate methods and techniques needed to perform policy analysis.
5. Describe the policy process and activities associated with the adoption of public policy.

Course Outcome: After completion of this course the students will be able to

1. To understand how the interests and motivations of policy actors--both within and outside of government--impact an intricate, yet understandable, policy agenda.
2. To exposes the students to public policy and policy research and helps them comprehend the processes of policy analysis, program evaluation, and policy recommendation/advocacy.
3. Understand politically disparate views on how government can advance the public welfare in a democracy with a market-based Economy
4. To analysis knowledge of the structure of American government, including its deeply-ingrained intergovernmental dimension, and the public policy tools at its disposal
5. To Understand how government actions redistribute benefits and costs among diverse constituencies and affect intra-societal equity

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Concepts of Public Policy: Institutionalism; Process: Policy as a Political Activity; Public Choice; Strategic Planning	23

	Types of Policy Analysis: Empirical, Normative Policy Analysis; Retrospective/Prospective Analysis; Prescriptive and Descriptive Analysis	
2	Models Approaches/Models of Policy Formulation and Development: Rational Model; Incremental Model; Group Theory Model; Elite Theory Model; Institutional Model; Game Theory Model; Systems Model Techniques: Cost Benefit Analysis; Management by Objectives (MBO); Operations Research;	23
3	PERT & CPM Program Evaluation and Review Technique (PERT) & Critical path Method (CPM)	22
4	Public Policy Constraints on Public Policy: Economic Constraints on Public Policy; Political Feasibility: Interests and Power; Institutional Constraints on Policy; Social and Cultural Factors: Constraining and Enabling Policy Reversals	22
5	Practical Case studies on PERT and CPM aspects	10

Reference Books

1. Anderson J.E., (2006), Public Policy-Making: An Introduction, Boston, Houghton
2. Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe
3. Fischer, Frank, (1995), Evaluating Public Policy, Chicago: Nelson Hall
4. Lindblom, C.E., and E.J., Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey, Prentice - Hall
5. McCool, Daniel C. (ed.), (1995), Public Policy Theories, Models, and Concepts: An Anthology, NJ: Prentice-Hall



Policy Principles and Policy Instruments

Program Name: Master of Business Administration – Online

Course Name: Policy Principles and Policy Instruments

Prerequisite: Indian Public Administration is a specialized area of law that deals specifically with the rights and responsibilities of people.

Rationale: Public Policy is what governments choose to do in response to public concerns. Once a problem is identified, framed, and defined, the policy maker scouts around for a set of policy alternatives to address it.

Course objective:

1. To provide students with a comprehensive understanding of the policy making cycle which includes: formulation, implementation and evaluation.
2. To familiarize students with the various concepts and models of policy analysis
3. To introduce them to analytical investigation of policy choices and decisions in substantive policy areas ranging from metro-level economic policy to pressing global environmental issues.
4. This includes developing and presenting a suitable analytical approach as well as identifying the appropriate methods and techniques needed to perform policy analysis.
5. To understand Approaches/Models of Policy Formulation and Development

Course Outcome:

1. An exciting part of the course is an exercise on modelling behaviour and outcomes with system dynamics software.
2. To understand this might be their first introduction to computer modelling, which they might go on to use for creative and innovative ways for other courses.
3. To analysis this modelling exercise will tie into an assignment on creating a policy mix for a specific problem (or recommend an alternative to existing policy).
4. To exposes the students to public policy and policy research and helps them comprehend the processes of policy analysis, program evaluation, and policy recommendation/advocacy.
5. To create Class activity and assignment using modelling software

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Policy Principles at work Taxonomy of Policy Instruments, with examples	25
2	Approaches/Models of Policy Formulation and Development: Rational Model; Incremental Model; Group Theory Model; Elite Theory Model; Institutional Model; Game Theory Model; Systems Model Techniques: Cost Benefit Analysis; Management by Objectives (MBO); Operations Research;	20
3	Program Evaluation and Review Technique (PERT) & Critical path Method (CPM)	25
4	Class activity and assignment using modelling software, Country context as design consideration and constraint	20
5	Practical Case studies on Management by Objectives (MBO); Operations Research; Incremental Model; Group Theory Model	10

Reference Books

1. Weinter, D. (1992). The Craft of Policy Design: Can It Be More Than Art? Review of Policy Research, 11(3-4), 370-388.
2. Bemelmans-Videc, M.-L., Rist, R. C., & Vedung, E. (Eds.). (2003). *Carrots, Sticks, and Sermons: Policy Instruments and Their Evaluation*. Transaction Publishers.
3. Lester M. Salamon, (2000). The New Governance and the Tools of Public Action: An Introduction, 28 Fordham Urb. L.J. 1611.
4. Sterner, T., & Hoglund Isaksson, L. (2006). Refunded emission payments theory, distribution of costs, and Swedish experience of NOx abatement. *Ecological Economics*, 57(1), 93–106.
5. Indian Development: Selected Regional Perspectives by Jean Dreze and Amartya Sen (1996), Oxford University Press, New York

Program Name: Master of Business Administration – Online

Course Name: Strategic Retail Management

Prerequisites: Basic knowledge of Retail business.

Rationale: Strategic retail management is a process that helps retailers plan for and adapt to a changing environment. It involves coordinating and integrating the activities of different functional areas of a business to achieve long-term goals.

Course Objectives:

1. To familiarize with retail strategies of different formats
2. To assess the retail strategies with respect to product categories
3. To familiarize the students with retail management concepts and operations
4. To explain the understanding of retail management and types of retailers.
5. To create awareness about emerging trends in retail management

Course Outcomes:

1. Analyse, formulating, implementing and evaluating strategies at corporate level, business level and functional level
2. Apply various concepts of strategic management in competitive environment
3. To understand about the retail management concepts and its operations.
4. To define understanding of retail management and types of retailers.
5. To Create the learners to aware of the latest trends in retail industry

Detailed Syllabus

Sr. No	Topic	Weightage
1	Introduction to Strategic Retailing An introduction to strategic retail management Building and sustaining relationship Strategic planning Retail institutions by ownership and Store based strategy mix Web, Non-store based and other forms of nontraditional retailing	25
2	Trading Area Selection Identifying consumers Trading areas Understanding consumers Trading Site selection	20

3	Retail Management Retail organizations and Human resource management Operations management: Financial and Operational Developing and implementing merchandise plan Financial merchandise management Pricing in retailing	25
4	Integrating and Controlling a Retail Strategy Establishing and maintaining a retail image Promotional strategy Integrating and Controlling retail strategy	20
5	Practical Exposure Case studies on Retail organizations and Human resource management Operations management, merchandise plan Financial merchandise management	10

References/Textbooks:

1. Retail Management – A strategic approach, Berry Burman, Joel R.Evans, Patrali Chatterjee , Pearson
2. Strategic Retail Management – Text and International Cases, Zoachim Zenets, Dirk Morschett,Hanna Schharamm – Klein, Springer Gabler
3. Strategic Management & Business Policy - Azhar Kazmi; Tata McGraw Hill
4. Strategic Management - Ireland, Hoskisson & Hitt; Cengage Learning
5. Strategic Management: The Indian Context - R Srinivasan; Prentice Hall of India

Program Name: Master of Business Administration – Online

Course Name: Retail Buying Behaviour

Prerequisites: Basic knowledge of Retail business

Rationale: Retail buying behavior studying Saves from disaster Helps in development of new products Helps in reorientation of packaging Helps in product orientation Helps in formulating right marketing strategy

Course Objectives:

1. To gain knowledge of retail buying behavior
2. To develop the skills to map the consumer's mind set in retail.
3. To know how consumer behavior models illustrate the buyer's behaviour.
4. To understand retailers' role and activities in the market in general To describe retailers' decision making process
5. To expose the emerging issues in retails consumer behaviour.

Course Outcomes:

1. To assess and predict retail behavior in the market place
2. To apply the understanding of retailers for segmentation, targeting and positioning frame work
3. To develop insight of retailer decision making in businesses
4. To create Buyer's Roles Management Expectations
5. Analyzing retail buying behavior and branding strategies.

Detailed Syllabus

Sr. No	Topic	Weightage
1	Retail Buying behaviour Retail Formats Qualifications-Qualities-Abilities The Buyer's Roles Management Expectations	20
2	Retail planning and Budgeting Retail Math Budgeting Assortment Planning Anticipating Consumer Trends	25
3	Retail Buyer's Demand Forecasting Forecasting Customer Demands Central Buying The True Essence of Buying Merchandise	25

4	Brand Strategies Brand Strategy Managing Suppliers	20
5	Case Study Retail Communications Negotiation Retail Shrink Business Communication	10

References/ Textbooks:

1. Retail Buying – An insider's guide to the best practices from the Industry, Marie- Louise Jacobsen, John Wiley & Sons (Asia) Pte. Ltd
2. Consumer Behaviour - Schiffman, L G and Kanuk, L L; PHI
3. Consumer Behaviour Implications for Marketing Strategy -Hawkins, D I; Texas, Business;
4. Marketing Research - Naresh Malhotra; PHI
5. Marketing Research - Nargondkar; Tata Mcgraw-Hill Education

Program Name: Master of Business Administration – Online

Course Name: Retail Analytics

Prerequisites: The students should have basic understanding of statistics, data analysis, and retail industry dynamics required and familiarity with Excel

Rationale: Retail analytics provides crucial insights into consumer behavior, inventory management, and sales trends, enabling retailers to optimize operations, enhance customer experiences, and make data-driven decisions for sustainable growth and competitive advantage.

Course Objectives:

1. To analysis retail analytics case studies.
2. To understand the determinants and characteristics of retailing analytics To assess geography and demographics data for retailing
3. To describe store operations and loyalty marketing
4. To Develop close relationship with customers by having a better understanding about their needs and behaviour
5. To define the targeted advertisement and promotions to the right type of customers

Course Outcomes:

1. To develop insight of retailing analytics
2. To apply the understanding of data to retailing strategy
3. To devise loyalty marketing program
4. To create the supply chain process and different documents in supply chain
5. To analysis about the type of retail channels and its pros and cons

Detailed Syllabus

Sr. No	Topic	Weightage
1	Retailing Analytics: An Introduction Retailer Goodwill Retail Organization Operations Marketing (Research) Point of Sale versus Market Basket Data as Revenue: The Price of Retail Data Retail and Data Analytics Hard-Core Data Terms Market Basket Data Storage Data without Use Is Overhead	25

	Importance of Geography and Demographics Understanding the Tools and the Data Requirements How Geographic Information Systems Work: Science behind the Tools GIS Layers of Information: Building a Map, Layer by Layer How Geography Fits into Retail: Location, Location, and Location! Retail Data: Internal Data Collection Retail Trade Areas: Differing Methods for Debate Zip Code Data: Forecasting Application Volume by Store In-Store Marketing	
2	Understanding the Different Store Designs Old Theories of Merchandise Placement New Theories of Merchandise Placement Types and Sizes: Retail Store Strategies Store in a Store: Make Shopping Convenient What's in a Store: Convenience Stores to Hyper mart Stores Hyper marts: When Is Big Too Big? Warehouse Clubs: Paying for the Privilege to Shop Shopping by Design: Traffic Patterns Category Management: Science behind the Merchandise Mix Merchandise Placement: Strategy behind the Placement Specialty Department Receiving Dock Stocking the Counters	20
3	Store Operations and Retail Data Setting Up the Store for Success: Strategic Uses of Data Labour Forecasting Importance of Accurate Labour Forecasting The Cost of Doing Business Consumer Differentiation at the Point of Sale Register Heating and Cooling: Centralized Thermostats Intra store Communication Replenishment and POS Sales: Cause and Effect In-Store Career Path: Stockperson to Store Manager	25
4	Loyalty Marketing Loyalty Programs Who Is the Sponsor for the Program? Questions to Answer before You Begin Total Program Incentive: Are You Loyal? From the Consumer Finance Credit Card Retail Perspective Loyalty Segments: Develop Them Early Loyalty at POS: Different Stages and Levels of Loyalty Kmart's School Spirit Loyalty Program Additional Loyalty Programs	20

5	Practical Exposure Case studies on Loyalty Programs, Setting Up the Store for Success, GIS Layers of Information, Electronic Commerce Security	10
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References/Textbooks:

1. Retail Analytics - Emmett Cox John Wiley & Sons
2. Style and Statistics - The Art of Retail Analytics - Brittany Bullard, John Wiley & Sons
3. Segmentation, Revenue Management, and Pricing Analytics - Tudor Bodea and Mark Ferguson, Routledge
4. Retail Analytics: The Secret Weapon, Emmett Cox – Senior Marketing Strategist, SVP and Director of Marketing Insights and Analytics at BOK Financial in Oklahoma
5. The Little Book on Big Data: Understand Retail Analytics Through Use Case and Optimize Your Business, Mahogany Beckford



Tourism and Event: Planning, Sponsorship & Budgeting

Program Name: Master of Business Administration – Online

Course Name: Tourism and Event: Planning, Sponsorship & Budgeting

Prerequisites: Basic idea of Tourism Planning

Rationale: To get insights about tourism event promotions and budget.

Course Objectives:

1. Identify the different stages of event planning and the roles of stakeholders involved.
2. Interpret the impact of different event components on the overall visitor experience.
3. Compare and contrast different budgeting methods and their suitability for diverse event types and scales.
4. Develop a creative and compelling sponsorship proposal that aligns the event's offerings with a specific sponsor's objectives and target market.

Course Outcomes: At the end of the subject, this course will enable the students to

1. Recognize different types of events, sponsorship models, and budgeting methods.
2. Apply learned planning principles and techniques to develop an outline for a specific type of tourism event.
3. Compare and contrast different budgeting methods and their suitability for diverse event types and scales.
4. Recommend the most suitable approach to event planning, sponsorship acquisition, or budgeting based on specific circumstances and desired outcomes.

Detail Syllabus

Sr. No	Topic	Weightage
1	Budget for event planning Common Planning for most of the Events, Job of an Event Planner, Defining Goals & Objectives, Financial Goals - ROI, Planning Session - High level Goal Questions, Scheduling, Assigning Roles, Creating Checklists, Outsourcing, Making a Budget, Streamlining Income and Expenses.	25

2	Event planning logistics Planning logistics, selecting dates & time, selecting destination, choosing site, detailed list of the requirements of potential site, site inspection, outdoor site, choosing talent (For event) - speaker, lecturer, instructor, entertainer, signing a contract, room design, registration & ticket sales area, internet access & Wi-Fi, technical support.	20
3	Event sponsorship Event sponsorship understand sponsorship, understand event organizer, event partners, making sponsorship proposal, research of sponsorship, converting sponsorship into partnership	25
4	Cost for event management Fixed cost, variable cost, additional expenses, indirect costs, making of a cost statement and profit calculations, managing cash flows, calculating break even points and target income, cost-volume-profit analysis, allocating costs to an event, preparing the budget	20
5	Practical The students must prepare a detailed plan for an event and tour.	10

Reference/Textbooks:

1. The Complete Guide to Successful Event Planning by Shennon Kilkenny
2. Events Management: For Tourism, Cultural, Business, and Sporting Events, Lynn Van der Wagen, Brenda R. Carlos
3. Event Planning and Management , Ruth Dowson
4. Event Budgeting and Finance, Michael G. Whitson



Hotel Operations and Hospitality Management

Program Name: Master of Business Administration – Online

Name of the Course: Hotel Operations and Hospitality Management

Prerequisite: Basic knowledge of Hotel Operations

Rationale: To make students aware about the importance of Hospitality in Tourism, how to attract sponsorship and Preparing Budget for activities

Course Objectives:

1. Identify different sectors within the hospitality industry, such as lodging, food and beverage, cruise, entertainment, and event planning.
2. Plan and organize a small-scale event, utilizing logistical considerations like location, equipment, and time constraints.
3. Analyze the impact of current trends (e.g., sustainable practices, technology advancements) on the operation and management of the hospitality industry sectors.
4. Evaluate the success of a (simulated or real) event or catering service based on pre-defined criteria

Course Outcomes: At the end of the course the students will be able to:

1. Identify and differentiate between different sectors within the hospitality industry
2. Develop and present a catering proposal for a specific event, considering client needs, budget constraints, and logistics.
3. Compare and contrast the challenges and opportunities present in different sectors of the hospitality industry.
4. Evaluate the success of a (simulated or real) event or catering service based on pre-defined criteria

Detailed Syllabus:

Sr. No	Topic	Weightage
1	Basics of Hospitality The World of Hospitality -The Travel and Tourism Industry in Perspective Catering As An Event Management Tool, A Temporal Art, Location, Equipment, Utilities, Time Constraints, Service Styles, and Event Service Styles & When to Use Them, Logistical Considerations	20

2	Hospitality services Hospitality and Service, Spirit of Service, Lodging Sector, Hotel Operations and Careers, Food and Beverage Sector, Restaurant Operations and Careers	25
3	Cruise sector The Cruise Sector, Cruise Operations, The Entertainment & Gaming Sector, Conventions and Event Planning, The Peaceful traveler	20
4	Catering Catering Segments, Questions Caterers need to ask, Types of Catering, Creativity and the Caterer, The Seven Functions of Catering - Planning, Execution of Tasks, Organizing the Event, Equipment, Implementation, Controlling & Risk Management, Beverage management,	25
5	Practical Students have to be a part of tour or event for getting all these practical knowledge.	10

Reference/textbooks

1. Event Studies - Theory, Research and Policy for Planned Events, 2nd Edition By Donald Getz.
2. Event Correlation: What You Need to Know for It Operations Management by Michael Johnson.
3. Hospitality Management: An Introduction 2nd Edition Tim Knowles
4. Professional Catering by Stephen B. Shiring
5. Services Marketing- S.M. Jha – Himalaya Publishing House.
6. Services Marketing – Ravishankar – Excel Books



Program Name: Master of Business Administration – Online

Name of the Course: Event Team Management

Prerequisites: Team Management and Event management skills

Rationale: Working with others and sharing ideas can help make an event unique and memorable. Team members can approach an event from different perspectives, which can lead to ideas that might not have been considered otherwise.

Course Objectives:

1. Identify the factors influencing the need for paid and volunteer staff in events.
2. Apply effective communication tools appropriate for managing event teams.
3. Compare and contrast the responsibilities of various event team members.
4. Evaluate the suitability of different candidates for various event staff positions based on their skills and experience.

Course Outcomes: At the end of the subject, this course student will be able to:

1. Explain the importance of effective communication and different tools used for managing event teams.
2. Create job descriptions for different event staff positions (paid and volunteer), considering required skills and experience.
3. Evaluate the effectiveness of different training methods for event staff based on specific learning objectives.
4. Identify potential conflict scenarios within event teams and propose appropriate resolution strategies.

Detailed Syllabus:

Sr. No	Topic	Weightage
1	Team organisation Organisation manager & the team during the event, simplified event structure, organisational effectiveness, volunteer staffing, framework for an event organization's performance.	25
2	Volunteer Management Volunteer management, factors influencing the number and type of staff, itemize your needs, create job descriptions, paid staff, typical event organisation communication tool.	20

3	Staff Management Finding staff, job description form, staffing an event, running the event on the day, organisation and briefing of staff on the day, creating a resume and writing the cover letter, effective interviewing, interview etiquette, after the interview, designations.	25
4	Workforce issues Workforce employment issues, circular model of human resource management, orientation sessions, instructions, manuals & handbooks, training programs, scheduling & assignments, recognition & retention, Monitoring and evaluating performances, conflict resolution strategies, disciplinary measures & termination procedures	20
5	Practical Students are supposed to prepare a report on event team management for various events as well as various tours	10

Reference/Textbooks

1. Successful Event Management - A Practical Handbook by Anton Shone, Bryn Parry
2. Professional Event Coordination by Julia Rutherford Silvers
3. Special Events by Joe Goldblatt

PARUL UNIVERSITY

Centre for Distance and Online Education

Master of Business Administration – Online

Syllabus

Semester-4



Business Ethics and Corporate Governance

Program Name: Master of Business Administration – Online

Name of Course: Business Ethics and Corporate Governance

Prerequisite: Basics of Business Ethics and Corporate Governance

Rationale: To provide knowledge on emerging trends and how conflict of interests provokes unethical behavior, in good corporate governance.

Course Objectives:

1. To provide basic knowledge of business ethics and values and their relevance in modern context. final
2. To enable the students, know the importance of ethics in management and decision-making processes.
3. To give an insight on corporate governance practices in India.
4. To impart knowledge on governance which ensures ethics in corporate management?
5. To provide an understanding on legal enforcement for management of corporate health in the interest of shareholder & public.

Course Outcome:

1. It enables the students to know the importance of following ethics in business organizations.
2. It defines inculcating work values in their professional life.
3. To understand the importance of corporate governance to the stakeholders.
4. Analysis of ethical issues related to business and good governance necessary for long term survival of business.
5. To provide basic knowledge of business ethics and values and its relevance in modern context.

