

SHARDA UNIVERSITY

Sharda School of Business Studies

Batch: 2024-2026

Program / Branch: MBA

TERM: I

Session: 2024-2025

S. No.	Paper ID	Course Code	Courses	Teaching Load			Credits	Remarks
				L	T	P		
THEORY COURSES								
1.	26258	MBA555	Managing People at Workplace	4	0	0	4	NEW
2.	26177	MBA436	Managerial Communication- I	2	0	0	2	OLD
3.	26259	MBA556	Accounting for Business Decisions	4	0	0	4	NEW
4.	25074	MBA131	Marketing Management	3	0	0	3	OLD
5.	26260	MBA557	Managerial Economics	4	0	0	4	NEW
6.	26261	MBA558	Business Statistics for Managers	3	0	0	3	NEW
7.	26183	MBA44 1	Legal Aspects of Business	3	0	0	3	NEW
PRACTICAL/VIVA-VOCE/JURY								
8.	25601	CCU20 1	Community connect	0	0	4	2	
9.	31350	RBL001	Research Based Learning-I	0	0	4	0	OLD
TOTAL CREDITS							25	

Signature of Branch Coordinator/HOD

Signature of Dean

School: SSBS		Batch: 2024-2026
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: I
1	Course Code	MBA555
2	Course Title	Managing People at workplace
3	Credits	04
4	Contact Hours (L-T-P)	4-0-0
	Course Status	Core
5	Course Objective	<p>This course aims to improve students understanding of basic concepts of management and human behaviour in organization and the ability to lead people to achieve more effectively toward increased organizational performance and effectiveness.</p> <p>After completing this course, students should be able to:</p> <ul style="list-style-type: none"> • To understand the concepts of management as and how it can be applied to current environment of the workplace. • To know individual behaviour in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories. • To comprehend group behaviour in organizations, including communication, leadership, power and politics, conflict, and negotiations. • To explore the organizational system, including organizational levels and human resources.
6	Course Outcomes	<p>After successful completion of the course the students will be able to:</p> <p>CO1: Apply their understanding of management principles, and their impact at the modern workplace.</p> <p>CO2: Examine concepts of OB and their role in organizational functioning.</p> <p>CO3: Evaluate the impact of individual personality on organizational performance.</p> <p>CO4: Analyze the impact of learning and motivation on behavior of individuals and groups in organizations.</p> <p>CO5: Evaluate critically the impact of teams and Group dynamics on organizational functioning.</p> <p>CO6: Analyze the role of leadership, power and politics on organizational growth.</p>
7	Course Description	This course provides conceptual knowledge of management and detailed analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life.
8	Outline syllabus	
	Unit 1	Introduction to Management and Evolution of Management Theories
	A	Management Thoughts and Organization: Principles of FW Hawthorne studies, system's theory, roles and skills of managers
	B	Managerial Functions – Planning- process and Organizing-authority, responsibility, Departmentation.

	C	Controlling-Concept and types, Decision making		
	Unit 2	Foundations of Individual behaviour		
	A	OB foundation, Challenges of OB,		
	B	Perception – Meaning, Factors influencing perception, Perceptual Errors, Attribution theory		
	C	Emotions, moods and attitudes		
	Unit 3	Personality, Learning and motivation		
	A	Personality- Determinants, Trait Theory- Big 5 Model, MBTI, Freudian Theory of personality		
	B	Learning Concepts and Theories- Classical, Operant, and social learning theory, reinforcement		
	C	Motivation– Concept, Theories of Motivation-Maslow’s hierarchy of needs, Two factor theory		
	Unit 4	Groups and teams		
	A	Interpersonal relations: Transactional analysis, Johari window		
	B	Group: Concept, Group Development Process (Tuckman), Group Characteristics- Teams-Type		
	C	Leadership Theories- Trait theory, Behavioral theory (Managerial Grid), Situational Leadership (Blanchard theory), Likert’s leadership Style Charismatic, transactional and transformation leadership		
	Unit 5	Organization level		
	A	Organisation Culture: Hofstede model		
	B	Conflict: Process, Conflict Management		
	C	Change: Resistance of change, overcoming resistance to change		
	Mode of examination	Theory		
	Weightage Distribution	CA-25%	MTE- 25%	ETE-50%
	Text book/s*	L M Prasad, Principles & Practices of Management, Sultan Chand & Sons, 2007 Aswathappa K. - Organizational Behavior, Himalaya Publishing House		
	Other References	1. Koontz O’Donnel – Principles of Management 2. Kavita Singh, “Organization Behavior”, Pearson ed. 2010 3. L. M. Prasad “Organizational Behavior”, Sultan Chand and Sons		