Detailed Syllabus:

Sr.No.	Topic	Weightage
1	Introduction to Business Ethics: Introduction to Business Ethics: Nature of Ethics; Ethical Concepts and Theories. Professional Ethics for Finance, Marketing & HR Professionals. Two Case Studies(T1) 1. Story of Greek Philosopher Socrates.	22%

	2. Bhopal Gas Tragedy.	
2	Managerial Ethics: Managerial Ethics: Ethical Decision-Making, Managerial & Ethical Dilemmas at work, Managing Ethical Problems, Managerial Ethics and Individual Decisions, Creative Accounting- Its Role in Business Scandals, Corporate Ethical Leadership and Corporate Social Responsibility, Ethics of Whistle Blowing. Two Case Studies(T1) 1. Fire at Tata Steel Plant. 2. Story of Satyam Computer Services Limited.	23%
3	Corporate Governance: Corporate Governance (CG) Global Practice, Sarbanes Oxley Act of 2002, Reports of various committees on CG with recommendations. 1. Narayan Murthy, 2. Dr. Ashok Ganguli 3. Naresh Chandra. 4. CII. 5. OECD. 6. Kumar Mangalam Birla and SEBI Regulations on CG. (T2) Two Case Studies 1. The fall of Michael Milken 2. Enron: The good, the bad and the really Ugly	22%
4	Recent Developments in Corporate Governance: Recent Development in Corporate Governance: Short-term returns Vs. Long term investment; Impact of shareholder awareness on board decisions; Duties of Board and Independent Directors; Reliability of Financial Reporting; Rebuilding Society's trust in the corporation; Corporate Governance rankings and Indian Scenario. ICRA's Methodology for ratings (T2)	23%
	Practical The students may be given a term paper either individually or in group of 2 to 3 students on topic like: 1. Relevant values as practiced by corporate leaders like Lala Shree	10%

5	Ram, Seth Jamnalalji Bajaj, Sir Jamshetji Tata, Ghanshyam Das Birla, Adeshir and Pirojsha Godrej, S. K. Burman, NusliWadia, DhirubhaiAmbani, S.K. Khaitan, T.V. SundaramIyenger, K.V.Pendharkar or any other entrepreneur/professional associated with Fortune500 companies, and their role in empire building. 2. Relevant Values of present Business Leaders like, Azim Premji, Narayanmurthy, Rahul Bajaj, Ratan Tata, Kumar Mangalam Birla, MukeshAmbani, Anil Ambani, NandanNilekani, Kishore Biyani, Brijmohan Lal Munjal, Sachin and Binny Bansal, Sumeet Arora-Rahul Sharma, Ajay Singh and BhupendraKansara, Uday Kotak, Mark Zukerberg, Warren Buffett, Jeff Bezos, Larry Page and Sergey Brin, Peng Lei and Jack Ma, Steve Jobs, Jan Koum, and their role models of corporate governance. 3. Ethics and functional area issue in Global business: Supply Chain and human rights challenges; Executive Compensation and ethical considerations 4. Governance and conflict of interest; Side-dealings and its' impact on Governance; Aligning individual values to ethical leadership and governance	
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Reference/ Textbooks:

1. Ethics in Business and Corporate Governance (TextBook) S K Mandal; Tata McGraw Hill– Latest Edition; LATEST
2. Business Ethics and Corporate Governance (TextBook) A C Fernando; Pearson
3. Case Studies in Business Ethics Al Gini and Alexei M. Marcoux
4. Business Ethics and Corporate Governance Murthy C.S.V.; HIMALAYA PUBLISHING; LATEST
5. Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann, Publications Pvt Ltd, New Delhi



New Enterprise and Innovation Management

Program Name: Master of Business Administration – Online

Name of Course: New Enterprise and Innovation Management

Prerequisite: Basic understanding of new Enterprise and innovation management

Rationale: Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship and to create an urge among them to become entrepreneurial manager should they decide to take up a job as a manager in an organization

Course Objectives:

1. To understand the key concepts underpinning entrepreneurship and its application.
2. To enhance the abilities to critically analyze situations and constructing viable solutions to entrepreneurial problems.
3. To Conceptualize and implement concepts of innovation and the issues for facilitating innovation within the organizations.
4. To analyze Realize the importance of personal attributes that enable best use of entrepreneurial opportunities.
5. To Prepare and present a feasibility report/business plan.

Course Outcome:

1. Understand the key concepts underpinning entrepreneurship and its application.
2. Enhance the abilities to critically analyze situations and constructing viable solutions to entrepreneurial problems.
3. To create Conceptualize and implement concepts of innovation and the issues for facilitating innovation within the organizations.
4. To analysis and realize the importance of personal attributes that enable best use of entrepreneurial opportunities.
5. To demonstrate and present feasibility report/business plan.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction to Entrepreneurship Introduction: What is entrepreneurship, theories, categories, influencers, Global and Indian Perceptive of Entrepreneurship, Myths concerning Entrepreneurship, Entrepreneurship Ecosystem: What is ecosystem, context, positive influencers, Players, Ecosystem and Entrepreneurial Mobility Entrepreneurial Process: Process, Why Process for Entrepreneurship, unorthodox Iterative Process, Assessing the Opportunity, ideation and Coming up with the Idea. Building the Business Model, Creating Business Plan	22%
2	Idea to Opportunity Mapping: Demystifying Terms, Myth around Innovation, Business Innovation, Relevance of Innovation and Creativity with Entrepreneurship, Opportunity Analysis, Approach, Techniques, Ideation Catalyst, Idea Inhibitor, Chronic Ideation Syndrome, Mapping Idea to Opportunities, Idea to Opportunity Map (I2O mapping)	23%
3	Business Plan: What is Business Plan, Why, Myth, Why Business Plan should not be Starting Pont, Types, Sections, Dealing and writing, Documentation, reviewing, Dos and Don'ts, Researching for Business Plan.	22%
4	Startup Strategies in management Start Up: Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income Tax, VAT, CST or GST, Service tax, excise and customs, labour laws, etc. Startup strategies. Dealing with outside agencies like consultant, contractors, etc. Key marketing issue of new venture.	23%

	Starting a franchising business. Starting an e-commerce venture. Buying a running business	
5	Practical The student can perform one of the following or combination according to the instruction of the faculty in charge: • Prepare a feasibility report/business plan and make presentation in the class. • Prepare an assignment on at least three leading entrepreneurs • Visit a franchisee and prepare a report and/or make presentation in the class	10%

Reference / Textbooks:

1. Entrepreneurship: Theory and Practice (TextBook)Raj Shankar; Tata McGraw Hill- Latest Edition; LATEST
2. Entrepreneurship (TextBook)Robert D. Hisrich, Michael P Peters and Dean A Sheperd; Tata McGraw Hill- Latest Edition; LATEST
3. Entrepreneurship and Management S Nagendra and V S Manjunath; Pearson Education Latest Edition; LATEST
4. Entrepreneurship: Text and Cases P Narayana Reddy; Cengage Latest Edition; LATEST
5. Innovation Management and New Product Development, Sixth Edition, PaulTrott,Portsmouth Business School



Management of Agri Cooperatives

Program Name: Master of Business Administration – Online

Name of Course: Management of Agri Cooperatives

Prerequisite: Basic knowledge of cooperatives and agricultural policies

Rationale: To educate the students about effective management of agricultural cooperatives and its importance in Agrarian economies

Course Objectives:

Students will be able to

1. Understand agricultural cooperatives
2. Differentiate between banks and cooperatives
3. Develop the understanding of Importance of Agri cooperatives in agrarian economy
4. Design business plan for farmer producer organization

Course Outcome:

1. Understand the basic components of agricultural cooperatives
2. Analyze the difference between banks and cooperatives
3. Implement the knowledge for effective management of agricultural cooperatives
4. Create effective business plan for farmer producer organizations.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Scope of Cooperative Management Cooperative sector and economic development, Challenges before Agribusiness cooperative in the emerging global business environment. Cooperative Management Nature, function and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation	22%
2	Policy Making in Cooperative Management The state of cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.	23%

3	Leadership in Cooperatives Role of leadership in cooperative management, Human resource management, placement and role of board of directors in cooperative management, accountability of board of directors and professional managers (CEO's) in cooperatives	22%
4	Agribusiness Cooperatives Overview of Agri-Business cooperatives – credit cooperatives, cooperative marketing, dairy cooperative, horticulture cooperative financing agri-business cooperative.	23%
5	Practical on cooperatives and FPOs	10%

Reference/Text Books:

1. Cooperative Management : Principles And Techniques Paperback by S. Nakkiran (Author)
2. Agricultural Cooperative Management and Policy: New Robust, Reliable and Coherent Modelling Tools Hardcover by Constantin Zopounidis (Editor), Nikos Kalogeras (Editor),
3. Co-Operative Management and Development: Text & Cases by Rais Ahmed (Author)
4. **Management of Co-operative Enterprises** -Dr. Sreedhar P Nair, Dr. Deepa Mathew
5. Making Farmer Producer Organizations Achieve Viability: A Practical Guide Sanjiv Phansalkar(Author), Avinash Paranjape(Author)

Program Name: Master of Business Administration – Online

Name of Course: Food Retail & Food Processing Management

Prerequisite: Basic concepts of retail management and food processing

Rationale: To develop interest in students about food retailing and management. The food processing industry is growing at a rapid pace with new technologies making the management of food and beverage processing more efficient. This has leadoff numerous employment opportunities for Agribusiness management professionals.

Course Objectives:

1. To understand the basics of food retailing
2. To create a retailing plan
3. To develop the relationship between processing and retailing.
4. To select appropriate food processing methodologies

Course Outcome:

Students will be able to

1. Understand the business of food retailing
2. Analyze various processing and retailing strategies
3. Evaluate the functions of retailing in the food industry
4. Appraise the cost involved in food processing

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Food Retailing and Quality Management Retail management and Food Retailing; Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer. Quality Management: TQCM (Total quality control management), control of raw materials, process and finished products, quality standards: BIS, PFA, HACCP, ISO etc", Food plant sanitation.	22%

2	Value Chain Analysis Value Chain in Food Retailing, Food wholesaling, food retailing, value chain and value additions across the chain in food retail, food service marketing; 4 Ps in Food Retail Management, Brand Management in Retailing, Pricing Strategies used in conventional and nonconventional food retailing, Public distribution system, Promotion mix for food retailing	23%
3	Cost analysis in Food Retailing Analysis of costs in food organization; Risk management- Post Harvest process, losses and management for loss reduction, Management for value addition in food products, Laws and regulations related to food industry and food production and marketing; Quality management - quality standards, PFA, ISO, etc.	22%
4	Sector Analysis in Food and Beverages Case studies on project formulation in various types of food industries - milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.	23%
5	Practical Case Studies on food processing and retailing	10%

Reference / Text Books

1. Retail Management, 13e Paperback – by Barry Berman (Author), Joel R Evans (Author), Patrali Chatterjee (Author)
2. RETAILING MANAGEMENT (SPECIAL INDIAN EDN), 8TH EDN Paperback by Michael Levy (Author), Barton Weitz (Author), Ajay Pandit (Author)
3. Food Retail Management by Samarendra Mahapatra (Author)
4. Food Retail Outlets Management in India Consumers Perspective by Sabbey Sharma, Anil Bhat, Ashish Kumar Isher
5. Food Industry: Food Processing and Management Lisa Jordan(Editor)

Program Name: Master of Business Administration – Online

Name of Course: Agriculture Export and Import

Prerequisite: Basic concepts of international marketing and man

Rationale: Agricultural exports and imports are important parameters of a country's economy. Students must be acquainted with the opportunities and challenges of the export import scenario of major economies of the world.

Course Objectives:

1. Understand basic concepts of agricultural export and import
2. Describe various export and import procedures
3. Develop understanding of agricultural export and import business
4. Evaluate agricultural trade prospects in select countries

Course Outcome:

At the end of the course, students will be able to

1. Understand export import procedures
2. Analyze agricultural export and import market globally
3. Evaluate various export import document procedures
4. Support trade relations with home country with various other countries

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	WTO and SPS Agreement Institution framework in India Regulatory Intuitions : DGFT, RBI, CUSTOM, EIA, ECGC, Export promotion councils: FIEO, APEDA, Spice board, Cotton & Textiles etc. Trade policy	22%
2	Export Procedures and Documents The Search for an overseas buyer, Processing an Export Order, Documentations, Negotiation of Documents, Role of Banks in Export- Import Transactions. Methods of Payments , Pricing and INCO Terms Methods of Payment, Financing Exporters and Importers, Instruments of Payment.	23%

3	Pre- shipment Inspection Risks and ECGC Packing and Packaging Export Incentive Schemes Duty Exemption Scheme, Duty Remission Scheme, Export Promotion Capital Goods Scheme, Special Economic Zones.	22%
4	Agri Trade prospectus in Selected Market USA, UK, Japan ,EU,CIS, ,ASEAN, SAARC, WEST Asia, Africa Practical : Student will select one agro product and identify potential market of selected agri product.	23%
5	Practical Case Studies on Agri Export and Import	10%

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Reference / Text Books:

1. Export and Import Management: Text and Cases, 2ed by Ram Singh (Author)
2. Export Import Management 2E Paperback by Justin Paul (Author), Rajiv Aserkar (Author)
3. Global Marketing and Agricultural Exports by Ritu Dubey (Author)
4. International Business 13th Edition, By Charles W. L. Hill
5. International Business- Joshi Rakesh Mohan

Program Name: Master of Business Administration – Online

Name of Course: Portfolio Management & Mutual Funds

Prerequisite: Basic understanding of financial markets and financial services.

Rationale: To develop understanding of investment strategy and portfolio management and get the knowledge of mutual fund and mutual fund products.

Course Objectives:

- To provide basic knowledge about various investment avenues and analyze the same.
- To make the acquainted with skill for portfolio making which focuses on optimum return with low risk.
- To enable the students to understand the basics of mutual funds and its functioning and regulations.
- To familiarize the students with different mutual fund products available for investment.

Course Outcome:

At the end of the course, students will be able to

1. Understand an investment strategy, factors to be considered for making an investment.
2. Examine the risk return involved in an investment through specified models to make an effective investment decision.
3. Evaluate the portfolio to make it more diversified to ensure better return at low risk.
4. Apply the knowledge of mutual, structure of mutual fund and various mutual fund products.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basics of investment strategy Meaning of investment, Investment process, alternatives for investment, evaluating alternatives of investments. Risk-return analysis, Concepts of risk and return, types of risk measurement of risk.	22%

2	Understanding to portfolio management. Introduction-Portfolio management - Portfolio Analysis- Portfolio Diversification, Markowitz Model-Efficient Frontier and Selection of Optimal Portfolio-Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.	23%
3	Fundamentals of Mutual fund Introduction, structure of Mutual Fund in India, intermediaries (Custodian, Compliance officer and Registrar and Transfer agent), New Fund Offering, process of investing in NFO.	22%
4	Mutual fund Products Concept of open ended close ended fund, Types of funds; equity, index, large cap, small cap, mid-cap, sectoral, debt funds, hybrid funds, Concepts of entry and exit load, portfolio turnover, AUM.	23%
5	Practical The students need to prepare report on selected mutual fund schemes and make comparative analysis.	10%

Reference/Textbooks

1. Investment Analysis and Portfolio Management- Prasanna Chandra; Tata McGraw-Hill Education; Latest
2. Mutual Funds: A Beginners Module – NCFM, NSE academy - Latest
3. Security analysis and Portfolio Management- Fischer and Jordon; Pearson Education; Latest
4. Investment Management, Security Analysis & Portfolio Management- V. K. Bhalla; S. Chand Publication

Program Name: Master of Business Administration – Online

Name of Course: Monetary and Treasury Management

Prerequisite: - Basic knowledge of Indian banking system and Monetary Market

Rationale: - Gain knowledge of monetary policy and treasury management and to develop an understanding of financial markets and international banking.

Course Objectives:

1. To identify the impact of the monetary policy on the economy
2. To learn about treasury structure and operations.
3. To get the student acquainted with the knowledge of financial market and its functions.
4. To provide Knowledge on international banking and operation of international banking.

Course Outcome:

At the end of the course, students will be able to

1. Understand the monetary policy and role of the treasury in the economy.
2. Apply their knowledge of monetary policy for economic development.
3. Analyze the impact of change in monetary policy instruments on the economy.
4. Evaluate the treasury operations and identify the global scenario for the same.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Monetary and fiscal policy Monetary policy basics, objectives, theory and practices, instruments in monetary policy, Interest rates, exchange rates and Monetary and Financial Institutions, Monetary Policy Committee: Purpose, Functions, Constitution and Decision Making; Fiscal Policy v/s Monetary Policy	22%

Monetary and Treasury Management

2	Mechanism of monetary policy instruments Instruments of monetary policy -: Mechanism and Effectiveness of the instruments like- Bank Rate, Cash Reserve Ratio, Statutory Liquidity Ratio, Repo Rate, Reverse Repo Rate, Marginal Standing Facilities Rate-Review of monetary policy of the Reserve Bank of India in the last Five Years –Recent policy changes announced by the R.B.I.	23%
3	Basics of financial markets and Treasury management Financial Markets, Treasury, Scope and Functions of treasury management, Treasury Operations-Liquidity Management, integrated treasury, instruments, interest rate quotations, capital market instruments, Forex market, and various derivative products.	22%
4	International banking Treasury and International Banking-Treasury operations Global Scenario-Exchange rate mechanism-risk analysis and control- forex valuation-Ethics in dealing room- components of multi-currency balance sheet-accounting/valuation-exposure norms-internal external audit-Role of IT in treasury operations-regulations in treasury operations.	23%
5	Practical Practical exposure to visit a branch which performs treasury operations. Students are required to study different reforms for monetary policy of the country.	10%

Reference/Textbooks

1. Treasury Management by Indian Institute of Banking and Finance by Macmillan Education.
2. Venugopal Reddy Y.; Monetary & Financial Sector Reforms in India
3. Taxmann's Treasury, Investment and Risk Management By IIBF
4. Monetary & Financial Sector Reforms in India – Y. Venugopal Reddy.



Risk Management in Banking

Program Name: Master of Business Administration – Online

Name of Course: Risk Management in Banking

Prerequisite: - Fundamental knowledge of various risks faced by banks.

Rationale: -To gain knowledge of risk and risk management in banks and to develop understanding of market risk, credit risk and operational risk.

Course Objectives:

1. To identify the different risks that can impact banks.
2. To make students understand the basic concept of risk management in a bank.
3. To impart the skills required to mitigate and manage the risks as a professional risk manager.
4. To acquaint the students with knowledge of Basel and RBI guidelines on risk management.

Course Outcome:

At the end of the course, students will be able to

1. Understand the different types of risks related to banking operations.
2. Apply the knowledge of risk management strategies.
3. Analyze risk management strategies for financial institutions.
4. Evaluate the risk management strategies banks are using to control the risk.
5. Create risk management profile for organization.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Risk and Risk Management Framework Basics of Risk, Risk Management in Banks, Risk Management Framework, ALM and Interest rate risk, Liquidity Risk Management	22%

Risk Management in Banking

2	Credit Risk and Market Risk Framework for credit risk management, Credit rating system, Credit risk models, measurement of credit risk, stress test and sensitivity analysis, internal capital adequacy assessment process, Basics of market risk, fixed income securities, Measurement of interest rate risk, value at risk, different approaches for treatment of market risk	23%
3	Operational Risk Operational risk and its management framework, Risk and Control self-assessment, Key risk indicator, Technology Risk, Corporate Governance, Climate risk and sustainable finance.	22%
4	Basel And RBI Guidelines On Risk Management Why banks need regulation, Global financial crisis and BASEL-III accord, Regulatory Capital and Capital Adequacy, Capital Allocation Against Market Risk, Capital Charge for Operational Risk, Supervisory Review Process and Internal Capital Adequacy Assessment Process, Basel III Buffers, Liquidity Ratios, Leverage Ratio, Risk based supervision, Risk based internal audit	23%
5	Practical Practical exposure to risk management techniques for Bank, Case studies related to risk management at Bank.	10%

Reference/Textbooks

1. Risk Management by Indian Institute of Banking and Finance by Macmillan Education. (latest Edition,2023)
2. Foundations of Banking Risk: An Overview of Banking, Banking Risks, and Risk-Based Banking Regulation by GARP (Global Association of Risk Professionals)
3. Risk Management and financial institutions, John C. Hull, Pearson publication.
4. Managing risk in commercial and retail banking, Amalendu Ghosh, Wiley Finance



Business Forecasting using E-views

Program Name: Master of Business Administration – Online

Name of Course: Business Forecasting using E-views

Prerequisite: Business Statistics, Basic Mathematics.

Rationale: It ensure a comprehensive learning experience that encompasses both foundational knowledge and higher-order thinking skills essential for mastering business forecasting using EViews.

Course Objectives:

- 1) Understand the basic principles and concepts of business forecasting.
- 2) Explain the strengths and limitations of different forecasting techniques.
- 3) Utilize EViews software to analyze and forecast business data.
- 4) Analyze the impact of different variables on forecasting outcomes.
- 5) Integrate multiple forecasting techniques to improve prediction accuracy.
- 6) Assess the effectiveness of forecasting models in decision-making.

Course Outcome:

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

- 1) Recall fundamental statistical concepts relevant to business forecasting.
- 2) Explain how E-Views can be used to perform time series analysis and econometric modeling.
- 3) Utilize E-views to input and manage data sets for forecasting purposes.
- 4) Interpret the outcome from E-Views to diagnose model fit and forecast accuracy.
- 5) Synthesize forecasting techniques to create comprehensive business forecast that integrate multiple data sources and model outputs.
- 6) Assess the effectiveness of different forecasting models using E-views based on criteria such as forecast error metrics.

Detailed Syllabus

Sr .	Topic	Weightage
1	Introduction to Eviews: Creating a Workfile, Importing Excel/text ASCII/SPSS data files to E-views, Entering data manually, E-views help menu, Examining the data- simple plots, descriptive statistics, creating/deleting variables, basic mathematical operations, Eviews functions. Introduction to Forecasting: meaning and significance of forecasting, types of forecasts, general steps in forecasting, forecasting techniques- qualitative techniques (market research method, sales force composite method, executive opinion method, Delphi method) and quantitative techniques (Explanatory model and Time-series model), Data requirement (time-series Vs Cross-sectional data).	15%
2	The Simple Linear Regression Model (SLRM): Scatter plot, correlation, Estimating a simple linear regression, residual plot, prediction using SLRM, Hypothesis testing of regression coefficient, interval estimate of the slope, Coefficient of determination, Normality test of residuals (histogram and Jarque-Bera statistic). Multiple Regression Models: Least square estimation of Multiple Regression Model (MRM), prediction using MRM, test of significance of regression coefficients, interval estimate of the regression coefficients, Goodness of fit (R-square, adjusted R-square), significance of the model (F-test), Standard Error of regression model, MRM with dummy variables (categorical variables) as predictors, interaction variable as predictor, the concepts of heteroskedasticity and multicollinearity.	25%

Business Forecasting using E-views

3	Introduction to Time-series analysis: Concept and examples of time-series data, Components of a time-series (Trend, Cyclical Variations, Seasonal Effects, Random Fluctuations); Smoothing Techniques: Moving Averages, Exponential Smoothing; Trend projection (linear, exponential), Calculation of seasonal indexes, Deseasonalizing the time-series, Forecasting using de seasonalized time-series data.	25%
4	Regression with Time-series Data (Stationary): Concept of Stationarity in time-series data, Introduction to lag variables, Modelling dynamic relationships- Finite Distributed lag model (DL), Autoregressive Model (AR), Autoregressive Distributed Lag Model (ARDL), Infinite Distributed Lag Model (IDL), Autoregressive Error Model (AR error) Autocorrelation (Serial correlation), Tests for Autocorrelation (Correlogram, Lagrange-Multiplier (LM) Test, and Durbin Watson Test) Forecasting using AR(p) model and ARDL(p,q) model Regression with Time-series Data (Non-Stationary): Concept of non-stationarity, Spurious regression, Unit root test for non-stationarity, Dicky-Fuller Test for stationarity with intercept and no trend, Dicky-Fuller test for stationarity with intercept and trend, Dicky-Fuller test for stationarity with no intercept and no trend, Cointegration, Dicky-Fuller test for cointegration, Forecasting using Non-stationary time-series data	25%
5	Live Projects & Analytical Cases	10%

Textbooks/Reference Books

- 1) Time Series Data Analysis using E-views, GUSTI NGURAH AGUNG ,Wiley publisher

Business Forecasting using E-views

- 2) Econometrics; Theory and Applications with E-views, Ben Vogelvang , Prentice Hall
- 3) Applied Econometrics with E-views, Cesar Perez Lopez , Springer
- 4) Using E-views for Principles of Econometrics, R.Carter Hill, William E. Griffiths & Guay C. Lim , Wiley Publisher.
- 5) Cross Section And Experimental Data Analysis using E-views, GUSTI NGURAH AGUNG , Wiley Publisher.