School: SSBS		Batch: 2024-2026
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: 1
1	Course Code	MBA436
2	Course Title	Managerial Communication- I
3	Credits	2
4	Contact Hours (L-T-P)	2-0-0
	Course Status	Core
5	Course Description	To prepare students for effective communication at the workplace by focusing on wider aspects of communication in professional environment.
6	Course Objective	<ol style="list-style-type: none"> 1. To familiarize students with everyday communication in professional environment. 2. To enable them to resolve various communication issues successfully. 3. To sharpen their non-verbal communication skills. 4. To hone their presentation skills. 5. To refine their writing skills.
7	Course Outcomes	<p>After successful completion of the course the student would be able to –</p> <p>CO 1: Define and understand significance of effective communication in various managerial roles.</p> <p>CO 2: Interpret various organizational issues in physical as well as virtual setting through effective and strategic communication.</p> <p>CO 3: Analyse verbal and non-verbal messages and use them wisely.</p> <p>CO 4: Create effective presentations in business situations.</p> <p>CO 5: Design various types of business correspondence and documents.</p> <p>CO 6: Apply effective communication in their everyday professional life.</p>
8	Outline syllabus	
	Unit 1	Introduction
	A	<ul style="list-style-type: none"> • Communication, Management and Leadership
	B	<ul style="list-style-type: none"> • Communication Concerns of the Managers
	C	<ul style="list-style-type: none"> • Purpose, Process & Classification of Communication
	Unit 2	Organizational Communication
	A	<ul style="list-style-type: none"> • Flow of communication, Vertical, Horizontal, Grapevine
	B	<ul style="list-style-type: none"> • Team Communication: Conflict, Difference and Diversity
	C	<ul style="list-style-type: none"> • Leadership Communication: Motivation, Conflict, Difference and Diversity
	Unit 3	Non-Verbal Communication & Soft Skills

A	<ul style="list-style-type: none"> • Role of Non-Verbal Communication 		
B	<ul style="list-style-type: none"> • Classification of Non-Verbal Communication 		
C	<ul style="list-style-type: none"> • Soft skills and professional success 		
Unit 4	Presentation Skills		
A	<ul style="list-style-type: none"> • Planning the Presentation and creating the original content 		
B	<ul style="list-style-type: none"> • Preparing the presentation and getting the drafts approved. 		
C	<ul style="list-style-type: none"> • Delivering the presentation with panache 		
Unit 5	Business Correspondence		
A	<ul style="list-style-type: none"> • Components of effective written communication 		
B	<ul style="list-style-type: none"> • Email writing, agenda, minutes 		
C	<ul style="list-style-type: none"> • Report Writing 		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Business Communication for the Internet enabled Generation: Raymond Lesikar and Marie Flatley. McGraw-Hill Publictaions.		
Other References	Effective Business Communication: Asha Kaul. PHI Learning. Useful links: https://www.thebalancecareers.com/conflict-management-skills-2059687		

School: SSBS		Batch: 2024-2026
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: I
1	Course Code	Accounting for Business Decisions
2	Course Title	MBA556
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
5	Course Objective	The objective of this course is to comprehend basics of financial accounting and to inculcate the important tools of management and cost accounting for business decision making process and also to be able to read and interpret accounting information for decision making.
6	Course Outcomes	After the successful completion of this course students will be able to: CO1. Define the key concepts of accounting & financial-statements. CO2. Explain the types of organizations and analyzing the impact of accounting policies on revenue recognition. CO3. Understand financial statement analysis and its various techniques. CO4. Examine and understand Managerial Accounting– Cost-Volume-Profit Relationship and Marginal costing along with Costs and Cost Classification. CO5. Evaluate Budgets and Budgetary Control; with standard costing and variance analysis; CO6. Analyzing and implementation of new concepts in accounting like ABC costing techniques etc.
7	Course Description	Accounting for Business decision are an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain judicious in fund allocation to different activities and sub activities and use the generated funds carefully. Financial analysis guides the companies about their future course of action and the direction that any particular company should move on.
8	Outline syllabus	
	UNIT 1	
	A	Introduction to Accounting; Branches of Accounting, Generally Accepted Accounting Principles; IFRS
	B	Recording of financial transactions and preparation of financial statements through accounting equation, familiarizing all accounting terms that normally appear in financial statements.
	C	Reading and understanding balance sheet, income statement and cash flow statement;
	UNIT 2	