Data Science Using Python

Program Name: Master of Business Administration – Online

Name of Course: Data Science Using Python

Prerequisite: Business Statistics, Basic Mathematics.

Rationale: The course ensures a deep and comprehensive learning experience, gaining basic knowledge and understanding of data science and Python to applying and creating innovative solutions to complex problems, how to manipulate data, perform analyses, and apply machine learning algorithms to extract insights from large datasets and preparing them for advanced roles in the data science field.

Course Objectives:

- 1) Recall and list the basic syntax and functionalities of Python relevant to data science.
- 2) Explain data manipulation, data analysis, and data visualization concepts.
- 3) Apply statistical methods and machine learning algorithms to analyze data.
- 4) Break down datasets to uncover underlying patterns and relationships.
- 5) Critically review the results of data analyses and model predictions to make informed conclusions.
- 6) Innovate by applying advanced data science techniques to create new insights and solutions.

Course Outcome:

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

- 1) Recall the syntax and core concepts of Python programming essential for data science.
- 2) Explain the principles of data manipulation, data analysis, and visualization with Python.
- 3) Execute data collection, cleaning, and preprocessing using Pandas and NumPy.
- 4) Decompose datasets to identify patterns, trends, and anomalies.
- 5) Evaluate and select the most suitable machine learning models for specific data science tasks.
- 6) Innovate by developing new approaches and techniques for data analysis and machine learning projects.

Detailed Syllabus:

Sr	Topic	Weightage
1	Setting up Python Data Analysis Environment Installing Anaconda , Exploring Jupyter Notebooks , Spyder NumPy Nddarray-Creating Numpy arrays , types of data, the dtype option, intrinsic creation of an array, Operations on NumPy Arrays , arithmetic operators, the matrix product, increment and decrement operators, universal functions (ufunc), aggregate functions, indexing an array, Slicing arrays, iterating an array, shape manipulation, Array manipulation- splitting and joining arrays, Reading and writing array on data files.	15%
2	Pandas Introduction to Pandas data structures, Creating series, Creating DataFrames, Adding data , Saving DataFrames , Indexing methods , Slicing a DataFrame , Arithmetic methods with DataFrames, Reading and Writing Data, I/O API tools, CSV and Textual files, Reading Data in CSV or Text Files, Writing Data in CSV, Reading and Writing Data on MS-Excel Files	25%
3	Descriptive Analytics using Python Loading a dataset into Pandas DataFrame, Displaying records of the DataFrame, Value Counts and Cross Tabulations, Sorting values by columns, Creating New Columns, Filtering Records Based on Conditions, Summary measures Exploration of data using visualization (Using Matplotlib library), Bar chart, Histogram, Distribution or Density Plot, Box Plot, scatter plot, pair plot, correlation and heat map.	25%

	Text Analytics using Python	25%
4	Overview, Sentiment Classification, Loading a Dataset for Sentiment analysis, Exploring the dataset, Text Pre-processing, Bag of Words (BoW) Model, Creating Count Vectors for Sentiment, Displaying document vectors, Removing Low-frequency words, Removing Stop words, Distribution of words across different sentiments, Naïve Bayes model for sentiment classification, Finding model accuracy, Challenges of Text-analytics, Building the model using n-Grams	
5	Live Projects & Analytical Cases	10%

Textbooks / Reference Books

- 1) Python Data Analytics: With Pandas, NumPy, and Matplotlib, Fabio Nelli , APRESS
- 2) Machine Learning using Python , Manoranjan Pradhan, U Dinesh Kumar, Wiley Publications
- 3) Python for Data Analysis , Wes McKinney , O'Reilley Media, Inc.
- 4) **Learning Python**, [Fabrizio Romano](#), PACKT
- 5) Fundamentals of Programming with Python, Dr. Pankaj kumar Gupta, Notion Press.

Program Name: Master of Business Administration – Online

Name of Course: Data Visualization using Power BI and HR Analytics

Prerequisite: Business Statistics, Basic Mathematics, HR Concepts.

Rationale: It provides a structured approach to learning Power BI that progresses from basic understanding to advanced application and evaluation of skills and also learning HR analytics that encompasses understanding, application, analysis, evaluation, and creation of knowledge and skills in the field.

Course Objectives:

- 1) Identify different components of Power BI such as Power Query, Power Pivot, and Power View.
- 2) Explain the purpose and benefits of using Power BI for data analysis and visualization.
- 3) Explore data relationships and patterns to gain insights into business performance.
- 4) Recognize the importance of data-driven decision-making in human resources management.
- 5) Apply data collection methods and techniques to gather HR-related data.
- 6) Create HR analytics dashboards and reports to communicate insights to stakeholders.

Course Outcome:

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

- 1) Interpret different types of visualizations and their use cases in PowerBI reports..
- 2) Analyze complex datasets using PowerBI to identify trends, patterns, and outliers.
- 3) Develop customized PowerBI dashboards tailored to specific user needs.
- 4) Explain the role of HR analytics in strategic decision-making within organizations.
- 5) Utilize HR analytics techniques to identify factors influencing employee turnover, engagement, and productivity.
- 6) Develop predictive models to forecast future HR trends and inform workforce planning strategies.

Detailed Syllabus

Sr.	Topic	Weightage
1	Introduction to Power BI , Dashboard Getting started with Power BI , Uploading data to Power BI , Introducing natural-language queries, Introduction to reports , Introduction to Visual Interactions, Decorating the report , Saving the report , Pinning a report , Filtering a report. Inviting a user to see a dashboard , Inviting users outside your organization, Creating a group workspace, Viewing reports and dashboards on mobile devices.	15%
2	Power BI for Data Analysts Data Modeling Fundamentals: Understanding Data Models, Introducing Relationships , Understanding Data Connectivity , Power BI Desktop , Understanding Design Environment , Navigation , Understanding Data Import Steps ,Importing from Databases, Importing Excel Files, Importing Text Files ,Importing from the Web . Transforming Data: Understanding Query Editor Environment, Understanding Data Preview , Shaping and Cleansing Data , Basic Transformations , Loading Transformed Data , Combining Datasets , Creating query functions , Generating Date Tables Refining the Model : Understanding Tables and Columns , Understanding the Data View, Exploring Data , Understanding Column Data Types , Understanding Column Operations, Managing Connections and Tables, Managing Data Refresh, Relationship Rules and Limitations ,Auto-detecting Relationships , Creating Relationships Manually , Understanding the Relationships View, Working with Relationships Implementing Calculations: Understanding Data Analysis Expressions (DAX) , Understanding Calculated Columns, Understanding Measures , Understanding DAX Syntax ,	25%

	Understanding DAX Functions , Creating Basic Calculated Columns , Implementing Implicit Measures , Implementing Explicit Measures , Implementing Role-Playing Relationships , Implementing Parent-Child Relationships, Implementing Many-to-Many Relationships	
3	HR Decision-making and HR Analytics: Introduction, HR Decision-making, Importance, Significance and Benefits of HR Analytics, Steps to Implement HR Analytics, Critical HR Decision-making and HR Analytics, HR Analytics and Changing Role of HR Managers, Aligning Human Resources to Business Through HR Analytics, Steps for Alignment of HR Analytics with Business Goals and Strategies, Applications of HR and Descriptive, Predictive and Prescriptive Analytics. Scanning the market & managing the risk, the new face of workforce planning, process analysis and process optimization, turning data into business intelligence. HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, HR Scorecard, HR Dashboards. Communicating with data and visuals: Data requirements, identifying data needs and gathering data, HR data and data quality, HR data collection, validity and consistency, using historical data, data exploration, data visualization, association between variables	25%
4	Predictive modelling in HR: Equality, diversity and inclusion, engagement and workforce perceptions, predictive analytics for human capital management, employee retention and turnover; predicting employee performance. Analytics for Decision Making: Regional and country level differences in turnover data, measuring turnover at individual and team level, recruitment and selection analytics, identifying flight-risk candidates, employee gamification as a recruitment and employee engagement technique, process of report generation, insights from reports, root cause analysis of HR issues.	25%

5	Live Projects & Analytical Cases	15%
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Textbooks / Reference Books

1. Microsoft Power BI Dashboards Step by Step , Errin O'Connor , Microsoft Press.
2. Power BI - Create and Learn, Roger F. Silva, Business Intelligence Clinic
3. Learn Power BI: A beginner's guide to developing interactive business intelligence solutions using Microsoft Power BI, Greg Deckler, Packt Publishing
4. Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life , Packt Publishing.
5. Predictive HR Analytics: Mastering the HR, Edwards, M. R., & Edwards, K., Kogan Page
6. HR Analytics: Understanding Theories and Applications, Dipak Kumar Bhattacharyya, SAGE Publisher
7. Predictive Analytics for Human Resources, Jac Fitz-Enz & John R. Mattox , Wiley



Digital Marketing Automation

Program Name: Master of Business Administration–Online

Name of Course: Digital Marketing Automation

Prerequisite: The students should have basic knowledge of Marketing Concepts

Rationale: The rationale behind this course is to make students understand the importance of Marketing Automation

Course Objectives:

1. Understand the Basics of Digital Marketing,
2. Explore Marketing Automation Fundamentals,
3. Define marketing automation and its significance in digital marketing.
4. Identify common marketing automation tools and platforms.
5. Create a Marketing Automation Strategy, Create Automated Email Campaigns,
6. Integrate Marketing Automation with CRM, utilize analytics tools to track and analyze campaign performance. Compliance and Ethics in Marketing Automation.

Course Outcome:

After Completion of the syllabus students will be able to:

1. Evaluate the effectiveness of digital marketing automation strategies by critically analyzing key metrics such as click-through rates, conversion rates, and return on investment (ROI) to optimize marketing campaigns.
2. Develop comprehensive digital marketing automation workflows leveraging industry-standard tools and platforms, demonstrating proficiency in creating automated email marketing sequences, social media scheduling, and personalized customer experiences.
3. Implement advanced segmentation techniques to target specific audience segments effectively, applying digital marketing automation principles to tailor content and messaging for maximum engagement and conversion.
4. Integrate various digital marketing automation channels, such as email marketing, social media advertising, and website personalization, to create cohesive and synchronized campaigns that align with overarching marketing objectives.
5. Assess the ethical implications and societal impact of digital marketing automation practices, demonstrating an understanding of data privacy regulations and ethical considerations in utilizing automated marketing technologies.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	What is Marketing Automation, What does Marketing Automation involve? Marketing Automation vs CRM, Setting the Strategy, Defining Objectives, Auditing Current Practices, Setting the Strategy, Create Detailed Buyer Personas for Your Business, setup Marketing & Sales Targets, Email Strategy	22%
2	Lead Capture Introduction, Capture and Nurture Lead Capture Process, Lead Nurture- Building a Relationship, Implicit and Explicit Data Lead Scoring, Referrals and testimonials	23%
3	Marketing Campaigns: Automated Campaigns, Introduction Dynamic Segmentation, Triggered Communications, Additional Triggers Example- Automated Messaging Drip, Campaign and Customer Journey, Discovery and Consideration Drip Campaigns, Nurture Campaign Overview, Dynamic Rules Different Sales Cycles	22%
4	Customer Life Cycle Introduction Lifetime Customer Value, Subscriber Value, Campaign Value, Attribution Conversion Value, Customer Journey Overview, Improving Customer Lifecycle, Building Loyalty	23%
5	Contemporary Issues Practical on digital marketing strategies. Artificial Intelligence and Machine Learning in Marketing Automation Building Trust in Marketing Automation	10%

Reference/Textbooks

1. Marketing Automation Foundation by Steve Thomas and Brian Thomas
2. Marketing Automation Unleashed: The strategic path for B2B Growth by Casey Cheshire
3. Marketing Automation and online Marketing by George Pain



Digital Marketing Automation

4. Fundamentals of Digital Marketing by Puneet Bhatia
5. Digital Marketing Strategy: An Integrated Approach to Online Marketing" by Simon Kingsnorth -



Web Analytics

Program Name: Master of Business Administration–Online

Name of Course: Web Analytics

Prerequisite: The student must have a basis understanding of Web and Analytics.

Rationale: This Course will provide valuable skills and insights for students looking to succeed in today's data-driven business environment.

Course Objectives:

1. Recognize and recall fundamental concepts of web analytics, including key terminology, tools, and metrics commonly used in the field.
2. Explain the significance of different data sources, analytical techniques, and models used to measure and evaluate website effectiveness.
3. Apply web analytics techniques and tools to collect, analyze, and interpret data from various online platforms, such as websites, social media, and mobile applications.
4. Analyze complex web data sets to identify patterns, trends, and correlations that offer valuable insights into user behavior, traffic sources, and website performance metrics.
5. Design and implement comprehensive web analytics strategies tailored to specific organizational objectives, target audiences, and industry best practices.

Course Outcome:

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

1. Integrally engrossed with on-ground realities of day-to-day business practices.
2. Demonstrate understanding of fundamental concepts and terminology related to web analytics, including metrics, key performance indicators (KPIs), and data collection techniques.
3. Analyze and interpret web data to gain insights into user behavior, traffic patterns, and website performance.
4. Utilize web analytics tools to track, measure, and evaluate the effectiveness of online campaigns and initiatives.
5. Evaluate the quality and reliability of web analytics data, identify trends and patterns, and draw conclusions to support business objectives.

Detailed Syllabus

Sr. No.	Topic	Weight age
1	Introduction to Web Analytics Getting Started, How Web Analytics Works–Basic Concepts; Basic Segmentation, Intermediate Metrics, Custom Metrics, Calculated Metrics Interpreting and understanding data accuracy and reliability	22%
2	Data Collection via Web Analytics How Web Analytics collects, Web Data and other types of data also basic dashboards, Determining What Kind of Reports to Deliver, Web Analytics Ecosystem and Deploying it in Industry -what to measure Understanding user journeys and customer behavior on Websites Conversion funnels and optimization strategies A/B testing and multivariate testing for website optimization	23%
3	Segmentation How Segmentation is created in Web Analytics and what they track, How Web Analytics Visualizes Data, Acquisition and Conversions, How Web Analytics Tracks Mobile Visitors, Web Analytics Reports and Visualizations	22%
4	Contemporary Issues Introduction to key web analytics metrics(e.g., traffic, conversions, bounce rates) Data collection methods (cookies, tags, analytic stools) Interpreting and understanding data accuracy and reliability	23%
5	Practical: Web Analytics Case Studies	10%

Reference/Textbooks

1. WebAnalytics2.0: The Art of Online Accountability and Science of Customer Centricity" by Avinash Kaushik
2. Lean Analytics: Use Data to Build a Better Startup Faster "by Alistair Croll and Benjamin Yoskovitz
3. Digital Marketing Analytics: Making Sense of Consumer Data



Web Analytics

DigitalWorld"byChuck Hemann andKen Burbary

4. Using Analysis to Gain Insight and Optimize Your Business by Brent Dykes
5. Complete Web Monitoring by Alistair Croll and Sean Power

Program Name: Master of Business Administration–Online

Name of Course: SEO and Social Media Marketing

Prerequisite: The student must have abases understanding of Online Marketing Tools.

Rationale: Teaching SEO and Social Media Marketing serves balance between theoretical concepts and practical skills

Course Objectives:

1. To Recognize and recall fundamental concepts of SEO and social media marketing, including key terminology, strategies, and algorithms.
2. To analyze how search engines rank content and how algorithms determine social media visibility.
3. To Implement SEO techniques to enhance website visibility and improve organic search rankings.
4. To evaluate the impact of SEO and social media marketing efforts on website traffic, user engagement, and conversion rates.
5. To develop comprehensive SEO strategies that encompass keyword research, on-page optimization, link building, and content creation.

Course Outcome:

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

1. Understand key concepts and principles in SEO and social media marketing, including search engine algorithms, keyword research, social media platforms, and content optimization strategies.
2. Identify and explain the role of various elements such as meta tags, back links, hash tags, and engagement metrics in optimizing digital content for search engines and social media platforms.
3. Interpret and analyze data related to website traffic, keyword performance, and social media engagement to assess the effectiveness of SEO and social media marketing strategies.
4. Execute social media marketing campaigns across various platforms, utilizing techniques such as content scheduling, audience targeting, and community engagement to enhance brand presence and reach.
5. Evaluate the performance of SEO and social media marketing campaigns, utilizing analytics tools to assess metrics such as conversion rates, click-through rates, and return on investment (ROI)

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction to SEO and Social Media Landscape Social Media Platforms Overview, Key Digital Marketing Channels Primary understanding of Social Media Marketing using SEO. Importance of SEO for businesses	22%
2	Evolution of SEO, Current best SEO practices, SEO of Today, Tomorrow and Beyond, Social Media's Role in E-Commerce, Social Media and the Consumers.	23%
3	SEO Tools Facebook, LinkedIn, Instagram, Twitter, YouTube, Understanding structure, Website structure and design for SEO, Optimization, Leveraging, Content creation and duration for each platform Advertising and deliverables as a Marketing Plan	22%
4	Social Media Marketing Plan Setting Goals, Choosing Social Media Channels, Planning a campaign by Students., Understanding Audience, Executing the plan.	23%
5	Practical Voice Search Optimization ,Video Marketing Trends, AI in digital marketing ,Block chain and its impact on Digital Marketing	10%

Reference/Textbooks

1. "The Art of SEO" by Nandita Bhatia - Nandita Bhatia
2. Smith,R.,&Zahay,D.(2013).DigitalMarketingExcellence:Planning,Optimizing,andIntegratingOnline Marketing. Taylor & Francis.
3. "SEO 2020: Learn Search Engine Optimization with Smart Internet Marketing Strategies" by Adam Clarke - Adam Clarke
4. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media" by Laxman Singh - Laxman Singh
5. "Social Media Marketing:The Next Generation of Business Engagement" by Raj Kumar

Course Name: Master of Business Administration – Online

Name of Course: Dissertation Project

Prerequisite: Entrepreneurship Concept

Rationale: The aim of this course is to make students understand the practical aspects of Business and day to day functions of the organizations.

Course Objectives: Preparing the final DPR/B-Plan (Detail Project Report as per Baking or VC standards practices). Allowing students to present in front of real time investors for funding

Course Outcome: The Students will be able to:

1. Gain in-depth knowledge and use adequate methods in the major subject/field of study.
2. Create, analyze and critically evaluate different technical/research solutions
3. Clearly present and discuss the conclusions as well as the knowledge and arguments that form the basis for these findings
4. Identify the issues that must be addressed within the framework of the specific dissertation in order to take into consideration

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Detail Project Report with the help of external /internal guide from incubation Centre.	100%

Assistance ship for the students:

Students are entailed to work from incubation Centre they will be made available by all infrastructure support, knowledge support, network connect needed to Prepare the final DPR / B-Plan for the idea. All so worth noting ideas are eligible for hand holding supports for grants up to 30 lacks as per the Nodal Institutions Scheme, further to this any other opportunities available from Entrepreneurship Development Centre.

Program Name: Master of Business Administration – Online

Name of Course: Corporate Restructuring of Family Business

Prerequisite: Basic Understanding of Corporate Restructuring

Rationale: To impart knowledge to students about basic concepts of Corporate Restructuring.

Objectives

1. To introduce corporate restructuring as a strategic tool for the sustainability of family business.
2. To understand challenges faced by family in implementing strategy of corporate restructuring for the sustainability of family business.
3. To provide expert knowledge of legal, procedural and practical aspects of Corporate Restructuring.
4. To analysis Merger& Acquisitions, Insolvency, Liquidation & Winding-up.
5. To acquire knowledge of the legal, procedural and practical aspects of Insolvency and its resolution

Course Outcome

1. To define and familiarized with the tools of Corporate Restructuring Strategy.
2. Analysis awareness for the needs of Corporate Restructuring for the survival of family business.
3. The understanding of challenges of family to use strategy of corporate restructuring will be useful in managerial role for effective implementation for the sustainability of family business.
4. To create Pre-requisites for successful implementation of Corporate Restructuring Strategy
5. To apply Legal framework for corporate restructuring.

Sr. No.	Topics	Weightage
1	Introduction and Concepts: Meaning of Corporate Restructuring, Need, Scope and Mode of Corporate Restructuring, Historical Background, Emerging Trends, Planning, Formulation and Execution of Various Corporate Restructuring Strategies- Mergers, Acquisitions, Takeovers, Types of Mergers, Takeover Types, Takeover Strategies, Anti-takeover Strategies, Disinvestments and Strategic Alliances, Demerger and Hiving off, Financial Restructuring, Pre-requisites for successful implementation of Corporate Restructuring Strategy.	22%
2	Legal framework for Corporate restructuring: Procedural Aspects of Mergers and Acquisitions, Companies Act 2013 provisions for Small Companies Mergers and Acquisitions, SEBI Takeover Code, Buy Back Regulations, Insolvency Act for restructuring and closure of business. Competition Act and its applicability, Stamp Duty Provisions.	23%
3	Needs for Corporate Restructuring: Structural constraints of family business, Challenges of family business, Choice of appropriate tools to mitigate challenges for the survival and sustainability of family business. Role of banks, financial institutions, regulatory bodies in implementation of Corporate Restructuring. Strategy. Practical: Case Study on Mergers and Acquisition of Family business	22%
4	Valuation of Business in Merger & Acquisition: Exchange Ratio, Valuation: Methods – Book Value, Liquidation Value, Earnings Multiplier, DCF Method, Market Capitalization Method, Times Revenue Method, Relative Method of Valuation. Practical: Examples on Valuation in Mergers & Acquisition	23%
5	Practical Students need to study on regular basis research articles from research journals and newspapers such as Economic Times,	10%

	Business Standard, and Financial Express to hone their skills with current updates in Corporate Restructuring and will be presenting these articles in regular sessions and in Google Class room.	
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Reference Book/Text Books:

1. Corporate Restructuring, Bhagvandas, HimalayaPublication
2. Mergers, Acquisitions and Corporate Restructuring, Prashant Godbole, Vikas Publication
3. Mergers, Acquisitions and Business Valuation, Ravindhar Vadapalli, Excel Books
4. Weston, Fred; Chung, Kwang S. and Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education
5. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing

Program Name: Master of Business Administration – Online

Name of Course: Family Dynamics in Business-Case Study

Prerequisite: Basic Understanding of Family Dynamics in Business

Rationale: To impart Practical knowledge to students about concepts of Family Managed Business.

Course Objectives:

1. Identify and analyze the various family dynamics at play within a business setting.
2. Understand the impact of family relationships on decision-making processes within the business.
3. Examine conflict resolution strategies specific to family-owned businesses.
4. Evaluate the challenges and opportunities associated with succession planning in family businesses.
5. Apply theoretical frameworks to analyze case studies and real-life examples of family dynamics in business.

Course Outcome:

1. Identify and analyze the various family dynamics at play within a business setting.
2. Understand the impact of family relationships on decision-making processes within the business.
3. Examine conflict resolution strategies specific to family-owned businesses.
4. Evaluate the challenges and opportunities associated with succession planning in family businesses.
5. Apply theoretical frameworks to analyze case studies and real-life examples of family dynamics in business.

Sr. No.	Topics	Weightage
1	Case Study 1: Family Governance System of Dabur Group Case Study 2: Governance System of Family business of Godrej Group	22%
2	Case Study 3: Aditya Birla Group Case Study Case Study 4: Wal Mart or World Mart- Case Study	23%
3	Case Study 5- WIPRO Case Study Case Study 6- Tetra Pack Case Study	22%

4	Case Study 7- Case Study of Saibu Group Case Study 8- Five Sisters and two executors	23%
5	Practical Students need to present case study of their choice in regular sessions and Google Class to hone their skills to understand causes of success and failure of family business and to design appropriate strategies for the survival and growth of family enterprises.	10%

Reference Book/Text Books

1. Family Governance System of Dabur Enterprise Group Mr. Sanket V. Ravan, International Journal of Trend in Scientific Research and Development (IJTSRD) Conference Issue | March 2019 Available Online: www.ijtsrd.com e-ISSN: 2456 – 6470,
2. Governance System of Family business of Godrej Group, Mr.Sanket V Ravan, International Multidisciplinary E-Research journal,https://www.researchgate.net/publication/325036958_Governance_System_of_Family_Business_A_Case_study_of_Godrej_Group/link/5af2c010458515c283797d8a/download
3. Aditya Birla Group Case Study,<https://startuptalky.com/case-study-of-aditya-birla-group/>
4. Wal Mart or World Mart ,PETER JACQUES, [researchgate.net/publication/270640975_Wal-Mart_or_World_Mart_A_Teaching_Case_Study/link/5bf9699ea6fdcc53881778ef/download](https://www.researchgate.net/publication/270640975_Wal-Mart_or_World_Mart_A_Teaching_Case_Study/link/5bf9699ea6fdcc53881778ef/download)
5. WIPRO Case Study Bharat Rao, BalaMulloth,<http://faculty.poly.edu/~brao/2007.Wipro.PICMET.pdf>
6. Tetra Pack Case Study, https://www.focus-economics.com/sites/default/files/wysiwyg_images/tetra_pak_case_study_focuseconomics.pdf
7. Case Study of Saibu Group,<https://digital.ffi.org/editions/case-study-the-seibu-group-the-fall-of-the-seibu-empire/>
8. Five Sisters and two executors- a case study, <https://digital.ffi.org/pdf/wednesday-edition/2021/january/january-20/five-sisters-and-two-executors-a-case-study.pdf>

Program Name: Master of Business Administration – Online

Name of Course: Financial Derivatives

Prerequisite: -Fundamental understanding of financial management concepts.

Rationale: - To get knowledge about the future, options and recent trends in the derivatives market.

Course Objectives:

1. To understand the concept of derivatives.
2. To acquaint the knowledge of different derivative tools for risk management.
3. To understand the strategies for risk management.

Course Outcome:

At the end of the course, students will be able to

1. Understand the structure of derivatives and working of the same structure.
2. Apply the knowledge of derivatives to hedge the risk for minimizing loss and maximizing the return.
3. Analyze the different strategies of derivatives for its effective utilization to maximize the return.
4. Evaluate various derivative models to compute the value of derivative securities accurately.

Detail syllabus

Sr. No.	Topic	Weightage
1	Introduction to Derivatives Definition- History-Usage-Advantages and disadvantages- types of derivatives- derivative trading in India- global market scenario-trading and settlement process for the derivatives.	22%
2	Forward and Future Introduction-terminology-features-classification- mechanism- advantages and disadvantages-pricing of forward or future- different models for future contract-margins and marking to market-difference between forward and future.	23%

3	Options Introduction-Meaning of options contract, options terminologies-Moneyness in options-Factors affecting Options premium-exchange traded options- trading strategies-put call parity-Binomial Options Pricing Model.	22%
4	Current trends in derivatives Black-Scholes Options Pricing model-Greeks in Options-SWAPS- technological-credit risk and credit derivatives-Weather, energy and insurance derivatives-Real options-Derivative mishaps.	23%
5	Practical Understand the trading and settlement process, Analyze various derivative contract specifications, Mark to margin calculation for real market data from exchange.	10%

Reference/Textbooks:

1. Derivatives and Risk Management by Sundaram JankiRamanan, Pearson Publication.
2. Derivatives & Risk Management by Rajiv Srivastava, Oxford Publication.
3. Fundamentals of Futures and Options Market, By John C. Hull, Pearson Publication.
4. Futures and Options, By Vohra and Bagri, Mc Graw Hill publication.



Corporate Restructuring and Valuation

Program Name: Master of Business Administration – Online

Name of Course: Corporate Restructuring and Valuation

Prerequisite: Basic understanding of security valuation and financial statements of corporates.

Rationale: Get the knowledge of various forms of corporate restructuring and to develop understanding of accounting taxation and legal aspects of corporate restructuring.

Course Objectives:

1. To get the students acquainted with knowledge corporate restructuring.
2. To develop the ability to analyze various forms of corporate restricting.
3. To enhance the understanding of accounting, legal and taxation aspects of mergers and acquisitions.
4. To enable students to value business by utilizing suitable models of valuation.

Course Outcome:

At the end of the course, students will be able to

1. Understand the concepts of corporate restructuring and forms of corporate restructuring.
2. Evaluate the model of valuation for mergers and acquisitions and takeovers.
3. Analyze the different sources of funding for domestic and cross-border mergers and acquisitions.
4. To apply various valuation models to compute the value of a company undergoing corporate restructuring.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basics of Corporate restructuring Meaning of corporate restructuring, reasons, barriers to corporate restructuring, Motives for Mergers and Acquisitions	22%

2	Forms of Corporate restructuring Mergers and Acquisitions; Concept, Classification of mergers, Acquisitions, types of acquisitions. Take over; concept, advantages of takeovers, Takeover defense. Leverage buyout and going private: concepts, LBOs in India, Types of LBO. Cross-border mergers and acquisitions: Meaning, need for cross-border M&A, advantages of cross-border M&A.	23%
3	Accounting, taxation and legal aspects for mergers and acquisitions Accounting for Mergers & Demergers, Competition Act for M&A, SEBI rules and regulations for M&A, Share Buyback guidelines, Tax implications.	22%
4	Valuation Income Based Valuation: Discounted Cash Flow Method; Equity Valuation and Firm Valuation covering Stable growth and two stage growth (FCFE and FCFF models), Dividend Yield Method, Capitalization Method Exchange Ratio and Synergy: Concept, ER based on EPS, MPS, PE, Combined EPS, Combined MPS, Combined PE, Cost and Benefits of a merger, Minimum and Maximum Exchange Ratio based on MPS and EPS	23%
5	Practical Students are required to carry out projects on recent merger and acquisitions deals and need to study and analyze the method of valuation used in the same deal.	10%

Reference/Textbooks

1. Corporate Valuation: A Guide for Analysts - Managers and Investors - Prasanna Chandra- McGraw Hill – Latest
2. Prasad G. Godbole - Mergers, Acquisitions and Corporate Restructuring – Vikas Publication
3. Damodaran on Valuation - Aswath Damodaran - Wiley-India – Latest
4. Corporate Valuation and Value Creation - Prasanna Chandra - McGraw Hill – Latest
5. Financial Management - M. Y. Khan and P. K. Jain - McGraw Hill - Latest

Program Name: Master of Business Administration – Online

Name of Course: Banking and Insurance

Prerequisite: - Basic understanding of various products of banks and insurance available in the market.

Rationale: -To get the knowledge of banking and core banking solutions and to gain the knowledge of banc assurance, life insurance and general insurance.

Course Objectives:

1. To enable students to acquire knowledge about the basics of Banking and Insurance.
2. To familiarize the students with the modern trends in banking and insurance
3. To develop an understanding of life insurance and general insurance.
4. To compare various products of life insurance and general insurance.

Course Outcome:

At the end of the course, students will be able to

1. Understand the structure of banking and insurance industry into the country.
2. Apply their knowledge to utilize different banking and insurance products.
3. Analyze different banks and insurance products.
4. Evaluate the performance of different banks and insurance organizations.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basics of Banks Role of Banks, Structure of Banks, Types of Banks, Reserve Bank of India, RBI-Act, Types of deposits and advances handled by banks, Opening of Bank account and handling, different charges on assets, Bank-Customer relationship and grievance redressal in Bank.	22%
2	Negotiable instrument and core banking solution Negotiable instruments, Management of NPA, Understanding bank financial statement, Ratio Analysis, Core banking solutions, Modes of fund transfer, credit cards, Debit cards, Loans and its approvals, technological innovations in Banking operations. BASEL norms.	23%
3	Basics of Insurance History and Evolution of Insurance, IRDA its roles and	22%

	responsibilities, Need of insurance, Nature and characteristics of insurance, advantages and disadvantages of insurance	
4	Understanding to life insurance and general insurance Life insurance: Annuities, Measurement of risk and Morality Table, General Insurance: Meaning and origin, Nature and growth, Fire Insurance: Meaning, nature, Policies and conditions of fire insurance. Subrogation and Reinsurance; Marine insurance: Meaning, nature, Principles of marine insurance, Policies and conditions to marine insurance, Accident and motor insurance, Concept of health insurance and Catastrophe insurance, underwriting of an insurance policy.	23%
5	Practical Practical exposure to the different bank financial statement and its analysis. Visit to bank branch to observe routine banking operations. Analysis of insurance policies from IRDA website and preparation of report.	10%

Reference/Text Books:

1. Principles and Practices of Banking and Insurance by O. P. Agarwal, Himalaya Publications.
2. Principles and Practices of Banking; Indian Institute of Banking Finance; Macmillan
3. Banking Theory & Practice - E.Gordon and Dr.K.Natarajan, Himalaya Publishing House, Mumbai.
4. Banking Theory Law & Practice - Rajesh.R, Sivagnanasithi.T, Tata Mc.Graw –Hill publishing Co.Ltd, New Delhi
5. Fundamentals of Insurance - Dr. Periyasamy, Himalaya Publishing Pvt Ltd, Mumbai.
6. Insurance principles and practice - Mishra. M. N, Sultan Chand & Sons, New Delhi

Program Name: Master of Business Administration–Online

Name of Course: Hospital Management Information System

Prerequisite: The students should have a basic understanding of the Hospital Management Process.

Rationale: To orient the participants in concepts and application of state-of-the-art Hospital Management Information System (HMIS) and to describe the basic and advance concept applicable in hospital information and the departments in a hospital where HMIS may be applied

Course Objectives:

1. To describe organisation and functions of HMIS including the medical record department
2. To describe the classification of hospital information system
3. To describe the computerized hospital systems and its benefits
4. To prepare an action plan for improving the existing hospital information systems and its application for improving efficiency of hospitals
5. To apply the knowledge and understanding in healthcare decision making process

Course Outcome:

1. Overview Hospital Management Information System (HMIS) with special reference to medical record unit, organizational structure, functional linkages
2. Functional classification of hospital information system, computerized and non-computerized hospital information system
3. Types of records and reports generated
4. Steps and framework for the preparation of action plan for improvement in existing HMIS constraint.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Operational and Strategic uses of Information Systems in Health Care Management Analysing organizational Activities and Procedure Flow- chartings, Translating Organisational Activities into Output Requirements, Derivation of Input Content from Output Requirements, Patient based, Functional organization based, User department based	22%
2	Data Quality Control Input Devices: Internal Organisation and Operation of Computers Output Devices: Processing Modes and Their Relative Costs, HealthCare Application Software Electronic Medical(Health) Records Patient Scheduling Software	23%
3	Medical Records Privacy and Ethical Issues Related to Patient Information Methods Of Used Authentication, Introduction To The Software's Related to The Hospital, Introduction to Hospital Management System, Accounting System, Inventory Control System And Other Computer Applications In Hospitals	22%
4	Health Information Exchange(HIE) Health Information Standards, Health Information Security, Consumer And Patient –Oriented Information Systems, Clinical Information Systems And Value, Meaningful Use And Health It Policy	23%
5	Practical Issues Electronic medical records (EMR), Health System Model, HMI Sin context of health sector reforms, Information system application in Public Health	10%

Reference/Textbooks

1. Daniel B McLaughlin AndJulioe M Hays, (Latest Edition), Healthcare Operations Management, PHI Learning Pvt Ltd..
2. James R. Langabeer, (Latest Edition), Health CARE Operations Management: A

Quantitative Approach To Business, Jones And Bartlett Learning.

3. Laudon & Laudon – ‘Management Information Systems Managing the Digital Firm’(10th Ed) – PHI Publications
4. ShashikalaParimi–‘ManagementInformationSystem’-Dreamtechpress,2012edition.
5. S.A.Kelkar-HospitalInformationSystems:AConciseStudy-2010-PHIPublications

Program Name: Master of Business Administration–Online

Name of Course: Hospital Operations Management

Prerequisite: The students should be aware of day-to-day procedures of Hospital and their importance.

Rationale: To generate in healthcare professionals the importance of effective organizational planning so that they can plan their healthcare businesses across varying economic conditions; and to build strong business foundation in healthcare professionals who would be able to continuously acquire and apply new management knowledge and skills that are useful to manage healthcare organizations

Course Objectives:

1. Recall fundamental principles and terminology of hospital operations management.
2. Memorize key concepts related to resource allocation, patient flow, and quality improvement within healthcare settings.
3. Comprehend the interplay between various components of hospital operations, including staffing, scheduling, and inventory management.
4. Analyze the impact of operational decisions on patient care outcomes and organizational efficiency.
5. Apply theoretical knowledge to real-world scenarios within hospital settings.

Course Outcome:

After Completion of this course the students will be able to:

1. Recall key concepts, principles, and terminology related to hospital operations management, including but not limited to healthcare delivery models, hospital organizational structures, and regulatory requirements.
2. Demonstrate comprehension of the fundamental theories and frameworks underpinning hospital operations management, such as process optimization, resource allocation, and quality improvement methodologies.
3. Apply hospital operations management principles to analyze and solve operational challenges, such as patient flow optimization, inventory management, and emergency preparedness.
4. Critically evaluate the efficiency and effectiveness of hospital operations through the lens of key performance indicators (KPIs), financial metrics, and patient satisfaction surveys, identifying areas for improvement and proposing evidence-based solutions.

5. Develop comprehensive operational plans and strategies for enhancing hospital performance, integrating considerations for cost-effectiveness, quality of care, and stakeholder satisfaction. They will also evaluate the feasibility and potential impact of proposed initiatives on overall hospital operations.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction To Healthcare Operations The Challenge and the Opportunities, History of Performance Improvements, Evidence Based Medicine And PAY-For-Performance, Setting Goals and Executing Strategy, Strategy AND The Balance Scorecard, The Project Management	22%
2	Performance Improvement Tools, Techniques and Programs Tools for Problem Solving and Decision Making, Using Data and Statistical Tools for Operations Improvement, Simulation, Application to Healthcare Operations Issue, Process Improvement and Patient Flow, Scheduling and Capacity Management, Supply Chain Management	23%
3	Putting It All Together for Operational Excellence Holding The Gains Materials Management, Role of Computers in the Materials Function operations Research Techniques of Materials Function, Stores Management, Responsibilities And Functioning of Stores, Types of Stores in Hospitals, Location And Layout of Stores, Stock Verification Techniques, Control of Pilferages, Inventory Control Techniques Purchase Management, Disposal of Waste and Scrap Value Analysis, Overview of Hospital engineering services, mortuary services, disaster management and security services.	22%
4	The Lean Enterprise Lean Concepts and Health Care Applications, Lean Processes Applied to Operating Room Performance, Total Quality Management in Health Care Institutes Quality Improvement,	23%

	Need for Quality Management Initiatives in Health Care, Indian Health Care Organisation	
5	Practical Cases Operations Research in Hospitals, Introduction, Functions Importance, Objectives, Waiting Time Management, Managerial Issues	10%

Reference / Textbooks

1. Daniel BMclaughlin And Julioe MHays, (Latest Edition), Healthcare Operations Management, PHI Learning Pvt Ltd..
2. James R. Langabeer, (Latest Edition), Health CARE Operations Management: A Quantitative Approach To Business, Jones And Bartlett Learning
3. Hospital Administration; By DC Joshi & Mamta Joshi: Jaypee publishers.
4. Modern Trends in Planning & Designing of Hospitals; By S Gupta & SKant, Chandrasekhar & S Satpathy, Jaypee Medical Publishers, Delhi
5. The Healthcare Quality Book: Vision, Strategy, and Tools, Third Edition" by Elizabeth R. Ransom, Maulik S. Joshi, David B. Nash



Medical Audit and Quality Management

Program Name: Master of Business Administration–Online

Name of Course: Medical Audit and Quality Management

Prerequisite: Basics of Quality Management

Rationale: To equip learners to plan, evaluate, analyze and manage the different concepts of hospital management and develop a comprehensive field practicum to enforce the learners' abilities and skills in implementing the hospital management methodologies

Course Objectives:

1. Recall the fundamental principles and concepts of medical audit and quality management.
2. Explain the relationship between medical audit, quality management, and regulatory standards.
3. Apply medical audit techniques to evaluate clinical practices, processes, and outcomes.
4. Critically assess the impact of healthcare policies, regulations, and accreditation standards on quality management practices.
5. Design comprehensive medical audit programs tailored to specific healthcare settings and specialties.

Course Outcome:

After Completion of the course the student will be able to:

1. Recall fundamental principles and concepts of medical audit and quality management., Memorize key terms, methodologies, and tools used in medical audit processes. Identify the importance of quality management in healthcare settings.
2. Explain the significance of medical audit in ensuring compliance with standards and regulations. Comprehend the role of quality management in improving patient outcomes and safety and Interpret data gathered from audits to identify areas for improvement in healthcare delivery.
3. Utilize various audit techniques and tools to assess the quality of healthcare services and apply quality improvement methodologies such as PDCA (Plan-Do-Check-Act) cycle and Six Sigma principles.
4. Evaluate the effectiveness of quality improvement initiatives in healthcare settings.
5. Critically assess the impact of quality management initiatives on patient care, safety, and satisfaction

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Medical Audit Definition, Origins & Development in Medical Audit, Medical Audit Policy, Concept of Medical Audit, Medical Record, Medical Audit Relationship, Medical Audit Related to Diagnosis, Investigations and Therapy, Medical Audit–Global Perspective, Types of Medical Audit, Appraisal of Medical Audit, Methods of Medical Audit	22%
2	Quality Management Origin Growth of Quality Management, Importance and Significance of TQM For Hospitals, Prerequisites of Quality Management in Hospitals, Role of Medical Record in Quality Management, Quality Circles, Quality Assurance Quality Management in Hospital, OPD, Casualty, LABS, OT, CSSD, Dietary, HK, ICU, Certification and Accreditation, ISO, JCI, NABH Criteria for Quality in Hospital	23%
3	TQM Tools Quality Function Deployment, Concurrent Engineering, P.C.D.A. Cycle–JIT (Just in Time), Kaizen, Defect Programme Statistical Tools in TQM, Flow diagram, Pareto Analysis, Fishbone Analysis, Control Charts, Benchmarking, Business Process Reengineering, TQM practices in Indian Hospitals	22%
4	Accreditation Introduction, Concept of Hospital Accreditation, Accreditation Scenario in India and Abroad, Organizations, authorities for Accreditations in India, Accreditation Process, Role of the Government in Developing an Accreditation System	23%
5	Contemporary Issues Quality Management of Clinical, Quality Management of Support, Quality Management of Utility, Quality Management	10%

	of Administrative Services	
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Reference /Textbooks

1. D.C. Joshi And Mamta Joshi, Hospital Administration, Published By Jaypee Brothers, Medical Publishers, New Delhi, Latest
2. Anjan Prakash, Medical Audit, Published By Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, Latest Edition
3. B.M.Sakharkar, Principles Of Hospital Administration And Planning, Published By Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, Latest Edition
4. Cost-Effective Quality Control: Managing the quality and productivity of analytical processes: By Westgard JO and Barry PL
5. Quality Management in Healthcare Services: By Zulfiquer Ahmed Amin



Human Resource Audit

Program Name: Master of Business Administration – Online

Course Name: Human Resource Audit

Prerequisite:

Students must have a strong grasp of core HR functions such as recruitment and selection, training and development, performance management, compensation and benefits, and employee relations.

Rationale: This Course ensures that HR practices comply with local, state, and federal laws and regulations, as well as industry-specific standards and guidelines, to avoid legal liabilities and penalties.

Course Objectives:

1. Identify the importance of HRA in organizational development.
2. Define the methodologies, instruments, and steps involved in conducting an HRA.
3. Analyze the legal compliance and ethical considerations in HR auditing.
4. Describe the integration of HR accounting with other accounting systems.
5. Discuss the concepts of social responsibility and corporate governance in HR auditing

Course Outcome:

Students will be able to:

1. Understand the role of HRA in identifying gaps, risks, and areas for improvement in HR management to support organizational growth and development.
2. Describe various methodologies, tools, and techniques used in conducting HRA.
3. Analyse legal requirements and ethical considerations in HR auditing.
4. Apply principles of HR accounting to ensure accurate financial reporting and resource allocation.
5. Create strategies for incorporating social responsibility and ethical principles into HR auditing processes.

Detailed Syllabus

Sr. No.	Topic	Weightage
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1	Human Resource Audit: Introduction, Objectives, Concepts, Components, Need, Benefits, Important Components of Human Resource Development Audit Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, Benefits of Human Resource Audit Methodology and instruments of HR Audit, HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit, Strategies Alignment of HR Audit.	22%
2	HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System	23%
3	HR Audit for Legal Compliance and Safe Business Practices Areas covered by HR Audit - Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development. Human Resource Accounting System Developing Human Resource Accounting System Implementation of Human resource accounting system. Integration with other accounting system	22%
4	Ethical and Social Responsibility Considerations	23%

	Ethical issues in HR auditing Social responsibility practices audit Corporate governance assessment Audit Reporting and Action Planning Reporting findings and recommendations Action planning for improvement Monitoring and follow-up mechanisms	
5	Practical and Practical Applications Analysis of real-world HR audit cases Simulation exercises Group projects on conducting HR audits	10%

Reference/Textbooks

1. Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing
2. M. Saeed, D.K. Kulshreshtha , Human Resource Accounting, Anmol Publications.
3. D. Prabakara Rao, Human Resource Accounting, Inter India Publications
4. Human Resource Management by Gary Dessler, Pearson Publications.
5. Human Resource System – T.V.Rao& Udai Pareek.