	A	Types of organizations; Accounting Process in a Computerized Environment.		
	B	Impact of Accounting Policies and Estimates: Revenue Recognition, Depreciation Methods, Inventory Valuation Methods, Impairment of Assets		
	C	Analyzing financial statements of real-world companies-Identifying financial strengths, weaknesses, opportunities, and threats, formulating recommendations based on financial analysis		
	UNIT 3			
	A	Analysis of Financial Statements through Ratio Analysis (Liquidity ratios, profitability ratios, efficiency ratios, leverage ratios)		
	B	Trend Analysis: Horizontal and vertical analysis, Demonstration of various sectors.		
	C	Common-Size Analysis: Vertical and horizontal common-size analysis, Demonstration of various sectors.		
	UNIT 4			
	A	Managerial Accounting – Introduction, Need and Importance, Concept of Decision Making, Cost-Volume-Profit Relationship		
	B	Accounting Information for Business Decisions- Concept of Costs and Cost Classification – Direct Costs and Indirect Costs, Cost Determination – Preparation of Cost Sheet – Workshop		
	C	Job costing vs. process costing; Make-or-buy decisions		
	UNIT 5			
	A	Budgets and Budgetary Control (Preparation of Cash Budget & Zero-Base Budget)		
	B	Marginal costing and Standard costing, Variance analysis		
	C	Activity-based costing.		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*			
	Other References	<ul style="list-style-type: none"> • Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition TataMcGrawHill • Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd. • Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books • Financial Accounting – A Managerial Perspective by R. Narayanaswamy 3rd Edition PHI Learning Pvt Ltd. <p>Journals</p> <ul style="list-style-type: none"> ➤ Management Accountant ➤ Chartered Accountant ➤ Chartered Finance Analyst ➤ Journal of Accounting and FinanceWebsites ➤ Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, 		

		<p>Michael Sartor by Harvard Business School Publications (http://hbsp.harvard.edu/)</p> <ul style="list-style-type: none">➤ For Accounting standards please refer to the following link http://www.icaiglobal.org/post.html?post_id=474➤ For International Financial Reporting Standards (IFRS) refer to the following link http://www.ifrs.com/overview_landing.html <p>www.accountingformanagement.com</p>
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School: SSBS		Batch: 2024-2026
Programme:		Current Academic Year: 2024-2025
Branch:		Term: I
1	Course Code	MBA131
2	Course Title	Marketing Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Core
5	Course Objective	This course is aimed at imparting to the students a broad-based understanding of the principles and practices of the marketing function in business organizations
6	Course Outcomes	<p>After the successful completion of course, students will be able to:</p> <p>CO1: The student will be able to understand the basic marketing concepts, principles and philosophies of marketing.</p> <p>CO2: The student will be able to describe and explain the different bases of market segmentation, selection of target market and the different approaches to positioning of products.</p> <p>CO3: The student will be able to illustrate the different components of the marketing mix for a given product.</p> <p>CO4: The student will be able to explain in detail the marketing plan for a proposed product launch.</p> <p>CO5: The student will be able to predict the future trends in a given marketing situation.</p> <p>CO6: Remembering the challenges of modern-day marketing</p>
7	Course Description	The objective of the course is to provide an understanding about the customer needs and wants. It would clear the distinction between the selling and marketing and percolate the basic concepts of the marketing management to the students. Marketing is the core of an operating business. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services. It starts with identifying and measuring consumers' needs and wants, assessing the competitive environment, selecting the most appropriate customer targets and developing marketing strategy and implementation program for an offering that satisfies consumers' needs better than the competition. Marketing is the art and science of creating customer value and market place exchanges that benefit the organization