Name of Program: Master of Business Administration – Online

Course Name: Compensation Management

Prerequisite: Student should have strong foundation in human resources management

Rationale: This course aims at providing the student with a basic understanding of performance appraisal and the development of good compensation plans in an organizational setting.

Course Objective:

1. Define key terms like minimum wage, fair wage, living wage, and real wage.
2. Identify the different theories of wages (macro, micro, and behavioral)
3. Explain the role of compensation in organizations and its various functions and responsibilities.
4. Analyze the economic and social objectives of wage policy.
5. Evaluate the effectiveness of various wage and salary administration practices

Course Outcome:

Students will be able to:

1. Define key terms related to wages
2. Explain the different theories of wages and the role of compensation in organizations
3. Analyze the economic and social objectives of wage policy and evaluating the effectiveness of wage and salary administration practices
4. Create alternative wage structures or policies to achieve specific organizational or societal goals.
5. Evaluate the effectiveness and fairness of different wage systems.

Detailed Syllabus:

Sr. No.	Topic	Weightage
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1	Introduction and Concept of Compensation– Direct and Indirect Compensation Components, Dimensions and Designing Reward System. Role of Compensation, Functions and Responsibilities. Various Factors Affecting / Influencing Compensation. CTC- Cost to Company Wage concepts (Minimum Wage, Fair wage, Living wage, Money/real wage.)	22%
2	Theories of Wages: Macro- Micro, behavioural theories. Wage Policy-Economic, Social objectives. Compensation strategy at micro (company) level Legal considerations in determining compensation- institutional mechanism for wage determination, collective bargaining, pay commissions, wage boards. Pay Surveys: Why to conduct a Pay survey? Data collection Method, external survey methods. Designing pay ranges and bands. Designing base pay structure	23%
3	Job Analysis : Definition and Steps of Job analysis Job evaluation: Definition, procedure, methods of job evaluation. Competency based pay and compensation trends Managerial compensation: elements of managerial compensation, unique features of managerial compensation.	22%
4	Incentives: Meaning and definition, Classification of incentives, merits and demerits of incentives, Types of incentives plans/ schemes. Wage incentive plans Significance and Forms & Choices of performance linked reward scheme. Steps in designing Performance Pay/ variable pay. Benefits and Services:	23%

	Definition of fringe benefits, objectives. Classification of employee benefits or types of benefits	
5	Practical Compensation Structure in India, CTC- Cost to Company (Calculation)Tax planning and VRS (Voluntary Retirement scheme).Grade and Pay structure, Types of Grade pay & pay structure of anyorganisation.Comparative International Compensation Overview of Future Trends in Compensation Management	10%

Reference/Textbooks:

1. Compensation And Reward Management (Textbook)B.D.Singh.; Excel Publisher; Latest
2. Compensation Management In Knowledge Based WorldRichard Henderson; Pearson; Latest
3. Compensation Management Mousumi Bhattacharyya And NilanjanSengupta; Excel Publisher; Latest
4. Compensation Management (Textbook)TabomeyDeb;ExcelPublisher;Latest
5. Reward Management Practice Michael Armstrong; Kogan Page; Latest



Strategic Human Resource Management

Name of Program: Master of Business Administration – Online

Name of Course: Strategic Human Resource Management

Prerequisite: Basic understanding of Human Resource Management

Rationale: This course presents a thorough and systematic coverage of issues related to strategic human resource management. This course is basically for the students who specialize in the field of Human resource management.

Course Objective:

1. Understand the investment perspective of HRM and its relevance in strategic decision-making.
2. Apply valuation techniques to measure human capital and assess organizational competencies.
3. Design work systems and structures that align with strategic objectives
4. Evaluate the strategic implications of outsourcing and employee separation
5. Develop strategies to retain talent and manage employee turnover effectively

Course Outcome:

Student will be able to:

1. Explain how HRM practices contribute to long-term organizational goals
2. Analyze the impact of human capital on organizational performance
3. Analyze the impact of work systems and structures on strategic outcomes
4. Apply knowledge of outsourcing and employee separation to assess strategic implications.
5. Evaluate the effectiveness of talent retention strategies in managing employee turnover.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction To Strategic HRM: An Investment Perspective of Human Resource Management- Adopting an Investment Perspectives; Valuation of Assets; Understanding and Measuring Human Capital and Human Resource Metric Business Environment & Importance of Strategic Planning for Business Success: Environmental forces affecting the prospects of a business , Business strategy- An Introduction to market Driven strategy: Formulation of market driven strategy, process of Strategic Management Resource driven strategy: Organizational stock of resources, human resource based competitive advantage and external labor market, organizational competencies and capabilities, estimating company competitive advantage, evaluating the sustainability of competitive advantage, formulation of strategy.	22%

2	Human resource System : Strategic Management: Strategic HR v/s Traditional HR, Models of strategy, Definition, Barriers to SHRM, Process of SHRM; Types of Strategies Strategic Human Resource Planning: Objectives; Types of HRP; Techniques and Significance Strategic approach to manpower acquisition: Recruitment & Selection : <u>Recruitment</u> : Introduction; Advantages and Disadvantages (External Market) ; methods of Recruitment ; Internal vs. External Recruitment <u>Selection</u>: Objective; Characteristics of Selection Instrument; Selection Errors; Commonly used Selection Instruments; Advantages and Dis–Advantages of Selection ; New Trends in Staffing	23%
3	Strategic Development of Human Resource: Macro level & Micro level plan for Strategic Development; Tools of Development; Methodology of Development Strategic approach to management structure , job design and work system: Design of work systems; Strategic Work Design ; Mergers and Acquisition; Impact of Technology & HR Issues Training & Development: Planning & Strategizing Training-Need Assessment; Objectives; Design and Delivery; Benefits of T&D Strategic management of performance – Linking Strategy to Results at Different Levels; Assessing performance at Different Levels	22%
4	Strategic approach to compensation and benefits- Introduction & Strategic Approach vs. Generic Approach to Compensation Employee Separation & Retention Management Reduction in force; Turn Over and Retirement Outsourcing and its HR implication : Why Outsourcing; Types of Outsourcing Merger and acquisition and HRM : Why M&A;	23%

	Common Problems in M&A; Common causes of M&A failures	
5	Practical: Self Learning Case study based from syllabus; The 5-P model : Linking strategic Business needs and strategic HR management activities; Strategic approach to Industrial relation;	10%

Reference/Text Books:

1. Strategic HRM (TextBook) Das, Pulak; Cengage Learning
2. Strategic HRM TanujaAgrawala; Oxford
3. Strategic Management of Human Resource (TextBook) Jeffery A Mellow; Cengage Learning; Cengage Learning 3rd Edition
4. Strategic HRM Michael Armstrong; Kogan Page
5. Strategic HRM Charles R Greer; Pearson



Data Base Management

Name of Program: Master of Business Administration – Online

Name of Course: Data Base Management

Prerequisite: Basic Understanding of Database Management

Rationale: A DBMS serves as an interface between an end-user and a database, allowing users to create, read, update, and delete data in the database. DBMS manage the data, the database engine, and the database schema, allowing for data to be manipulated or extracted by users and other programs.

Course Objective:

1. Define the fundamental concepts and principles of database management.
2. Design and implement normalized database schemas to store and organize data efficiently.
3. Develop SQL queries to retrieve, manipulate, and manage data stored in relational databases.
4. Evaluate different database management systems (DBMS) and choose the appropriate one based on specific requirements.
5. Apply security measures and best practices to protect the integrity and confidentiality of data within a database system.

Course Outcome:

1. Explain key concepts of database management, such as data models, normalization, and transaction processing, demonstrating comprehension at Bloom's Taxonomy level of understanding.
2. Construct complex SQL queries to extract, modify, and manage data from relational databases, showcasing analysis and synthesis skills at.
3. Compare and contrast different database management systems, considering factors such as performance, scalability, and cost, showing evaluation skills at measures and policies to safeguard data integrity and confidentiality, demonstrating application and evaluation skills at Bloom's Taxonomy levels of applying and evaluating.
4. To Understand the basic concepts and the applications of database systems and familiar with database storage structures and access techniques
5. To Master the basics of SQL and construct queries using SQL, and the relational database design principles

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction to Data Models Basic concepts: data, information, metadata, Need of database system, advantages and disadvantages of database system, application area of database system, people who interact with database, Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams, design of tables from schemas, Data Models Association of data, Data model classification, Relational Model Data Views: Data abstraction, instances and schemas	22%
2	Introduction Database Management System Introduction to DBMS: DBMS three level, Client/Server Architecture: two and three tier Architecture definition of DBMS, entities, attributes, relationships, Data dependency Keys: Super key, Candidate key, Primary key, Alternate key, foreign key Integrity Constraints: Entity Integrity, Referential Integrity	23%
3	Structural Query Languages Database Languages: Introduction to SQL, Types of SQL: Data Manipulation Language (DML), Data Definition Language (DDL) : create, alter, drop (sql statements with examples), Data Control Language (DCL), Transaction Control Language (TCL), Data Query Language (DQL), Database system environment and utilities	22%
4	Data Manipulation and Controlling DML: insert, update, delete (sql statements with examples) TCL : commit, rollback, grant, revoke (sql statements with examples) DQL: Select from table, multiple tables, sub query, functions ,Virtual tables (SQL View)	23%

5	Practical Case studies to designing and implementation of database for business case, such as finance system, inventory control system, order system, purchase system etc	10%
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Reference / Textbooks:

1. An Introduction to Database Systems
2. C.J. Date, A. Kannan, S. Swamynathan; Pearson.- Latest Edition
3. Fundamentals of Database Management System (TextBook) Mark L. Gillenson; Wiley– Latest Edition
4. Modern Database Management systems (TextBook)
5. Jeffrey A. hoffer, Mary Prescott and HeikkiTopi; Pearson.- Latest Edition
6. Introduction to Database Systems (TextBook) Bipin C. Desai; Galgotia– LatestEdition



Information System and Audit Control

Name of Program: Master of Business Administration – Online

Name of Course: Information System and Audit Control

Prerequisite: Basic information about information system

Rationale: The course is essential for aiming to understand how to effectively manage and secure information systems within organizations. It provides insights into auditing methodologies, controls, and compliance requirements, enabling professionals to identify risks, mitigate vulnerabilities, and ensure the integrity and confidentiality of sensitive data.

Course Objective:

1. To define the students will be able to understand the basic concepts and principles related to information systems and audit control.
2. To understand knowledge to analyze and evaluate various systems and controls, identifying strengths, weaknesses, and areas for improvement.
3. Students will develop innovative solutions and strategies for addressing emerging challenges and threats in information systems and audit control.
4. To gain application ability of necessary controls, laws and standards in computerized Information system.
5. Understand some of the basic theory underlying computer security policies, models, and problems. Learn models for dealing with risk.

Course Outcome:

1. To apply to able to recall and identify key concepts, principles, and terminology related to information systems and audit control.
2. To create and demonstrate comprehension of how information systems function and the importance of audit controls in ensuring their integrity, confidentiality, and availability.
3. To analysis their knowledge to evaluate and implement effective audit controls within different organizational contexts.
4. To analyze complex scenarios and problems related to information systems and audit control, identifying vulnerabilities, threats, and potential impacts on organizational operations.
5. To evaluate the effectiveness of audit controls and information systems in meeting organizational objectives.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction to Information System Audit. - Overview of Information System Audit: Need for Control and Audit of Computers, Effects of Computers on Internal Controls - Conducting an Information Systems Audit: The Nature of Controls, Audit Risks Types of Audit Procedures, Auditing Around or Through the Computer	20%
2	The Management Control Framework - Top Management Controls : Evaluating the Planning Function, Evaluating the Organizing Function - System Development Management Controls: Approaches to Auditing Systems Development , Brief of Evaluating the Major Phases in the Systems Development process - Programming Management Controls : The Program Development Life Cycle - Security Management Controls : Conducting a Security Program ,Major Security Threats and Remedial Measures, Controls of Last Resort - Operations Management Controls: Computer Operations, Network Operations	25%

3	The Application Control Framework Boundary Controls: Cryptographic Controls , Access Controls , Personal identification Numbers , Digital Signatures , Plastic Cards , Audit Trail Controls , Existence Controls Input Controls: Input Authorization, Batch controls & Balancing, Error Reporting & Handling, Processing Controls: Data Validation & Editing Procedure, Processing Controls, Data File Control Procedures Output Controls:	25%
4	Evidence Collection Introduction of Audit Software, - Code Review; Test Data, and Code Comparison; Concurrent Auditing Techniques; Interviews, Questionnaires, and Control Flowcharts, Introduction of Information Technology, 2008	20%
5	Practical Case studies	10%

Reference / Textbooks:

1. Information Systems Control and Audit (TextBook) Ron Weber; Pearson Education
2. Strategic Management & Information Systems (TextBook) Wendy Robson; Pearson Education
3. Auditing in a Computerized Environment (TextBook) Mohan Bhatia; Tata Mcgraw Hill
4. Ramesh Behl : Information Technology for Management, Tata McGraw Hill Education Private Ltd.
5. Jerome Kanter : Managing with Information, Prentice Hall of India
6. P.K. Sinha : Computer Fundamentals: Concepts, Systems and Applications, B.P.B. Publications



Business Intelligence and Application

Name of Program: Master of Business Administration – Online

Name of Course: Business Intelligence and Application

Prerequisite: Basic information about Business Intelligence

Rationale: The course aims to provide students with the knowledge and skills necessary to analyze business data effectively and derive actionable insights. It covers topics such as data collection, storage, analysis, visualization, and interpretation using various tools and techniques. The course emphasizes the importance of data-driven decision-making in modern business environments and prepares students to leverage business intelligence tools to drive organizational success.

Course Objective:

1. Identify different types of business intelligence tools and technologies
2. Explain the importance of business intelligence in decision-making processes
3. Apply business intelligence techniques to analyze data sets and derive meaningful conclusions
4. Interpret business intelligence data to identify trends, patterns, and opportunities
5. Assess the impact of business intelligence on competitive advantage and market positioning.
6. Design and implement a business intelligence solution for a specific organizational problem or opportunity.

Course Outcome:

1. Students will be able to recall and describe the fundamental concepts and principles of business intelligence, including data warehousing, data mining, and data visualization.
2. Students will demonstrate comprehension of the different types of business intelligence tools and technologies available, as well as their respective strengths and weaknesses.
3. Students will be able to apply business intelligence techniques to analyze data sets, identify patterns, and generate actionable insights to support decision-making processes
4. Students will analyze complex business problems and formulate appropriate business intelligence solutions to address them effectively.
5. Students will evaluate the effectiveness of various business intelligence strategies and methodologies in solving real-world business challenges.

6. Students will be able to design and develop business intelligence solutions using appropriate tools and techniques to meet specific organizational needs.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	BASICS OF BI: Introduction to DW and BI, OLTP, OLAP, Data Flow, ETL process, Understand the difference between a relational data model and multidimensional data model, Learn the basic techniques to develop a multidimensional data model including how to identify, dimensions, characteristics, and hierarchies, Differentiate among star schema, snowflake schema, and multistar schema, Learn how to select the best schema to satisfy business users' needs.	22%
2	DATA WAREHOUSING - Data ware house – characteristics and view- OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design	23%
3	DATA MINING TOOLS, METHODS AND TECHNIQUES Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization	22%
4	BI AND DATA MINING APPLICATIONS - Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.	23%
5	Practical	10%

Reference / Textbooks:

1. David Loshin and David Loshin, "Business Intelligence", First Edition, 2003.
2. Mike Biere, "Business intelligence for the enterprise", Pearson Publication, First Edition.
3. Larissa Terpeluk Moss, ShakuAtre , "Business intelligence roadmap" , First Edition.

4. CindiHowson, "Successful Business Intelligence: Secretsto making Killer BI Applications" McGraw-Hill Education, Second Edition, 2013.
5. Brain, Larson, "Delivering business intelligence with Microsoft SQL server 2008",McGraw-Hill Education, 2008.
6. Lynn Langit, "Foundations of SQL Server 2005 Business Intelligence", 2007.
7. Stephen Few, "Information dashboard design", McGraw-Hill Education, 2000.



International Trade Negotiation

Program Name: Master of Business Administration – Online

Name of Course: International Trade Negotiation

Prerequisite: Basic understanding of cross-cultural activities such as language, Norms and Value System, Management Style

Rationale: This course aims to equip participants with the essential skills and knowledge required for successful international negotiations.

Course Objectives:

1. To understand the negotiation models such as Principled Negotiation, Integrative vs. Distributive Negotiation, and BATNA analysis
2. To apply the cross-cultural communication tools
3. To analyze current issues in negotiation practice
4. To evaluate the difference in culture and negotiation styles globally.
5. To formulate international trade negotiation strategies.

Course Outcome:

After completion of this course the students will be able to:

1. Understand the importance of cross-cultural communication in the negotiation process.
2. Apply pre-negotiation planning techniques in different international negotiation scenarios.
3. Evaluate the success of negotiation processes based on selected styles and models.
4. Create effective communication strategies for negotiating in diverse cultural settings.
5. To Analysis alternative strategy in case of unsuccessful negotiations

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Introduction of negotiation, environment and settings Definition and scope of international negotiation, Importance of cross-cultural communication, Types of international negotiations, Selection of negotiation style	22%
2	Negotiation Process and Models Pre-negotiation planning, Making the first move , trading	23%

	concessions, price negotiations, Closing the negotiation, undertaking recognition Models : Principled negotiation (Getting to Yes) Integrative vs. distributive negotiation, BATNA (Best Alternative to a Negotiated Agreement) analysis, Multi-Party Negotiations	
3	Negotiations Tools Communications, Demystifying the Secrets of Power Negotiations, Managing Negotiating Teams, Developing organizational negotiation capacity.	22%
4	Negotiation Negotiating Intangibles, Negotiating on the Internet, Overcoming the Gender Divide in Global Negotiation, Strategies for Small Enterprises Negotiating with Large Firms, Negotiating Via Interpreters	23%
5	Practical Students have to present on the Following Topics : 1. Negotiation in Latin America 2. Negotiation in Asia 3. Negotiation in Pacific Rim 4. Negotiation in near and Middle East 5. Negotiation in Africa 6. Negotiation in Europe	10%

Reference Books/Text Books:

1. Creative Solutions to Global Business Negotiations by Claude Cellich&Subhash C. Jain, Business expert press.
2. International Business Negotiation Parvez N. Gauri; Elsevier ltd
3. Getting Ready to Negotiate by Roger Fisher and Danny Ertel; Yes workbook
4. Negotiation Theory and Research by Leigh L; Psychology Press
5. International Trade Negotiations: The Negotiation Skills of an International Business Professional, Vijesh Jain, Kindle Store



International Trade Logistics

Program Name: Master of Business Administration – Online

Name of Course: International Trade Logistics

Prerequisite: Understanding of Trade and Logistics

Rationale: The course aims to provide a comprehensive understanding of the intricacies involved in international trade and logistics.

Course Objectives:

1. To introduce participants to the basics of international trade and logistics, emphasizing the interconnectedness of these two domains.
2. To explore containerization as a key aspect of trade logistics and its role in efficient cargo handling.
3. To define inventory management, warehousing, and unitization in the context of international trade.
4. Explain the international supply chain and various types of logistics in Global trade.
5. To define the relevance of order processing and its factors.

Course Outcome:

1. To Understand the implications of different modes of transport on trade logistics.
2. Apply knowledge of India's transport infrastructure to analyze its impact on international trade.
3. Create a comprehensive approach to prevent and manage risks in international trade logistics.
4. Evaluate the effectiveness of different transport modes in specific trade scenarios.
5. Analysis and Recognize the need and types of inventory control.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Introduction Introduction to International trade and Logistics, Integrated logistics and subsystem, choice of mode of transport, information and order processing, Role of dry ports in trade logistics, Packing and packaging, Labelling and marking,	22%
2	Supply chain and Infrastructure	23%

	Inventory management, Warehousing and Unitization, Palletization and stowing of Cargo, India' transports Infrastructure, Air transport, Ocean transport,	
3	Modes of Transport and Shipping Containerization in Trade logistics, Multimodal transportation. Liner shipping & Freightage practice, Tramp shipping and chartering clauses, freightage principles and practices in trade logistics, documentation.	22%
4	Risk and Frauds Incorporating shipping terms, Risks associated with trade logistics, Cargo Insurance and Claim, Maritime fraud	23%
5	Practical 1. Logistic management at VOLTAS 2. Iron- Ore Distribution at SAIL 3. Procurement of Explosive at Coal India Limited 4. Food Corporation of Indian (Andhra Pradesh) 5. Baroda Dairy -Logistic and Distribution case	10%

Reference /Text Books:

1. International Trade Logistics by Ram Singh, Oxford India
2. Logistics Management by Rejilsmail ,Excel Books
3. International Logistics by Pierre David, Biztantra
4. Shipping and Logistics Management by Y.H.V. lun, Springer
5. R.B. Handfield and E.L. Nochols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999.



Global Business Strategies

Program Name: Master of Business Administration – Online

Name of Course: Global Business Strategies

Prerequisite: Understanding of Global Environment

Rationale: The course aims to provide a solid foundation in global strategy, emphasizing the importance of effective strategizing, managing competition, and leveraging resources in an international context.