		and its stakeholders.		
8	Outline syllabus			
	UNIT 1			
	A	Overview of marketing: Marketing concepts and principles of marketing, Understanding the marketplace & customer needs, Selling Vs Marketing, Measuring and Managing the marketing efforts		
	B	Analyzing the Marketing Environment: Micro Environment & Macro Environment, Marketing Research		
	C	Consumer Behavior: Consumer behaviour Model, Characteristics affecting consumer behaviour, Types of buying decision behaviour, The buying decision process, Business Market & Business buyer behaviour		
	UNIT 2			
	A	Market Segmentation: Bases for segmenting consumer market, Business Market and International Market		
	B	Targeting: Evaluating market segments, Selecting Target Market, Niche Marketing		
	C	Positioning: Positioning & Repositioning strategies		
	UNIT 3			
	A	Introduction to marketing Mix: What is product, Level of product and services, Product and Service Classifications, Product and Service decision, Product line decision, Product Mix decision, Service Marketing		
	B	New product development process, Product life cycle strategy, Brand Management, Packaging and labelling		
	C	Price: Understanding & Capturing customer value, Pricing strategies, factors affecting pricing decisions		
	UNIT 4			
	A	Marketing Channels: The nature & importance of marketing channels of distribution, Channel design & Management decision, Channel Behaviour and Organisation, Types of Marketing intermediaries: Wholesaler & Retailers		
	B	Marketing Communication: Marketing communication process, Promotion Mix: Advertising, Personal Selling, Sales Promotion, Publicity, Direct and online marketing, Integrated marketing communication		
	C	International Marketing: Process, Strategies and challenges		
	UNIT 5			
	A	Role of Technology in marketing, opportunities and challenges, Introduction of Digital Marketing		
	B	Introduction to Sustainable Marketing, Green Marketing		
	C	Importance of Marketing in customer relationship management, Social Responsibility and Ethics issues in Marketing		
	Mode of examination	Theory/Practical		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	<ul style="list-style-type: none"> ‘Marketing Management – A South Asian Perspective’ by Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha (Pearson) 		

	Other References	<ul style="list-style-type: none">• 'Marketing Management – Global Perspective, Indian Context' by V. S. Ramaswamy and S. Namakumari (Om Books)• 'Marketing Management' by Rajan Saxena (McGraw-Hill)
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School: SSBS		Batch: 2024-2026
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: I
1	Course Code	MBA557
2	Course Title	Managerial Economics
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Type	Core
5	Course Objective	<ol style="list-style-type: none"> 1. Understand fundamental principles and interdisciplinary nature of managerial economics. 2. Analyze firm behavior and decision-making processes in various market contexts. 3. Apply economic principles to optimize profits and make strategic pricing decisions. 4. Evaluate consumer behavior and demand theory to inform business strategies. 5. Utilize production theory, cost analysis, and market structure to optimize operations and pricing strategies. 6. Assess macroeconomic concepts and policies to inform strategic business decisions.
6	Course Outcomes	<p>On completion of the course the student will be able to</p> <p>CO1: Demonstrate understanding of the interdisciplinary nature of managerial economics and its relevance to business decision-making</p> <p>CO2: Analyse firm behaviour through theoretical frameworks and market imperfections, informing strategic decision-making.</p> <p>CO3: Apply economic principles to formulate strategies for profit optimization and market differentiation</p> <p>CO4: Analyse the macroeconomic environment, impact of fiscal and monetary policies and its implications for businesses</p> <p>CO5: Identify the factors that drive long-term economic growth and evaluate the role of government regulations.</p> <p>CO6: Assess managerial decisions in local and global scenarios with economic perspective.</p>
7	Course Description	<p>The Emphasis of this course is on interdisciplinary approaches of learning economic concepts and their applications in managerial decision-making. A fair bit of understanding of Economics is essential for managers for contextualizing business scenarios in view of prevailing economic conditions. The course covers both microeconomic approaches and macroeconomic variables, along with country-specific economic policy issues. Pedagogical features include plentiful case studies, examples, and numerical problems to enhance learning and application.</p> <p>The recommended text book is well Equipped with problem solving approaches in each of chapter-ends.</p>
8	Outline syllabus	
	Unit 1	Nature, Scope and Methods of Managerial Economics
	A	Definition and scope of managerial economics, interdisciplinary nature of managerial economics, intersection of information economics with managerial economics - adverse selection and moral hazard.

	B	Nature of the firm; Transaction Cost Theory, Motivation Theory, and Property Rights Theory; implications for managerial decision-making Analysing behaviour of firms in context of market imperfections, asymmetric information
	C	Basic profit maximizing model - fundamental concept of profit maximization and its implications for managerial decision-making. Strategies for maximizing profits : Multi-product strategy Product Line Profit Maximization & Product Mix Profit Maximization
	Unit 2	Demand Theory and Consumer Behaviour in Business Decisions
	A	Definition, representation and meaning of demand; laws governing demand and supply. Analysing demand schedules and their role in shaping business decisions.
	B	Consumer behaviour -Utility: - Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility Consumer preferences and utility theory- cardinal and ordinal utility. Budget constraints, Indifference curve, and the law of diminishing marginal utility in consumer decision-making.
	C	Types of Goods - Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Calculating and interpreting price elasticity and income elasticity of demand.
	Unit 3	Theory of Production, Cost Theory, and Market Structure in Business Decisions
	A	Short Run and Long Run Production Decisions; Economies of Scale and Scope; Break-Even Points
	B	Short Run & Long Run Cost Behaviour: Normal Profit, Super Normal Profit Optimization of Cost to maximize profitability and efficiency
	C	Market Structure and their Pricing Strategy, implications for pricing strategies, Price Discrimination Market failures, such as monopoly power and externalities, in pricing decisions.
	Unit 4	Macroeconomic Concepts and Policies in Business Decisions
	A	Macroeconomic environment and its impact on businesses Key macroeconomic indicators such as GDP, inflation, unemployment, and balance of payments.
	B	Macroeconomic Theory -Aggregate Demand and Supply – implications for business decisions and economic outcomes.
	C	Monetary and Fiscal Policy: Exploring the tools of monetary policy (interest rates, money supply) and fiscal policy (government spending, taxation). Analysing the effects of monetary and fiscal policy on business investment, consumer spending, and overall economic activity. Aggregate demand theory and the role of fiscal and monetary policies in managing aggregate demand. Assessing the impact of government policies on business decisions and economic stability.

	Unit 5	Macroeconomic Foundations for Business, Government Regulations and International Macroeconomic Considerations in Business Decisions		
	A	Factors that drive long-term economic growth, including innovation, capital accumulation, and productivity. Role of government regulations in shaping business environments. Regulatory policies such as industrial policy, competition policy, and environmental regulations on business operations Impact of fiscal and monetary policies on business conditions, including tax policy, government spending, and regulatory changes.		
	B	Exploring the phases of the business cycle, leading indicators, and techniques for forecasting economic trends		
	C	Macroeconomic risks and opportunities facing businesses in the global economy: geopolitical instability, trade tensions, and technological disruptions.		
	Mode of examination:- Theory	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
Textbook /s	<ul style="list-style-type: none"> • Microeconomics by Robert S. Pindyck and Daniel L. Rubinfeld • Allen, W. B., Doherty, N. A., Weigelt, K., & Mansfield, E. (2013). Managerial economics: Theory, applications, and cases. WW Norton & Company, Inc. • Waldman, D. E., & Jensen, E. J. (2016). Industrial organization: theory and practice. Routledge. • Macroeconomics by N. Gregory Mankiw • Krugman, P. R., & Obstfeld, M. (2009). International economics: Theory and policy. Pearson Education 			
Other Reference s	<ul style="list-style-type: none"> • Managerial Economics : Principles and Worldwide Applications Author : Dominick Salvatore, Adapted by Ravikesh Srivastava (Available in School Library) • Microeconomics for Management Students- Autho- R.H.Dholakia and A. N.Oza, Oxford University Press, 1999. (Available in School Library) • Economics for Managers, International Edition, - Mark Hirschey, South Western College Publishing, (Available in School Library) • Managerial Economics: Foundations of Business Analysis and Strategy Author- Thomas and Maurice McGraw Hill Education; 10 edition (1 July 2017) • Indian Economy:- Mishra and Puri, Himalya Publishing House, (Available in School Library) 			