Course Objectives:

1. To provide an understanding of the complexities involved in strategizing on a global scale.
2. To examine various entry strategies, including alliances, networks, and the dynamics of managing global competition.
3. To analyze supply chain management, logistics, and distribution strategies in the context of a globalized business environment.
4. Apply the skill and knowledge of strategic management to face the international competition.
5. Understand the different types of strategies to manage a global enterprise

Course Outcome:

1. Understand the challenges and opportunities of managing industry competition globally.
2. Apply different types of strategies to manage a global enterprise.
3. Create innovative approaches to quality control, standardization, and technology transfer in global operations.
4. Evaluate the success of global entry strategies and alliances in specific business contexts.
5. To analysis strategic management approaches of MNC's in the world

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Foundation of Global strategy Strategizing Around the Globe, Managing Industry Competition, Leveraging Resources and Capabilities	22%
2	Strategic Management Emphasizing Institutions, Cultures, and Ethics, Growing and	23%

	Internationalizing the Entrepreneurial Firm, Entering Foreign Markets.	
3	Global Entry Strategies Making Strategic Alliances and Networks Work, Managing Global Competitive Dynamics, Diversifying, Acquiring, and Restructuring	22%
4	Global Operations and R&D Supply chain management in a global context, Logistics and distribution strategies, Quality control and standardization in global operations, Innovation strategies in a global context, Technology transfer and adaptation, Managing R&D in a globalized environment	23
5	Practical 1. AGRANA: From a Local Supplier to a Global Player 2. Bookoff, Amazon, and the Japanese Retail Bookselling 3. Mattel and the Toy Recalls 4. Not a Toy Problem: How Chinese Toymakers Respond to Recalls 5. Unilever's "Fair & Lovely" Whitening Cream: Doing Well But Not Doing Good	10%

Reference / Text Book :

1. Global strategy by Mike W. Peng , Cengage Publication
2. International Business: Environment and Operations: Daniels, Radebaugh, and Sullivan (Ed 15th) . 2015.
3. International Strategy: Context, Concepts and Implications by David J. Collis, Wiley Publication
4. International Business Strategy by Alain Verbeke, Cambridge University Press
5. International Strategy: Context, Concepts and Implications by David Collis, Wiley



Green Supply Chain Management

Program Name: Master of Business Administration – Online

Name of Course: Green Supply Chain Management

Prerequisite: Understand operations management, logistics design and / or supply chain management preferred.

Rationale: The course aims to provide a comprehensive understanding of production and operations management, emphasizing the fundamental concepts, productivity measurement, and the impact of technology on manufacturing processes.

Course Objectives:

1. To provide participants with a foundational understanding of production and operations management, distinguishing between the two.
2. To understand sustainable transportation modes, including electric and hybrid vehicles.
3. To define green logistics and transportation, exploring critical drivers and practices.
4. To understand recent trends in green legislation with respect to supply chains;
5. understand the environmental impacts of supply chains and hence the need for green supply chains;

Course Outcome:

1. Create strategies for route optimization and last-mile delivery innovations in sustainable transportation.
2. Evaluate the performance of sustainable transportation modes and green logistics practices.
3. Evaluate the environmental impacts of transportation and logistics in the context of green supply chain management.
4. To apply related methodologies and tools to the design of green supply chains and the improvement of existing supply chains;
5. To integrate green practices, based on green legislation, into supply chain activities for sustainable development

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Production and operation Management Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study—Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.	22%
2	Transport models Sustainable Transportation Modes (Electric Vehicles, Hybrid Vehicles), Route Optimization for Fuel Efficiency, Green Fleet Management, Last-Mile Delivery Innovations for Sustainability, Key Performance Indicators (KPIs) for Green SCM, Environmental Reporting and Transparency, Evaluation of Social and Ethical Dimensions in SCM, Balanced Scorecard for Green Logistics	23%
3	Traditional and Green SCM Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices.	22%
4	Performance - Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics - Green transportation and logistics practices - Environmental impacts of transportation and logistics - Closing the Loop: Reverse Logistics. Emerging	23%

	Technologies in Sustainable Logistics ,Global Perspectives on Green SCM, Challenges and Opportunities in the Future of Sustainable Supply Chains, Role of Governments and International Organizations	
5	Practical Live Projects & Cases	10%

Reference Book / Textbooks

1. Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House, 2nd Edition)
2. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)
3. Chunawalla, S.A. & Patel, D.R. – Production & Operations Management (Himalaya Publishing House,
4. Gopalakrishnan, P. & Sundaresan, M. – Materials Management (Prentice Hall of India)
5. Strategy for Sustainability: A Business Manifesto by A. Werbach, HBP, 2009.
6. Earth, Inc.: Using Nature's Rules to Build Sustainable Profits, G. Unruh, HBP, 2010.

Program Name: Master of Business Administration – Online

Name of Course: Supply Chain Risk Management

Prerequisite: Basic understanding of business and supply chain concepts.

Rationale: This course aims to equip participants with a comprehensive understanding of risk management, particularly in the context of supply chain operations.

Course Objectives:

1. To apply risk assessment methods and decision-making frameworks to practical supply chain situations.
2. To recognize the importance of risk management in creating resilient and efficient supply chains.
3. To implement risk mitigation strategies and crisis communication plans within a supply chain.
4. Define Risk management in supply chain. List types and causes of risks in Supply chain.
5. To Describe the cost associated with risk. And explain the scope and benefits of risk.

Course Outcome:

1. Understand the features of risk and their implications for decision-making.
2. Apply risk assessment methods to analyze past events and operations.
3. Evaluate and choose the best response options for specific supply chain risks.
4. Develop a comprehensive risk documentation plan for a given supply chain scenario.
5. To Define process and methods of managing risk

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Basics of Risk Management: Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk, Risk Assessment Methods, Regulatory Compliance	22%

2	Risk in Supply Chain: Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E-Business, Technology and risks, Outsourcing, SC Risk, Business Continuity Management, Supplier relationship	23%
3	Identifying & Analyzing Risks: Types of Risks, Identifying Risks, Tools for analysing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk Shared risks, Crisis Communication, Decision Making Under uncertainty Risk Documentation	22%
4	Performance Creating resilient SC: Design of a resilient SC, Principles of designing resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	23%
5	Practical Live Projects & Cases	10%

Reference Book /Textbooks

1. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)
2. Choudhry S. (2012) Project Management.
3. Goel B. B. Project Management (2002): A Development Perspective.
4. Turnkey Plants and Project Engineering Services (1995). Geneva: ITC Publication.
5. Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House, 2nd Edition)

Program Name: Master of Business Administration – Online

Name of Course: Global Supply Chain Management

Prerequisite: Knowledge of key components of supply chain management.

Rationale: This course is designed to provide participants with a comprehensive understanding of global supply chain management, covering historical evolution, key components, and emerging trends.

Course Objectives:

1. To apply strategic decision-making principles to design global supply chain networks..
2. To recognize the importance of sustainability in supply chain design.
3. Apply strategic decision-making principles to design global supply chain networks.
4. To Develop metrics to assess the redesign of the supply chain process.
5. To Evaluate supply chain operating efficiency. Assess existing supply chain management practices.

Course Outcome:

1. Analyze modes of transportation and international shipping practices in global logistics.
2. Evaluate the effectiveness of information technology in sustainable global supply chains.
3. Implement inventory optimization strategies and technology in inventory management.
4. Develop a comprehensive risk documentation plan for a given supply chain scenario.
5. Identify domestic and global best practices in supply chain management.

Detailed Syllabus

Sr. No.	Topic	Weightage
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1	Introduction Overview of Supply Chain Management, Historical Evolution and Trends, Globalization and its Impact on Supply Chains, Key Components: Procurement, Production, Logistics, Distribution, Aligning Supply Chain with Business Strategy, Strategic Decision Making in Supply Chain, Designing Global Supply Chain Networks Sustainability in Supply Chain Design	22%
2	Global Logistics and Transportation : Modes of Transportation (Air, Sea, Land), Multimodal Transport, International Shipping Practices, Air Transportation, , Customs Regulations and Documentation, Freight Forwarding and Global Trade Compliance.	23%
3	Global Inventory Management Inventory, Global Procurement and Sourcing, Inventory Optimization Strategies, Managing Global Demand Variability Technology in Inventory Management, Collaborative Planning and Vendor-Managed Inventory (VMI), Supplier Selection and Evaluation, Global Sourcing Strategies, Negotiation Skills and Contract Management, Supplier Relationship Management (SRM)	22%
4	Information Technology and Sustainability in Global Supply Chains Role of Technology in Supply Chain Visibility, ERP Systems in Supply Chain Management, RFID, IoT, and Emerging Technologies Data Analytics for Decision-Making, Environmental Considerations in Supply Chains, Social Responsibility and Ethical Sourcing, Certification Standards (e.g., ISO 14001), Sustainable Supply Chain Practices	23%
5	Practical Live Projects & Cases	10%

1. Global Logistics and Supply Chain Management" by John Mangan, Chandra L. Lalwani, and Tim Butcher, Wiley, 2016
2. "Global Supply Chain Management and International Logistics" by Alan Rushton, Phil Croucher, and Peter Baker, Kogan Page, 2014
3. "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl, Pearson, 2015
4. "Operations and Supply Chain Management: The Core" by F. Robert Jacobs and Richard B. Chase, McGraw-Hill Education, 2017
5. John Gattorna. (2016). Gower Handbook of Supply Chain Management: Vol. 5th edition. Routledge.

Program Name: Master of Business Administration – Online

Name of Course: Strategic Brand Management

Prerequisite: Basic understanding of Marketing Function

Rationale:- To acquaint students with essential concepts of strategic development of Brands.

Course Objective:

1. To acquaint students with essential concepts and techniques for developing brands strategically.
2. To understand Positioning strategies and Brand Associations.
3. To equip the students with various Brand Valuation measures.
4. Apply branding principles and marketing communication concepts and frameworks
5. To achieve brand management goals and improve marketing performance

Course Outcome: The student will be able to

1. To define and Identify Brands and the brand Equity concept.
2. To Develop understanding of Strategic Brand Management Process.
3. To analysis and Structure plan for Brand Portfolios based on the application of branding concepts and principles
4. To Evaluate the Brand Valuation, Assess growth-opportunities for brands, e.g., brand extension strategies.
5. To create Branding challenges and opportunities

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Introduction to Brand What is a brand? Why do brands matter? Branding Challenges and opportunities. Strategic brand management process, Customer based brand equity, Brand knowledge, Sources of brand equity– brand awareness, brand image, Choosing brand elements to build brand equity, Four steps of brand building.	22%
2	Brand Association and positioning Positioning, Identifying and establishing brand positioning, positioning strategies, positioning guidelines, Brand associations, leveraging secondary brand associations, Co-branding, ingredient POS branding, celebrity endorsements	23%

3	Brand architectures and portfolios Branding decisions, Family vs. individual Branding, Brand extension decisions- line extension, line extension trap, brand extension causes and types, brand extendibility., Managing Brand Architecture and Brand Portfolios , Corporate Branding and Tools for Building Brand Equity	22%
4	Brand Management Managing the brands over time- Functional brands, symbolic brands, experiential brands, concept management, forces affecting brands, brands revitalization and brand elimination. Brand Valuation- Meaning, approaches of brand valuation; cost based approach, market based approach, royalty approach, discounted cash flow approach, interbrand approach,	23%
5	Practical Comparative Analysis of same Brands managed indifferent countries Comparative Analysis of Brand Positioning of close competitors Comparative Analysis of Products Life Cycle of various competing brands	10%

Reference Books /Text Books:

1. Strategic Brand Management (TextBook), Kevin Lane Keller, Parameswaran and Isaac Jacob; Pearson;
2. Brand Management – Principles and Practices, Kirti Dutta; Oxford University Press
3. Managing Indian Brands, Ramanuj Majumdar; Prentice Hall
4. Brand Management, YLR Moorthy
5. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited

Program Name: Master of Business Administration – Online

Name of Course: Service Marketing

Prerequisite: Basic understanding of Marketing Function

Rationale:- To acquaint students with basic concepts of services marketing

Course Objective:

1. To acquaint students with essential concepts of Services Marketing.
2. To understand the Services marketing Gaps.
3. To equip the students with various Relationship Marketing and Customer Relationship Management Techniques.
4. To Analyze, interpret and solve problems in service Recovery.
5. To define and Perform lifelong learning and professional development to enrich the services marketing strategies

Course Outcome: The student will be able to

1. Identify the Services Marketing differences from Product marketing.
2. Develop an understanding of quality specification and Customer Expectation Gap.
3. Recall the Services Delivery and Marketing Communication Gap.
4. Evaluate them Relationship Marketing and Customer Relationship Management process.
5. To differentiate between marketing of product and services.

Sr. No.	Topics	Weightage
1	Introduction to Service marketing Introduction to services. Understanding of service economy - The difference between marketing of product and services -and its managerial implications - The expanded marketing mix- The Gaps Model of service quality describing 5 Gaps – A customer gap and 4provider gaps. The aspects of customer gap, Consumer behavior in services -Impact of culture on consumer behavior in services-its strategic implication- Customer Expectation of service, The Zone of tolerance - The factors influencing customer expectation and how service marketers tackle them - Customer perception, customer satisfaction and service quality-Moments of truth, measuring and managing customer - satisfaction and service quality in every service - encounter.	22%

2	Customer perception The customer expectation gap (Provider Gap: 1) - Understanding customer perception and expectation through Marketing Research strategies.- Concept of relationship marketing and its goals-(including CRM Process, Implementation and audit)- Foundation for and levels of relationship strategies- Servicerecovery strategies. Service guarantees Quality specification Gap (Provider Gap: 2)- Aligning Strategies;- service design, redesign and development, process for developing customer defined standards -Physical evidence-its importance, its roles and strategies for effectively designing physical evidence.	23%
3	Marketing Communication Gaps Service Delivery Gap (Provider Gap- 3) and strategies for closing this gap.- Strategies for integrating appropriate human resource -practices in service firms-Role of customers in service firms- Role of customer in-service delivery- Strategies for effective service delivery through - intermediaries-Demand Management and capacity management Marketing Communication Gap (Provider Gap:4)-Role and need of Integrated Service Marketing-Communication- Strategies for managing service promises and internal-marketing communication by adopting appropriate-pricing strategies. The financial and economic effect of services.	22%
4	CRM Relationship Marketing Key concepts in relationship marketing - Planning for relationship marketing Customer relationship Management Customer lifetime value - IT enabled relationship management- Customer retention - Contemporary Issues	23%
5	Practical Gap analysis in various service sectors– corporate- Banking and	10%

	Financial , Hospitality in India	
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Reference Books /Text Books :

1. Services: Marketing, Operations, and Management (TextBook)Jauhari Vinnie and Dutta Kirti; Oxford
2. Services Marketing: Integrating Customer Focus Across The Firm (Textbook)ZeithamlBitner,GremlerPandit.;TataMcgraw
3. Service Management and Marketing: Customer management in Service CompetitionGronroos Christian; Wiley India – Latest Edition
4. Customer Relationship ManagementBaran R.J., Galka R.J., Strunk D.P.; South- Western Cengage Learning
5. Dr. B. Balaji , Services Marketing and Management ,S. Chand &Co , New Delhi.



Sales and Distribution Management

Program Name: Master of Business Administration – Online

Name of Course: Sales and Distribution Management

Prerequisite: Basic understanding of Marketing Function

Rationale: To acquaint students with basic concepts of Sales and Distribution Management

Course Objective:

1. To acquaint students with essential concepts and techniques of Sales and Distribution Management
2. To understand the Sales and Distribution in the retail sector.
3. To equip the students with various Sales and Distribution Processes.
4. To Assess the importance of business communication while conducting the sales and distribution activities
5. To collaborate amongst the sales team and improve the team's performance to maximize sales.

Course Outcome: The student will be able to

1. To define and Identify Sales and Distribution function and methods
2. To create and Develop understanding of Sales and Distribution process.
3. To analysis Structure plan based on the application of Sales and Distribution concepts and principles
4. Evaluate the role of Sales and Distribution in Marketing.
5. Demonstrate an understanding of Sales & Distribution function and examine its role as an integral part of marketing function.

Detailed Syllabus

Sr. No.	Topics	Weightage
1	Introduction to Sales management Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing,	22%
2	Roles and Responsibility of Sales manager Introduction, Levels of Sales management Positions, Roles played by sales managers, Sales forecasting methods, Organizing & Driving Sales Efforts - Sales Organization Structures, Sales Territories & Quotas, Sales Promotions	23%

3	Recruitment of Sales Manager. Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits, Ethics in Sales	22%
4	Distribution management Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners	23%
5	Practical Case on Channel Design and Planning Process, Case on Channel Management, Case on Logistics and SCM	10%

Reference Books /Text Books

1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill
3. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
4. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
5. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

Program Name: Master of Business Administration – Online

Name of Course: Digital Marketing of Family Business

Prerequisite: Basic Understanding of Digital Marketing

Rationale: To impart knowledge to students about basic concepts of Digital Marketing.

Course Objectives:

1. To impart knowledge to students about concepts of Digital Marketing
2. To impart knowledge of tools of Digital Marketing for growth of Family Business
3. To create awareness for security concerns in the use of Digital Marketing tools.

Course Outcome

1. Students will understand concepts of Digital Marketing for effective use in their career pursuits.
2. The application knowledge of cost effective Digital Marketing tools will reap growth opportunities of business in which students are keen to explore their career.
3. The security concerns in the use of digital media will create awareness about information transmitted through Digital Platforms.

Sr. No.	Topics	Weightage
1	Introduction to Digital Marketing What is Digital Marketing? What is Digital Marketing Process? Importance of Digital Marketing in modern era. How does internet marketing work? How effective is Digital Marketing? Traditional versus Digital Marketing. Case Study.	22%
2	Social Media Platforms for Digital Marketing What is Social Media? How Social Media helps in Digital Marketing? What are platforms of Social Media? How to make use of various social media platforms? Understanding the tone of voice used for communicating on different social media platforms? Case Study	23%

3	Visibility in Digital Marketing What is visibility in Digital Marketing? What is importance of visibility in Digital Marketing? Types of visibility. Examples of visibility. How to engage visitor's engagement through Digital platforms? How to increase visibility in Social Media Platforms? How visibilities in social platforms help in growth of business? Case Study	22%
4	Detailed Syllabus writing on social Media and Security Concerns: Content writing skill to develop business through social media platforms such as LinkedIn, Instagram, Snapchats, Facebook, WhatsApp and others is including use of Apps for financial and non-financial dealings with stakeholders of business. Privacy policy of digital platforms, Knowledge of banned Apps. Awareness about cyber security and provisions of Information Technology Act. Case Study	23%
5	Practical Students need to prepare presentation for business using Digital Marketing for their products and services and bring out outcome of their performance in terms of growth in revenue and profit.	10%

Reference / Text Books:

1. Digital Marketing- An Overview, Antony Puthussry, NotionPress
2. Fundamentals of Digital Marketing, Puneet Singh Bhatia, Pearson
3. Digital Marketing, Seema Gupta, Mc GrawHill
4. Digital Marketing, Strategy, Implementation and Practice, Dave Cheffy and Fiona Ellis-Chadwick, Pearson



Supply Chain Management

Program Name: Master of Business Administration – Online

Name of Course: Supply Chain Management

Prerequisite: Basic understanding of supply chain management.

Rationale: To develop critical thinking in development of supply chain management

Course Objectives:

Students will be able to

1. Understand different types of supply chain
2. Evaluate supply chain network
3. Develop the ability to formulate distribution network
4. Assess forecasting techniques in supply chain management

Course Outcome:

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

1. Understand the basic components of supply chain management
2. Analyze the different types of networks in supply chain
3. Implement the knowledge for effective management of distribution network.
4. Formulate forecasting methods for supply chain management

Detailed Syllabus:

Sr. No.	Topic	Weightage
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1	Basic Concepts in Supply Chain Management Decision Phases in a Supply Chain, Processes of a Supply Chain, The Macro Processes of a Supply Chain forecasting, Basic Features of Time Series, Forecasting by Decomposition Method and Smoothing Technique, Box Jenkins Methods. Scope, Performance and Strategic Fit: Achieving a Strategic Fit, Issues affecting Strategic Fit, Expanding Strategic Scope Drivers and obstacles: The Role of Drivers in achieving Strategic Fit, The Obstacles in Strategic Fit Achievement	22%
2	Supply Chain Distribution Network and Forecasting Factors affecting the Distribution Network Design, Types of Distribution Network Designs, Selecting a Distribution Network Designs, Distributors in the Supply Chain The Indian Perspective, Role played by Forecasting in a Supply Chain, Characteristics of a Forecast, Forecasting Components and Various Methods of Forecasting, Steps involved in Demand Forecasting, Time Series Forecasting, Measures to determine Forecasting Error, Types of Inventory, Managing Inventory under Conditions of Certainty, Managing Inventory under Conditions of Uncertainty, Calculating Appropriate Safety Inventory, Calculating Fill Rate in Inventory, Symptoms of Poor Inventory Levels, Cycle Inventory Costs in Practice	23%

3	Material Requirement Planning - Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP.(Numerical on BOM Explosion, estimating Net requirements) Factors influencing Optimal Product Availability, Improving Supply Chain Profitability, Impact of Various Contracts on Supply Chain Profitability, Achieving Optimal Levels of Product Availability in Practice, ABC Analysis for Inventory Management.	22%
4	Sourcing and Transportation Supplier Scoring and Assessment, Supplier Selection and Contracts, Contracts in Supply Chain, Product Design Collaboration, Procurement in Supply Chain, Sourcing Planning and Analyzing, Factors influencing Transportation Decisions, Various Modes of Transport, Design Options in Transportation, Transportation Design Trade-offs, Routing and Scheduling, Tailored Transportation Role of E-business in a Supply Chain, The E-business Framework, B2B E-business and B2C E-business	23%
5	Practical Case studies of Strategic Fit, Transportation, Supply Chain Network.	10%

Reference Books/ Text Books

1. Supply Chain Management, 7e by Sunil Chopra , Peter Meindl, et al.
2. Supply Chain Management 6/e by Chopra/Kalra
3. Designing & Managing the Supply Chain|4th Edition by David Simchi-Levi, Philip Kaminsky, et al.
4. Operations and Supply Chain Management | 17th Edition by F. Robert Jacobs,



Supply Chain Management

Richard B. Chase, et al.

5. Operations Management: Sustainability and Supply Chain Management, 13 Global Edition, Authors Jay Heizer, Barry Render, Chuck Munson



Total Quality Management and Six Sigma

Program Name: Master of Business Administration – Online

Name of Course: Total Quality Management and Six Sigma

Prerequisite: Basic statistics and total quality management fundamentals.