School: SBS		Batch : 2024-2026
Program: MBA		Current Academic Year: 2024-2025
Branch:		Semester: I
1	Course Code	MBA558
2	Course Title	Business Statistics for Managers
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Core
5	Course Objective	<ol style="list-style-type: none"> 1. To develop a comprehensive understanding of descriptive statistics and its application in summarizing and interpreting data for business decision-making. 2. To explore the concepts of correlation and regression analysis and learn how to analyze relationships between variables and make predictions using Excel. 3. To understand probability theory and probability distributions, and apply them to analyze uncertainty and risk in business scenarios. 4. To familiarize students with decision theory principles and techniques for making optimal decisions under uncertainty. 5. To introduce students to linear programming problems and optimization techniques, and solve them using Excel to optimize business processes and resource allocation.
6	Course Outcomes	<p>On the successful completion of the course, the student will be able</p> <p>CO1: To explain the significance of descriptive statistics in summarizing and analyzing data sets.</p> <p>CO2: To analyze and interpret correlation and regression analysis results to draw meaningful insights and conclusions.</p> <p>CO3: To apply probability concepts to analyze uncertainty and assess risk in various business and real-world scenarios.</p> <p>CO4: To synthesize decision analysis findings to make informed decisions and recommendations based on the analysis of alternative courses of action.</p> <p>CO5: To analyze the solutions obtained from linear programming models and interpret the optimal values of decision variables and objective functions.</p> <p>CO6: To integrate Excel-based statistical analysis techniques into decision-making processes</p>

7	Course Description	<p>Business Statistics for Managers is a comprehensive course designed to equip students with the analytical skills and tools necessary to optimize business processes and decision-making through statistical analysis. This course covers essential statistical concepts and techniques, including descriptive statistics, correlation and regression analysis, probability and probability distributions, decision theory, and linear programming problems.</p> <p>Students will learn how to utilize Microsoft Excel as a powerful tool for data analysis, enabling them to perform statistical calculations, visualize data, and make data-driven decisions.</p>
8	Outline syllabus	
	Unit 1	Introduction to Descriptive Statistics
	A	Definition of Statistics, Introduction to Descriptive Statistics, Measures of Central Tendency (mean, median, mode), Harmonic mean, Geometric mean (ungrouped data)
	B	Measures of Dispersion (range, quartile deviation, standard deviation), interquartile range, variance, coefficient of variation
	C	Measures of Skewness and Measures of Kurtosis (Definition and graphical representation using stem and leaf plot & box and whisker plots), Descriptive Statistics Analysis using Excel
	Unit 2	Correlation Analysis and Regression Analysis
	A	Meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation
	B	Regression analysis, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation
	C	Correlation and Regression Analysis using Excel
	Unit 3	Probability & Probability Distributions
	A	Probability: Definition, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem
	B	Random variable, Discrete RV and Continuous RV, Discrete probability distribution- Binomial distribution, Poisson distribution

	C	Continuous Probability Distribution-Normal distribution		
	Unit 4	Decision Analysis		
	A	Introduction to Operations Research, Scope and applications of Operations Research in managerial decision making.		
	B	Decision making environments: Decision making under certainty, uncertainty and risk situations, Maxmin, Minmax, Maxmax, Minmin, Hurwicz and Savage principle. EMV, EOL, EVPI. Decision Tree Approach and its applications.		
	C	Using MS-Excel to create Payoff and Opportunity loss tables and interpreting them for decision making		
	Unit 5	Linear Programming Problem and Applications		
	A	Formulations of LP Problems, Graphical Method of solving LP problems- Maximization and Minimization Problems Infeasible, feasible and infinite solutions		
	B	Degeneracy in LP Problems. Applications of LPP - Portfolio management, media selection, A-Make-or-Buy Decision, shadow price, Sensitivity analysis		
	C	Using Excel Solver to Solve LPP and derive and interpret Sensitivity report		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	1. Levin & Rubin, Statistics for Business (Prentice Hall of India, N. Delhi) 2. Operations Research: An Introduction by Hamdy A. Taha		
	Other References	1. Anderson, Quantitative Methods in Business (Thomson Learning, Bombay),2018 2. R.S Bhardwaj, Business Statistics (Excel, N. Delhi) 3. Business Statistics-S. P Gupta & M.P Gupta 4. M.P. Gupta and R.B. Khanna; Quantitative Techniques for Decision Making, PHI 4th Edition 5. J.K. Sharma Operations Research Theory and Applications; Macmillan India Ltd. 4th Edition		