Rationale: To make students aware of the importance of Six Sigma in management processes

Course Objectives:

Students will be able to

1. Understand fundamental concepts of quality management
2. Demonstrate their work towards Six Sigma quality standards
3. Develop the ability to design quality control systems
4. Evaluate quality standards from industry and customers point of view

Course Outcome:

At the end of the course, Students will be able to

1. Understand the primary and advanced concepts quality management
2. Analyze the different methods of quality measurement metrics
3. Implement the knowledge of Six Sigma in management decision making
4. Value the role of customers in maintaining quality standards.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Quality Concept Evolution of Quality, Basic Concepts of Quality, Quality and Competitiveness in Business, Zero Defects and Continuous Improvement, Role of Leadership and Commitment in Quality Deployment, Team Building, Motivation and Rewards, Total Employee Empowerment, Quality Functions -Measurement, Inspection, Testing, Calibration and Assurance	22%
2	Control and Variability Design Control and Conformity, Tolerance and Variability, PDCA Cycle, Juran Trilogy, Crosby's 10 points and Deming's 14 Points Customers Requirements, Customer-Supplier and Chain Links, Establishing Customer Focus-Customer,	23%

	Satisfaction, Measurement and Customer Retention – Quality Circle.	
3	Six Sigma Strategies for Effectively Implementing Six Sigma in an Organization, Understanding of Deployment Strategies – Business Goals/ Dashboards/ Balance, Business Score Card Or Customer Goals including Linkages With Financial Goals, Linkage of Six Sigma Methodology with Other Initiatives like etc., Roles and Responsibilities In Six Sigma Implementation, Lean Concepts Six Sigma Project Selection-Linkage to Strategy	22%
4	Project Execution Over View of Six Sigma Project Execution (DMAIC Or DFSS/ DMADV) (Define- Measure-Analyze-Improve & Control) , Design For Six Sigma, Define Measure Analyze Design and Validate)	23%
5	Practical Case studies of total quality management, Six Sigma ,DMAIC	10%

References

1. Total Quality Management, 5e Paperback by Besterfield Dale H. (Author), Besterfield Carol, (Author)
2. Total Quality Management Paperback – by Dr. K.C. Arora (Author)
3. Six Sigma The Complete Reference Using Statistical Tools And Case Studies by Dr. SURESH VIDYASAGAR MENON (Author), DR. MARUTI PRABHAKAR RAPAKA (Author)
4. Operations and Supply Chain Management | 17th Edition by F. Robert Jacobs, Richard B. Chase, et al.
5. Operations Management: Sustainability and Supply Chain Management, 13 Global Edition, Authors Jay Heizer, Barry Render, Chuck Munson

Program Name: Master of Business Administration – Online

Name of Course: Decision Models and Optimization

Prerequisite: Fundamentals of Forecasting

Rationale: To develop decision making skills using forecasting techniques in operations.

Course Objectives:

Students will be able to

1. Understand various decision modeling techniques
2. Appreciate forecasting and decision making models
3. Develop the ability to forecast and program models
4. Design forecasting model using software programming

Course Outcome:

1. Understand the primary and advanced concepts of decision making
2. Analyze the different methods of decision making models
3. Differentiate between forecasting, decision models and programming models
4. Create logical business forecasting models

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Analytics and Business Forecasting An Introduction to econometric modeling and business forecasting, Regression based forecasting: Bivariate Model and Multivariate Model, Assumptions and Tests, Specification and Measurement Errors, Interpolation and Extrapolation, Multicollinearity and Serial Correlation, Heteroscedasticity, Dummy Variable Modeling, Panel Data Modeling, Simultaneous Equation Modeling, Time series based forecasting, Basic Features of Time Series, Forecasting by Decomposition Method and Smoothing Technique, Box Jenkins Methods	22%

2	Advanced Decision Modeling Integer Programming and its application in Decision Making, Solution Methodologies, Zero-one programming, , Introduction to Markov Process, Queuing Theory: Definitions & Classification, Applications, Discrete-event Simulation and its applications, Concept of Multi Criteria Decision Making, Decision Tree, Introduction to Stochastic Programming Model.	23%
3	Inventory control (deterministic Models only) Inventory control – deterministic models - Capacity Planning- MRP and MRP II systems Introduction to ERP Line Balancing and performance ratios. Replacement Modules Individual replacement models (with and without time value of money)– Group replacement models.	22%
4	Dynamic Programming Principle of Optimality, Concepts of State and Stage, Solution of Discrete and Continuous Dynamic Programming Problems, DP techniques for LP problems. Soft Computing Soft Optimization Methods: Genetic Algorithm, Simulated Annealing, Neural Network and Heuristic Programming Methods	23%
5	Practical Analytical Practical on Forecasting	10%

References/ Textbooks

1. Business Analytics: The Science of Data-Driven Decision Making, 2ed Paperback.
Dinesh Kumar (Author)
2. Supply Chain Analytics Paperback by T. A. S. Vijayaraghavan (Author)
3. Supply Chain Management, 7e by Sunil Chopra , Peter Meindl, et al.
4. Supply Chain Management 6/e by Chopra/Kalra



Analytics and Digital Transformation in Pharmaceutical

Program Name: Master of Business Administration – Online:

Name of Course: Analytics and Digital Transformation in Pharmaceutical

Prerequisite: Basics of Pharmacy

Rationale: The course addresses the need for the pharmaceutical industry to leverage data analytics and digital technologies to enhance drug development, optimize supply chain management, improve patient outcomes, and comply with regulatory requirements. It equips professionals with the skills to navigate the evolving healthcare landscape effectively.

Course Objectives:

1. Identify key concepts and principles in analytics and digital transformation within the pharmaceutical industry.
2. Analyze the impact of digital technologies on pharmaceutical operations and decision-making processes.
3. Utilize analytics tools and techniques to optimize pharmaceutical processes and improve business outcomes.
4. Evaluate the effectiveness of digital transformation initiatives in the pharmaceutical sector.
5. Develop strategies for integrating analytics and digital solutions to enhance pharmaceutical business performance.

Course Outcomes:

1. To demonstrate their understanding of pharmaceutical analytics and digital transformation through analyzing real-world case studies,
2. To create designing innovative solutions, and critically evaluating the impact of digital technologies on pharmaceutical processes.
3. They will apply higher-order thinking skills to solve complex problems effectively.
4. To elaborate Mobile Application while Improving and, Retention
5. To reframe Digital Strategy Remarketing/ Retargeting

Detailed Syllabus:

Sr. No.	Topic	Weightage
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1	Digital Marketing Introduction, A digital journey in the retail Industry, Why digital Marketing isn't just about another E-Gadget in a Campaign, Business Case	22%
2	Media Marketing Paid, Owned and Earned Media, Multichannel Mapping Growth Funnels: Acquisition, Conversion, Retention, Referral	23%
3	Marketing Strategies Six Questions to Build your Digital Strategy Remarketing/ Retargeting	22%
4	Mobile Marketing A few words about Mobile Application Improving, Retention, or Another way to engage patients Long term	23%
5	Practical Practical on Multichannel Mapping Growth Funnels, Mobile Application, Digital Strategy Remarketing	10%

Reference / Text Books:

1. "Pharmaceutical Marketing in the 21st Century" by Michiel Das, Brian R. D'Arcy, and Benjamin Rudolph
2. "Big Data and Predictive Analytics in Healthcare" by Bruce Y. Lee
3. "Digital Health: Scaling Healthcare to the World" by Klaus Boehncke, Juliane Zielonka, and Philip Meier
4. H.N. Laursen; Jesper Thorlund - Business Analytics for Managers: Taking Business Intelligence beyond reporting, John Wiley & Sons (2010)
5. Thomas H. Davenport, Jeanne G. Harris, Robert Morrison - Analytics at work: Smart Decisions, Better Results 1st Edition, Harvard Business School Press (2010)



Pharmaceutical Brand Management

Program Name: Master of Business Administration – Online

Course Name: Pharmaceutical Brand Management

Prerequisite: Basic understanding of Pharmaceutical Brand Management

Rationale: The Rationale of this Subject is to make students understand about the Brand Management Process in Pharmaceutical Industry.

Course Objectives:

1. Recall key concepts, principles, and theories related to pharmaceutical branding and marketing.
2. Comprehend the importance of branding in the pharmaceutical industry and its impact on consumer behavior and healthcare outcomes.
3. Apply branding strategies and techniques to real-world pharmaceutical marketing scenarios.
4. Evaluate the effectiveness of pharmaceutical brand management strategies and propose improvements.
5. Develop innovative branding solutions to address challenges in the pharmaceutical marketplace.
6. Critically assess the ethical and regulatory considerations involved in pharmaceutical branding and marketing campaigns.

Course Outcomes:

1. To demonstrate a comprehensive understanding of branding strategies and tactics specific to the pharmaceutical industry.
2. They will analyze, evaluate, and apply higher order thinking skills to develop effective brand management strategies that align with business objectives and regulatory requirements.
3. To Ensuring that quantitative and qualitative objectives are met. Driving strategic development of the brand portfolio.
4. To Identifying new products and packaging. Developing and implementing consumer promotions.
5. To enables students to learn about the basics of brand and development of brand of a product. There is a difference between general marketing and pharmaceutical marketing.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Branding in Pharma industry Introduction, Branding in the pharmaceutical Industry, Two Major Sectors of the Pharmaceutical Industry, The importance new brand strategies in pharmaceutical industry	22%
2	Future of Branding The concept and the future of branding in the pharmaceutical industry, Advantages, Disadvantages, Consumer Product vs pharmaceutical product branding, the need for branding in the pharmaceutical industry, Doctors prescribing intentions influenced by branding and brand equity dimensions.	23%
3	Marketing research Research Study, Result and outcomes	22%
4	Consumer Buying Behavior Recommendations: Implementation of branding in the pharmaceutical industry, need for novel branding strategies, Consumer purchasing intention influenced by brand equity dimensions, Doctors prescribing intention influenced by brand equity dimensions, How do brand equity dimensions influence GPs specialized in different area of medicine, Conclusion and Recommendations	23%
5	Practical Practical on Consumer purchasing intention, future of branding in the pharmaceutical , Branding in the pharmaceutical Industry	10%

Reference / Text Books:

1. "Pharmaceutical Marketing: Strategy and Cases" by Louis W. Stern and Adel I. El-Ansary
2. "Pharmaceutical Brand Management in Developing Countries" by SouravMajumdar



Pharmaceutical Brand Management

and Neeladri Das

3. "Pharmaceutical Branding Strategies: Simulating Patient Flow and Portfolio Dynamics" by Evan Lohman
4. Principles of Pharmaceutical Marketing – Mickey C. Smith
5. Aaker,D.; Managing Brand Equity. RamanujMajumdar (1999) Product Management in India. New Delhi: Prentice Hall.



Supply chain Management in Pharmaceutical Sector

Program Name: Master of Business Administration – Online

Name of Course: Supply chain Management in Pharmaceutical Sector

Rationale: To Study the impact of supply Chain in Pharmaceutical sector

Course Objectives:

1. Recall key concepts, principles, and practices in pharmaceutical supply chain management.
2. Comprehend the role of stakeholders, regulatory requirements, and technology in the pharmaceutical supply chain.
3. Analyze and apply strategies for optimizing supply chain processes and mitigating risks in the pharmaceutical sector.
4. Evaluate supply chain performance metrics, trends, and challenges in the pharmaceutical industry.
5. Design innovative solutions to improve efficiency, sustainability, and resilience in pharmaceutical supply chains.
6. Critically assess the impact of various factors on pharmaceutical supply chain operations and propose evidence-based recommendations for improvement.

Course Outcome:

1. Students will comprehend the intricacies of supply chain management within the pharmaceutical sector, including logistics, regulations, and best practices.
2. Students will interpret and explain the key concepts and principles of supply chain management in the pharmaceutical industry, demonstrating an understanding of how they apply in real-world scenarios.
3. Students will apply supply chain management techniques to optimize processes and improve efficiency within pharmaceutical supply chains.
4. Students will analyze complex supply chain problems within the pharmaceutical sector and propose effective solutions.
5. Students will integrate various supply chain management strategies and techniques to develop comprehensive plans for optimizing pharmaceutical supply chains.
6. Students will critically evaluate the effectiveness of different supply chain management strategies and make informed decisions to improve overall performance in the pharmaceutical sector.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Role of SCM The role of Technology in the supply chain, Managing Supply chain Technology, The economic Significance of Healthcare Investment.	22%
2	Importance of IPR The importance of Intellectual Property, The operational Provision of Healthcare, Conflicting goals within the supply chain.	23%
3	Trade Diversion and Compliance Diversion and Parallel Trade, Tactical Responses to Diversion, Managing Compliance	22%
4	SCM to Health Care Management Applying Technology to secure the supply chain to Patients, The importance of Information, The future of Healthcare.	23%
5	Practical Practical on technology using supply chain to Patients, Future on Health care sector, Importance of IPR and Patents	10%

Reference / Textbooks:

1. "Pharmaceutical Supply Chain Management: Strategies for Optimizing Cost, Quality, and Speed" by Waseem Ahmed, Zahid Raza, and S. M. Hasan
2. "Supply Chain Management in the Drug Industry: Delivering Patient Value for Pharmaceuticals and Biologics" by Hedley Rees
3. "Pharmaceutical Supply Chain: Drug Quality and Security Act" by Michael A. Mello and Kenneth M. Jacobs
4. Supply Chain Management: A Global Perspective by Nada R. Sanders · 201
5. Supply Chain Science books by Wallace J. Hopp · 2011



Project Software Applications

Program Name: Master of Business Administration – Online

Name of Course: Project Software Applications

Prerequisite:

Rationale: The course provides students with essential skills and knowledge to effectively utilize software tools for project management. Through hands-on experience and theoretical foundations, students learn to plan, execute, and monitor projects using software applications, enhancing their productivity and competitiveness in the professional arena.

Course Objectives:

1. To Understand the application Primavera and other Project Software applications
2. To Evaluate the paperwork method and translate it into the application
3. To Evaluate various components of PM using the application

Course Outcome:

1. To Apply the knowledge to translate PM techniques in the application
2. To Understand the use of the application for PM methods
3. To analyze the results of the application

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction: Introduction to Primavera, MS Projects, and other applications. Software Applications Interface: The different components of PM and its corresponding elements in the software applications, GUI, and its working, Exploring the different software and its settings for Project Management.	22%
2	Project Structure Conceptualize the Project, View the project structure, modify project details, and create a work breakdown structure.	23%

3	Project Activities: Describe an activity, its types and components, add activities, add steps to an activity, add notebook topic to an activity, create relationships among activities, code the activities, View network diagram, differentiate between the relationship types, define criteria of the activity, Identifying a critical path, Multiple critical paths Project Scheduling: Scheduling activities, forward and backward pass, describing float and its impact on schedule, identifying loops and open ends, preparing the schedule, identifying constraints and determine an overall deadline, Monitoring the project schedule, Milestone reports Updating project status.	22%
4	Project Document Management: The Project Documents Library, Describe the difference between a work product and a reference document, create a document record, Link the document record to a project document or work product, Assign the project document to an activity or WBS Formatting Schedule, Network diagram reporting, Resource and cost related different reports, Baseline report. Resource Management in the Application: Describe Resources, and identify the differences between labor, non-labor and material resources, view the resource dictionary, assign roles and resources to activities, evaluate costs, adjust budgets for a resource, assign expenses to activities, Sharing the resources among multiple projects, Assigning a cost to project resources and identify the project cost.	23%
5	Practical : The students have to select multi projects from different cases	10%

	and translate in the application, use different methods in the software application and evaluate the results given by the software application	
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Reference / Textbooks:

1. Planning and Managing Projects with Primavera (P6), by P. Vinayagam, Kindle
2. Microsoft Project Step By Step, by Chatfield and Johnson, pHI



Project Excellence and Maturity Models

Program Name: Master of Business Administration – Online

Name of Course: Project Excellence and Maturity Models

Prerequisite: Basic Understanding of Project Models

Rationale: The course provides insights into achieving optimal project performance through systematic evaluation and improvement processes. It equips participants with tools and methodologies to assess project maturity levels, identify areas for enhancement, and implement best practices for achieving excellence in project management, leading to successful project outcomes.

Course Objectives:

1. Understand the best practices in a competitive project management world
2. Measuring the project management processes from strategic perspectives
3. Evaluate the benchmarking of projects
4. Interpret the scoring of different projects on the PM Maturity Model

Course Outcome:

1. To understand the best practices in real-life business projects
2. To apply the scoring PM Maturity Model for projects
3. To evaluate projects based on the Model scores

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction: Organizational Excellence and Project Management, Foundation for Excellence, Maturity Models in Project Management, The General Environment and Critical Success Factors Project Excellence (PE) in the overall context of competencies at organizational, project & individual level The EFQM Excellence Model, IPMA standards for individual (ICB)	22%

2	Project Excellence: Project Excellence and organizational competence in managing projects, programs and portfolios, Introduction to Project Excellence Baseline (PEB), Using the IPMA Project Excellence Model for self-assessment.	23%
3	Improvement: Continuous Improvement Areas, The Never-Ending Cycle in Projects, Continuous Improvement, Procedures and Documentation Models: PM Methodologies Capacity Planning, Competency Models, Managing Multiple Projects, End-of-Phase Review Meetings	22%
4	Selection, Accounting, and Assessment: Strategic Selection of Projects, Horizontal Accounting, Organizational Restructuring, Career Planning, Assessment Instrument for Levels	23%
5	Practical Practical Exposure: The students have to select any case projects or workshop real cases to get practical assessment experience and a deep understanding of the criteria	10%

Reference Books/ Text Books

1. Project Management Maturity Model: Providing a Proven Path to Project Management Excellence (PM Solutions Research), J. Kent Crawford
2. Building Operational Excellence: IT People and Process Best Practices , Bruce Allen ,Dale Kutnick.
3. Using the Project Management Maturity Model: Strategic Planning for Project Management, Harold Kerzner



Program Name: Master of Business Administration – Online

Name of Course: Innovation Project and Knowledge Management

Prerequisite: Basic Understanding of Project Management

Rationale: The course equips students with the skills needed to drive innovation within organizations by effectively managing knowledge resources. Through practical exercises and theoretical insights, participants learn how to identify opportunities for innovation, leverage existing knowledge, and implement strategies to foster a culture of continuous improvement.

Course Objectives:

1. To understand the Perception of the theory of Innovation related to Project Management
2. To Identify the linkage between theory and practical tools for Innovation
3. To Evaluate the skills necessary for Innovation in Project Management
4. To Understand the applicability of knowledge management in Projects

Course Outcome:

1. To develop the skills for innovative practice in project management
2. To apply knowledge management practices for effective project management

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction: Overview of Innovation and Knowledge Management Innovation Management: Define innovation, Innovation matrix, Innovation management and Innovation systems, The Business Model Canvas, Innovation Planning Methods	22%
2	Innovation and Phases: The role of innovation in PM, the six phases of innovative PM, Managing Components, Reporting, Planning Matrix and Innovation	23%

3	Knowledge Management (KM) and Projects The importance of KM concerning PM, Mechanics of KM and tools, and technologies. The KM Matrix. Social Network Analysis, KM Cycle Balance Scorecard and KM	22%
4	KM Applied to PM: Organizational Learning & Social Capital. Knowledge Application – Individual level, Group level & Organization Level, KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools - Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools – in context of PM	23%
5	Practical Practical Exposure: The students have to select any case projects of their choice and assess the innovation and knowledge management perspectives as given in the above four modules	10%

Reference / Textbooks:

1. Innovation Management by Borut Likar
2. Project Management Fundamentals by Olaf Paenheim
3. Knowledge and Project Management: A shared Approach to performance, Edited by Antonio Bassi, Meliha Handzic, Springer



Public Finance

Program Name: Master of Business Administration – Online

Name of Course: Public Finance

Pre-requisite: Basic Understanding of Public Finance

Rationale: This course introduces students to the theories in Public Finance, and to understand the potential consequences of policies through these theories. The course also discusses the application of these theories to the Indian economy. The topics covered in this course include: Theory of Social Goods and Role of the State, Public Expenditure, Public Revenue and Taxation, and Public Debt and Fiscal Federalism.

Course Objectives:

1. To understand rationale for state intervention
2. To explore the relationship between public finance and working of an economy
3. To critically examine the public revenue and taxation policies
4. To understand and assess the need for fiscal federalism
5. Students will critique existing fiscal policies and propose improvements based on economic principles and societal needs.

Course Outcome:

1. Students will recall and comprehend key concepts such as government spending, revenue generation, and economic impact analysis.
2. They will interpret and explain various fiscal policies and their implications on the economy.
3. Students will apply theories and models to analyze real-world fiscal issues and propose solutions.
4. They will evaluate the effectiveness of different taxation strategies and budget allocations.
5. They will design and propose innovative fiscal policies to address contemporary economic challenges.

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	Introduction 1. Introduction to Public Finance 2. Policy Intervention 3. Major Taxes in India: Value Added and Concept of GST	22%
2	Public Debt 1. Theory of Social Goods 2. Public Expenditure 3. Latest Budget of the Union of India: Critical Appraisal of the Latest Budget	23%
3	Federal Income 1. National Income Concepts and Poverty (GDP, GNP, Per Capita Income, Poverty and Poverty Alleviation) 2. Public Revenue 3. Taxation	22%
4	Fiscal Policy, Macroeconomic Environment 1. Fiscal Federalism 2. Budget 3. Growth and Economic Stability	23%
5	Practical Practical on Fiscal Federalism, Budget, National income	10%

Reference Books/ Textbooks

1. Musgrave, Richard, A. & Musgrave, Peggy, B. (2004). Public Finance in Theory and Practice (5th Edition). Tata McGraw-Hill Education Private Limited, NewDelhi.
2. Singh, S.K. (2014). Public Finance in Theory and Practice (9th Edition). S. Chand & Company Private Limited, NewDelhi.
3. Maxwell, J. A. (1940). [Review of *the Growth of Federal Finance in India: Being a Survey of India's Public Finances from 1833 to 1939*]. *Journal of Political Economy*,

- 48(6), 916–918. Retrieved from <http://www.jstor.org/stable/1824226>
4. Lahiri, A. K. (2000). Sub-National Public Finance in India. *Economic and Political Weekly*, 35(18), 1539–1549. Retrieved from <http://www.jstor.org/stable/4409237>
 5. Anupam Rastogi. (2004). Restructuring Public Finances. *Economic and Political Weekly*, 39(26), 2756–2772. Retrieved from <http://www.jstor.org/stable/4415204>
 6. Olken, B. A., & Singhal, M. (2011). Informal Taxation. *American Economic Journal: Applied Economics*, 3(4), 1–28. Retrieved from <http://www.jstor.org/stable/41288649>
 7. Rangarajan, C., & Srivastava, D. K. (2005). Fiscal Deficits and Government Debt: Implications for Growth and Stabilisation. *Economic and Political Weekly*, 40(27), 2919–2934. Retrieved from <http://www.jstor.org/stable/4416847>

Program Name: Master of Business Administration – Online

Name of Course: E-Governance and Public Policy

Pre-requisite: Basic Understanding of Public Policy

Rationale: This course introduces students to the theories in Public Policy, and to understand the potential consequences of policies through these theories. The course also discusses the application of these theories to the Indian economy.

Course Objectives:

1. To acquaint the students regarding Information technological interventions in the domain of Public Administration
2. To explain the role of technology in the Administrative Functioning
3. To understand the Concept of E-Governance, Theory and Practices
4. To Understand the concept, importance and different models of E-Governance. Evaluate various plans and issues of E- Governance.
5. To Demonstrate various e – governance initiatives through presentations and learn to seek services from Administration.

Course Outcomes:

1. Students will understand the basic concepts and principles of e-governance and public policy.
2. Moving to the comprehension stage, they will interpret various case studies and examples to analyze the impact of e-governance on public policy formulation and implementation.
3. Students will design and propose e-governance solutions to address real-world public policy challenges.
4. They will evaluate the effectiveness and efficiency of existing e-governance initiatives.
5. They will propose innovative strategies and assess their potential impact on enhancing public policy outcomes in the digital age.

Detailed Syllabus

Sr. No.	Topic	Weightage
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1	Introduction 1. E-governance: Meaning Nature and Scope, various application in Public Organizations; Approaches and E governance Initiatives in public organizations 2. Policy Framework for E-Governance in India	22%
2	Public Debt 1. Capacity building of Administrators for E-interventions: Development, Education and Training 2. E-governance, Participatory administration and Impacts on Administration: Decentralization, Democratization, Transparency, Accountability and Timeliness	23%
3	Federal Income 1. ICT and Rural and Urban Development - Success Stories, Global Scenario	22%
4	Fiscal Policy, Macroeconomic Environment 1. E Governance: Problems, prospects and bottle-necks	23%
5	Practical Practical on E-governance, Participatory administration, ICT and Rural and Urban Development -	10%

Reference Books/ Text Books

1. Anthony, Elias Tsougranis, (2001) 'Measuring Informatization: A Longitudinal Cross-national Exploration', Maxwell School, Syracuse University, New York
2. Bhatnagar S. C., (2003) E-Government: Transparency and Corruption – Does E-Government Help? Commonwealth Human Rights Initiative Report for CHOGM
3. Bhatnagar S.C, (2004), E-Government: From Vision to Implementation, Sage, New Delhi
4. Heeks, Richard (1998), Information Systems for Public Management: Information Technology and Public Sector Corruption, Working Paper No. 4, Manchester: IDPM – University of Manchester
5. Layne, K and Lee J (2001), Developing Fully Functional e-Government: A Four Stage Model, Government Information Quarterly, Vol. 18, No. ER2

6. Pardhasaradhi, Y.,(2009) E-Governance and Indian Society, Kanishka, New Delhi



Poverty, Inequality and Social Policy

Program Name: Master of Business Administration – Online

Name of Course: Poverty, Inequality and Social Policy

Pre-requisite: Basic Understanding of Social Policy

Rationale: This course will explore the interplay between democracy and social policy from the perspective of state and market and civil society and focus on the role of democratic forces in the development of social policy.

Course Objectives:

This course is designed to provide an understanding on:

1. To learn Different values and principles underpinning socialpolicy;
2. to apply benefits from social policy and why andhow;
3. To analysis Different strategies to fund and deliver welfare and discuss the advantages and disadvantages of different strategies.
4. To understand CT and Rural and Urban Development
5. To learn different Success Stories, Global Scenario

Course Outcomes:

1. To understand Need and scope of Social policy
2. To analysis Poverty, Inequality and Social Exclusion
3. To create Capacity building of Administrators for E-interventions: Development, Education and Training
4. To analysis E-governance, Participatory administration and Impacts on Administration:
5. To define Decentralization, Democratization, Transparency, Accountability and Timeliness
6. To learn meaning and importance of E Governance and Problems

Sr. No.	Topic	Weightage
1	Introduction 1. Social Policy – Need, Scope, Stakeholders and Impact 2. Poverty, Inequality and Social Exclusion	22%

2	Public Debt 1. Capacity building of Administrators for E-interventions: Development, Education and Training 2. E-governance, Participatory administration and Impacts on Administration: Decentralization, Democratization, Transparency, Accountability and Timeliness	23%
3	Federal Income ICT and Rural and Urban Development - Success Stories, Global Scenario	22%
4	Fiscal Policy, Macroeconomic Environment E Governance: Problems, prospects and bottle-necks	23%
5	Practical Practical on E- Governance problem highlights.	10%

Reference Books/ Text Books

1. Baldock, John. "Social Policy, Social Welfare, and the Welfare State" in John Baldock, Nick Manning and Sarah Vickerstaff. Social Policy, Third Edition, pp 5 – 30, Oxford, 2007
2. Amartya Sen. "Social Exclusion: A Critical Assessment of the Concept and Its Relevance" Asian Development Bank, Manila, 2000
3. Commission on Social Justice. "What is Social Justice?" in Christopher Pierson and Francis G. Castles (eds.). The Welfare State Reader. Second Edition. pp 50-61, Polity Press, Cambridge, 2007
4. Kenworthy, Lane. "Do Social-Welfare Policies Reduce Poverty? A Cross-National Assessment" Social Forces, Vol. 77, No. 3 (Mar., 1999), pp. 1119-1139. University of North Carolina Press
5. Sharma S.L. 'Perspectives on Sustainable Development in South Asia' in Samad (Ed.) ADIPA.



Retail Brand Management

Program Name: Master of Business Administration–Online

Name of Course: Retail Brand Management

Prerequisite: Basic Understanding of Retail Management

Rationale: To develop an understanding of the concepts, issues and strategies in Retail franchising and Brand management

Course Objectives:

1. Familiarize students with the importance of retail branding Provide an insight into how to create and sustain profitable brand
2. Provide insights into the role of branding, the concept of brand Equity and the advantages of creating strong brands and to design marketing programs to build brand.
3. To understand implications of planning, implementing and evaluating Branding Strategies
4. To define SKU selection – Capabilities and retail portfolio management
5. To demonstrate Media Mix Optimization and Media landscape transformation

Course Outcomes:

1. To develop insight in retail branding students with the importance of retail branding
2. To build and sustain retail brand
3. To apply the concept of branding in designing marketing programs
4. To examine the brand concepts in real-life setting by articulating the context and the rationale for the application.
5. principles of Branding, role of brands, elements and components of Store Brand Portfolio Management

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction of Brand Management Principles of Successful Brand Management: Art, Science,Craft Segmentation Retail Brand Management The brand diamond - The brand purchase funnel	22%

	Brand Matics - The brand promise - Brand delivery	
2	Brand Portfolio Management Developing Retail Formats Basic types of format development - The four- step process - Implementation support Store Brand Portfolio Management Multiple formats and brands – Brand Matics Advanced - The brand space map - Impact estimation Private Label branding PL growth - Four generations of PL - PL strategy - SKU selection - Capabilities	23%
3	Retail Media Marketing Mix Modeling Media Mix Optimization Media landscape transformation - Equal footing - Three approaches Budget Sizing Transparency - Outside-in benchmarking - Inside-out budgeting Efficiency modeling - Budget level estimate Budget Prioritization Decision mode - Investment units -Full transparency - Prioritization criteria-Avoiding automation Reach–Cost–Quality Vehicle optimization - Apples and apples -Universal scores Marketing Mix Modeling How to spend it - Impact comparison - Applications -Multi-lever transparency - What to watch out for The Digital Retail (R)evolution End-to-end digitalization - Channel convergence Localization Social media Content management -Brick-and-mortar	22%

4	POS Marketing The most powerful vehicle - Lack of leverage – Systematic management Tangible and intangible elements - The human factor Leaflets and Local Print Advertising: How to Achieve Local Media Excellence - The true point of sale - A complex challenge -Fine-tuning - Product selection - Geo-marketing - Fact-based Promotion Management Balance pricing and promotions – KPIs for optimization - Supplier negotiations - Margin improvement Excellence in Classical Media A key element Creativity and content fit - Testing and learning - Message delivery - Creative partners Digital Marketing Excellence Value proposition - Digital strategy - Search engine marketing - Display advertising– Social media integration Digital marketing organization Maximizing Customer Value with Data-driven CLM	23%
5	Practical Full value - Deep understanding - Predictive modeling - Keeping track - Capability building – Applications Smart Sourcing Sizeable savings - Efficiency levers - Efficiency optimization - Best practice - Deep dive	10%

References/ Textbooks:

1. Retail marketing and branding, Jeskoperrey and Dennis spillecke , A John Wiley and Sons, Ltd,Publication
2. Retail Branding and Store loyalty, Bettina Berg, SpringGabler
3. Strategic Brand Management -Kevin Lane Keller, Parameswaran and Isaac Jacob; Pearson
4. Brand Management - Principles and Practices - Kirti Dutta; Oxford University Press
5. Managing Indian Brands - RamanujMajumdar; PrenticeHall



Retail Logistics

Program Name: Master of Business Administration–Online

Name of Course: Retail Logistics

Prerequisite: Basic Understanding of Logistics

Rationale: The rationale of this course is to develop an understanding of the strategic role of a retail supply chain and logistics management of its various components.

Course Objectives:

1. To familiarize yourself with concepts of retail logistics.
2. To describe logistics theories and their practices
3. To explain logistics in different industries.
4. To define Supply Chain Strategy in Fashion and Luxury Industry
5. To elaborate the greening of retail logistic

Course Outcomes:

1. To develop a sound understanding of the important role of logistics in retail management in today's business environment.
2. To apply the current logistics theories into practice.
3. To develop insight into retail logistics in different industries
4. To define Retailing Logistics Challenges in the international trade
5. To create UK retailing supply system

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction to Retailing Logistics Retailing Logistics : Change and Challenges Relationships in Supply Chain Internationalization in Supply Chain	22%
2	Fashion Supply chain industry Footwear Supply Chain Supply Chain Strategy in Fashion and Luxury Industry	23%

3	International Retailing management Tesco's Supply Chain On Shelf availability in UK Retailing	22%
4	Green Retailing The development of e tail logistics The greening of retail logistics	23%
5	Practical Practical on Tesco's Supply Chain Management, the development of e tail logistics T	10%

Reference/Textbooks

1. Logistics and Retail Management Emerging issues and new challenges in the retail supply – Edited by John Fernie& Leigh Sparks , Kogan PageLimited
2. Retail Logistics- Fresh Food Packaging, Kerstin Gustafsson, GunillaJoönson,David Smith & Leigh Sparks,KoganPage
3. Shipping and Logistic Management - Yuen Ha (Venus) Lun;Springer
4. Logistic and SCM - D.K. Agrawal;MacMillan
5. Logistic and SCM cases and Concepts - G. Raghuram and N. Rangraj;MacMillan
6. Logistic management - S.K.Bhattachary a;S.CHAND



Electronic Commerce

Program Name: Master of Business Administration–Online

Name of Course: Electronic Commerce

Prerequisite: Basic Understanding of E- Commerce

Rationale: This course provides an introduction to information systems for business and management. It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding information systems

Course Objectives:

1. To understand the factors needed in order to be a successful in ecommerce
2. To gain the skills to bring together knowledge gathered about the different components of building a webpresence
3. To critically think about problems and issues that mightpop up during the e commerce activities
4. To define and aware of ethical, social, and security issues of information systems;
5. To demonstrate Payment transactions in a secured network

Course Outcomes:

1. To apply the knowledge of ecommerce in an integrative and summative fashion
2. To bring together knowledge gathered about the different components of building a web presence
3. To demonstrate a profound awareness of market opportunities arising in societies, identify these and create an e-commerce plan around these
4. Understand the processes of developing and implementing information systems;
5. To create Mechanism of business transactions through electronic media

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Introduction E-Commerce Introduction to Electronic Commerce Technology Infra structure The Internet and The World Wide Web Selling and Marketing on the web Business to Business Activities	20%
	Social Media & M-Commerce Social Networking –Mobile Commerce and Online Auctions Environment of Ecommerce – Legal, Ethical and Tax Issues Web	

2	Server – Hard ware and Software Electronic Commerce Software and Security Payment systems for Electronic Commerce	25%
3	E-Commerce risk management Electronic Commerce Security - Online Security Issues Overview - Computer Security and Risk Management - Elements of Computer Security - Security Policy and Integrated Security - Security for Client Computers Cookies - Web Bugs - Active Content - Java Applets -JavaScript - ActiveX Controls - Graphics and Plug Ins - Viruses, Worms, and Antivirus Software Digital Certificates - Steganography Physical Security for Clients Payment Systems for Electronic Commerce Online Payment Basics –Payment Cards - Advantages and Disadvantages of Payment Cards Payment Acceptance and Processing - Electronic Cash - Micropayments and Small Payments - Privacy and Security of Electronic Cash Holding Electronic Cash: Online and Offline Cash Advantages and Disadvantages of Electronic Cash - Electronic Cash Systems - Electronic Wallets Microsoft Windows Live ID - Internet Technologies and the Banking Industry- Check Processing - Mobile Banking	20%
4	Cost Estimation of E-commerce Applications Identifying Benefits and Estimating Costs of Electronic Commerce Initiatives Identifying Objectives and Linking Objectives to Business Strategies Identifying and Measuring Benefits and Identifying and Estimating Costs Funding Online Business Startups and Comparing Benefits to Costs, Return on Investment(ROI) Strategies for Developing Electronic Commerce Web Sites Internal Development vs. Outsourcing , New Methods for Implementing Partial Outsourcing Managing Electronic Commerce Implementations Project Management Project Portfolio Management , Staffing for Electronic Commerce Post implementation	25%

5	Practical Practical on Cost Estimation of E-commerce Applications,	10%
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References/ Textbooks:

1. E - Commerce - Gary P. Schneider, Course Technology, CengageLearning
2. E - Commerce - Kenneth C. Laudon; Carol Guercio Traver Business, Technology, and Society - Traver Publisher:Pearson
3. Digital Business and E commerce Management: Strategy, Implementation and Practice,- Dave Chaffey, Pearson
4. Strategies for e-business- TawfikJellasi, Elbrecht Enders PersonEducation
5. Trends in E-Business, E-Services, and E-Commerce - Impact of Technology on Goods, Services, and Business Transactions, In Lee Western Illinois University, USA



Tourism Resources of India

Program Name: Master of Business Administration – Online

Name of Course: Tourism Resources of India

Prerequisite: Basic understanding of Tourism Concepts

Rationale: This course has been designed to familiarize the students with various Tourism Resources, Heritage, Culture and various other Natural Resources in India

Course Objectives:

1. Recall key facts, figures, and concepts related to India's tourism resources, including landmarks, attractions, and cultural sites.
2. Comprehend the significance and characteristics of various tourism resources in India, such as natural landscapes, historical monuments, and cultural heritage sites.
3. Apply knowledge of India's tourism resources to analyze and evaluate potential tourist destinations, routes, and itineraries.
4. Break down the components and features of different tourism resources in India, considering their economic, environmental, and social impacts.
5. Assess the effectiveness and sustainability of tourism development strategies for maximizing the benefits of India's diverse tourism resources.
6. Develop innovative solutions and proposals for promoting and preserving India's tourism resources while minimizing negative impacts.

Course Outcomes:

After learning this course students will be able to

1. Recall and identify different tourism resources in India, such as cultural sites, natural attractions, and historical landmarks.
2. Understand the significance and importance of these resources in promoting tourism and contributing to the economy.
3. Analyze and evaluate the potential impact of tourism development on local communities and the environment.
4. Propose sustainable tourism strategies for maximizing benefits while minimizing negative consequences.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Tourist resources Popular Tourist Resources - Delhi, Agra, Jaipur, Mumbai, Kolkata, Chennai Famous attractions, Transport, Accommodation and Destination Specific services	20%
2	Ecotourism resources-I Ecotourism Resources in India-1- Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, Gir, Ranthambhore and Keoladeo Ghana, Saputara)	20%
3	Ecotourism-II Ecotourism Resources in India-2 Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital, Shimla and Ooty. Beaches and Islands: Beaches in Goa, Orissa. Andaman Nicobar & Lakshadweep islands.	20%
4	World Heritage and pilgrimage sites World Heritage Sites World Heritage Sites Indian world heritage sites Buddhist Monastery at Sanchi, Mahabodhi Temple Complex at Bodhgaya, National Park Sundarbans, Nanda Devi, Darjeeling Himalayan Railway, Chhatrapati Shivaji Terminus Station, Champaner, Gujarat Tourism Pilgrimages sites Pilgrimage Hindu: Char Dham Yatra, Vaishnavadevi, Ayodhya, Mathura-Vrindavana, Banaras. Buddhist: Bodhgaya, Sarnath, Kushinagar, Ajanta, Lumbini, Jam: Mt. Abu, Sharavanbelgola. Muslim: Ajmer Sharif, Haji Ali (Mumbai), Sikh Patna, Nanded, Guru- ka-Tal (Agra), Amritsar, Hemkund Saheb	30%

5	Practical Students need to gather information on various tourist places and prepare and present report.	10%

Reference/Textbooks:

1. Robinet Jacob, Mahadevan P. and Sindhu Joseph, Tourism Products of India: A National Perspective, Abhijeet Publication, New Delhi, 2012
2. Dixit, Manoj, Tourism Products, New Royal Book Co., Lucknow. 2007
3. Sajnani, M., Encyclopedia of Tourism Resources in India, Volume 1-2, KalpazPublication, Delhi, 2011
4. Gupta, K.R and Amita Gupta Ed., Encyclopedia OF India: Natural and Cultural Tourist Destinations, Atlantic Publications, Delhi, 2012
5. Dallen J. Timothy, Managing Heritage and Cultural tourism Resources, Routledge, England, 2007.
6. India Travel Guide, Lonely Planet



Advance aspects of Tourism and Event Management

Program Name: Master of Business Administration – Online

Name of Course: Advance aspects of Tourism and Event Management

Prerequisite: Basic understanding of Event Management

Rationale: This course provides deeper insights into the intricacies of the tourism and event industry, equipping students with specialized knowledge and skills required to excel in managerial roles. It covers advanced topics such as strategic planning, sustainable practices, crisis management, and cutting-edge trends.

Course Objectives:

1. To recall key concepts, theories, and principles related to tourism and event management.
2. To explain the intricacies and interrelationships within the tourism and event industries.
3. To utilize advanced strategies and techniques in tourism and event management.
4. To evaluate the impact of various factors on tourism and event operations.
5. To assess the effectiveness of different approaches to managing tourism and events.
6. To develop innovative solutions to real-world challenges in tourism and event management.

Course Outcome:

After learning this course students will be able to

1. To recall key concepts in tourism and event management, comprehend the intricacies of various industry sectors, and apply theoretical knowledge to real-world scenarios.
2. To analyze industry trends, evaluate the effectiveness of management strategies, and propose innovative solutions to complex challenges.
3. To synthesize information and utilize critical thinking skills, they will create comprehensive plans for successful tourism and event management ventures.
4. To be well-equipped to excel in the dynamic field of tourism and event management.

Detailed Syllabus

Sr. No.	Topic	Weightage
1	Event Manager Role of an event manager, delegation - benefits and risk, health and safety policy document and rules, what is risk and hazards, importance of risk assessment, crowd management, recording accidents, estimating audience size, overestimating and underestimating attendees, significance of advertising, forms of advertising, selecting and defining event attractions.	22%
2	Implementation of event management Brain storming the event requirements, revisit and rework, accommodation and services, event manager's office, cash office, public address system, managing electricity, water, stalls, telephone, etc. event site size, negotiations, sign posting, hidden dangers, staff safety factors, supervisors, traffic management, emergency access route, exit routes	23%
3	Needs of event management Radio communications & discipline, training, emergency messages, defining staff roles & responsibilities, volunteer management, first aid requirements, casualties, security arrangements, insurance, handling emergencies like fire, lost children, property, etc, handling cash, accounts, video diary evidences, event summary, final checklist.	22%
4	Parks and recreation management Closely related professional fields - parks & recreation management, tourism management & tourism studies, hospitality management & hospitality studies, education & interpretation, communications, media and performance studies, arts & cultural management, sports management & sports study, club and assembly management. Event marketing and Branding	23%

5	Practical Starting your own event planning business, conducting market research, industry research, finding your niche, estimating start-up cost, business plan, company name, location, structure, licences and permissions, financing, fundamentals of hiring employees, marketing your business, keeping business healthy.	10%
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Reference / Textbooks:

1. The Event Manager's Bible - The Complete Guide to Planning and Organizing a Voluntary or Public Event by D GConway
2. Event Studies - Theory, research and policy for planned events by DonaldGetz
3. Startup - Start your own Event Planning Business by Entrepreneur Press and Anmy



Travel and Tourism: Policy planning and development

Program Name: Master of Business Administration – Online

Name of Course: Travel and Tourism: Policy planning and development

Prerequisite: Basics of Tourism Policy

Rationale: To learn about policy making and planning in tourism.

Course Objectives:

1. Recognize the different stages involved in the policy planning and development.
2. Interpret the impact of specific tourism policies on various stakeholders, considering both positive and negative effects.
3. Apply acquired knowledge of tourism policy to analyze real-world case studies, identifying strengths, weaknesses, and potential solutions.
4. Evaluate the anticipated effects of proposed tourism policies on various stakeholders, using relevant data and ethical considerations.

Course Outcome:

After learning this course students will be able to

1. To define key terms and concepts related to travel and tourism, policy planning, and development.
2. To explain the relationships between different tourism policy elements
3. To apply their knowledge of tourism policy to analyze real-world case studies.
4. To analyze the strengths and weaknesses of different tourism policy options

Detailed Syllabus:

Sr. No.	Topic	Weightage
1	History of Indian Tourism Indian History, Art, Culture & Architecture; Geography and International Tourism; Transport In Travel & Tourism Air Transport, Surface Transport, Rail Transport, Water Transport	22%
2	Tourism Products Tourism Products of India: Performing Arts of India, National Parks & Wildlife Sanctuaries, Hill Stations, Beach Resorts of India; Adventure Tourism: Adventure Tourism, Adventure in Water, Air Based Adventure	23%

3	Guidance for tourist Air Fares & Ticketing Computerized Reservation System; Tour Guiding And Visitors Interpretation: Tour Guiding, Tour Guiding Requirements, Tourist & Visitors Interpretation	22%
4	Tourism Policy Tourism Policy, Planning & Development: Goal of National Administration And Tourism Policy, National Tourism Policy-2002, Planning For Tourism Destinations, Tourism Planning At International, National, Regional, State And Local; Managing Tour Package Operation: Adventure Package, Water Sports Packages, Special Interest Tours, Tour Operation Documentation, Selling Process For Tour Package Operations	23%
5	Practical Students are supposed to arrange tour and trips for practical exposers.	10%

Reference/Textbooks

1. Basham, A.L. , The Wonder That Was India. Rupa& Co. NewDelhi
2. Thapar, Romila , A History of India: Volume 1. Penguin Book, NewDelhi,
3. Basham, A.L., A Cultural History of India. Oxford University Press,USA.
4. Singh, Upinder , .A History Of Ancient and Early Medieval India: From The Stone age To The 12Th Century, Pearson Education India, NewDelhi.
5. Chandra, B., History of Modern India. Orient Blackswan, NewDelhi
6. H.A.Robinson, Geography of Tourism