School: SSBS		Batch: 2024-2026
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: I
1	Course Code	MBA441
2	Course Title	Legal Aspects of Business
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Type		CORE
5	Course Objective	<p>The purpose of this course is to:</p> <ul style="list-style-type: none"> • Introduce the legal framework that affects business relationships, organizations and their operations. • Improve the ability to recognize and manage the legal risks arising in business situations • Encourage critical thinking in order to examine all sides of a business situation • Develop capacity for analysis, research and problem-solving skills within the context of the Legal framework.
6	Course Outcomes	<p>On the completion of the course, the student will be able to:</p> <p>CO1: Identify the appropriate type of business organization suited to one's business needs and the necessary legal compliances</p> <p>CO2: Predict potential problems in day-to-day business activities and know when to consult with a legal expert.</p> <p>CO3: Prepare a course of action to respond to consumer issues in a given business situation.</p> <p>CO4: Analyze the emerging legal issues related to Intellectual Property Rights, Virtual currency and the environment.</p> <p>CO5: Evaluate the effect of cyber law on businesses in a digital world.</p> <p>CO6: Plan and take business decisions in changing business environment keeping the legal framework in mind.</p>
7	Course Description	The course introduces the student to the Legal Framework within which the businesses are required to operate. The course covers various laws relating to Business Organizations, Business Transactions and Laws relating to cyberspace etc.
8	Outline syllabus	
Unit 1		Business Organizations
A		Limited Liability Partnership Act 2008
B		Companies Act 2013 - Salient Features of Companies, Formation of Companies, Memorandum and Articles of Association, Directors, Meetings, Winding up
C		Corporate Social Responsibility, Corporate Governance, ESG, Annual Report, Business Responsibility Report Corporate Frauds
Unit 2		Business Transactions
A		Indian Contract Act 1872; Essentials of a Valid Contract, Discharge of Contract, Breach of Contract, Remedies, E contract, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency
B		The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell, conditions and warranties, Rights of
		Buyers and Sellers, A brief overview of International Sale Contracts

	C	International Law and International Business: The Big Picture		
	Unit 3	Conduct of Business		
	A	The Consumer Protection Act 2019: Rights of Consumer, Consumer dispute, Consumer Dispute Redressal Agencies		
	B	Competition Act 2002 - Salient features		
	C	Legal issues related to e-commerce		
	Unit 4	Aspects of New Economy and Laws		
	A	Intellectual Property Rights – Copyright, Trademarks, Patent, Geographical Indications		
	B	Virtual Currency - An emerging Regulatory framework		
	C	Laws relating to Environmental Protection – An overview		
	Unit 5	Legal framework for Cyber Space		
	A	Information Technology Act,2000 - Introduction, Digital Signature, Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals, Cybercrimes and remedies		
	B	Data Protection and Privacy		
	C	Emerging Legal issues in an AI driven world		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Legal Aspects of Business, Text, Jurisprudence and cases, Daniel Albuquerque, Oxford University Press,		
	Other References	<ul style="list-style-type: none"> • Kuchhal, M.C., Mercantile Law, 7th ed., 2009, Vikas Publishing House • Gulshan, S.S., Business Law, 3rd ed., 2006, Excel Books • Tulsian, P.C., Business Law, 2nd ed., 2001, Tata McGraw-Hill • Bare Acts 		

School: SSBS		Batch: 2024-2026
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: I
1	Course Code	RBL001
2	Course Title	Research Based Learning :1 (RBL1)
3	Credits	Audit (0)
4	Contact Hours (L-T-P)	0-0-4
	Course Status	Compulsory Audit
5	Course Objective	To understand & develop the basic research skills including a research plan.
6	Course Outcomes	<p>On the completion of this Course, the students will be able to:</p> <p>CO1: To understand the concepts and components of research.</p> <p>CO2: To understand the steps involved in formulation of dissertation and Research Project/Plan.</p> <p>CO3: To identify the field of research to be undertaken. CO4: To identify the research gaps in the identified topic.</p> <p>CO5: To identify the research problem based on the existing literature available on the identified topic.</p> <p>CO6: To finalize a dissertation/research project title.</p>
7	Course Description	<p>Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.</p>
8	Outline syllabus	
		Guidelines for Research Based Learning Report

As per course-curriculum of MBA, the research-based learning will be conducted in first Term(audit), second Term (audit), third Term (2 credit), and fourth Term (2 credit).

General guidelines:

- Publishing research paper and development of the product/process /Case that the students work on during the Term to demonstrate identified problem through extensive literature.
- Students work on the projects in teams with **four** students per team, and teams may form in interdisciplinary nature.
- The deliverables for the projects include submission of reports on regular basis as per the rubrics.
- The students also present their work at the end of the Term in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations.
- It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor.
- The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work.
- The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end.
- The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted.

The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:

RBL 1: Zeroth Level/Title approval phase, it would have three levels of evaluation divided into three phases.
The review of work in progress would be in three phases in RBL 1(R0, R1,R2)
Annexures I/R1.1/R1.2

R0		
A	Information collection and analysis of identified problem: Student collects information from multiple sources and analyzes the information in-depth.	
B	Knowledge Acquired on Problem Domain: Complete explanation of the key concepts of the identified problem.	
C	Appropriateness of Problem Title: Title is clearly defined and context for research provided	
R1		
A	Interpreting Findings from the Collected Information: Student provides a logical interpretation of the findings and reaches a conclusion.	
B	Creativity and Originality in Problem:	
C	Scope of Problem: Effectively defines the scope of the research question or problem.	
R2		
A	Literature Review of Problem Domain: Collects a detailed and extensive explanation of the specifications. Clearly elaborated the limitations and benefits of the existing systems.	
B	Knowledge of related problem and proposed use of resources and methodology/ approach / tool: Extensive knowledge related to the problem. Synthesizes in-depth information from relevant sources representing various points of view/approaches.	
C	Synthesis of Idea/Problem: demonstrated insight into problem; conclusions strongly supported	
Oral Communication (Presentation), Report Writing and Submission after every review process		
Mode of examination	CA and Oral presentation	
Assessment Criteria	Internal 50%	VIVA 50%
Other References	<p>Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing.</p> <p>Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach</i>. Pearson.</p> <p>Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition</i>. FT Prentice Hall.</p>	

SHARDA UNIVERSITY
Sharda School of Business Studies
Batch: 2023-2025

Program / Branch: MBA B&F/ HRM/ IB/MM/BA/HCHA/E&FB/SCM&L TERM: III

Session: 2024-2025

S. No.	Paper ID	Course Code	Courses	Teaching Load			Credits	Remarks
				L	T	P		
1.	25310	MBA260	Strategic Management	3	0	0	3	OLD
2.			(Six Courses as per Specialization opted)	3*6	0	0	18	
PRACTICALS								
3.	31426	RBL003	Research Based Learning (RBL-3)	0	0	4	2	OLD
4.	25167	MBA257	Summer Training Report and Presentation	0	0	8	4	OLD
5.	25613	MBP257	Industrial Readiness	0	0	4	2	OLD
6.	26318	VAB112	Business Writing (30 HOURS)	0	0	0	0	NEW
Health Care & Hospital Management (DSC)								
7.	26284	DSC145	Hospital Training Logbook and viva	0	0	12	6	OLD
Business Analytics (DSC)								
8.	25847	DSC100	Fundamentals of Python	0	0	6	3	OLD
9.	25848	DSC101	Fundamentals of SQL	0	0	6	3	OLD
10.	25850	DSC103	Data Visualization Techniques	0	0	6	3	OLD
11.	25742	DSC014	Advance Excel & VBA Programming	0	0	6	3	OLD
Marketing Management								

12.	25894	DSC127	Marketing in Action	0	0	6	3	OLD
13.	25812	DSC082	Marketing Analytics	0	0	6	3	OLD
Human Resource Management								
14.	25892	DSC125	Introduction to Cross- Cultural Management	0	0	6	3	OLD
Total Credits							29	

Program / Branch: MBA Discipline Specific Course

TERM: III

Session: 2024-2025

S. No.	Paper ID	Course Code	Courses	Teaching Load			Credits	Remarks
				L	T	P		
Marketing Management								
1.	25810	DSC079	Sales and Distribution Management	3	0	0	3	OLD
2.	25937	DSC085	Digital Marketing	3	0	0	3	OLD
3.	25809	DSC078	Advertising and Brand Management	3	0	0	3	OLD
4.	25731	DSC003	Consumer Behavior	3	0	0	3	OLD
Human Resource Management								
5.	26273	DSC146	Emotional Intelligence for Employee Wellness	3	0	0	3	NEW
6.	25816	DSC025	Organizational Change & Development	3	0	0	3	OLD
7.	26277	DSC140	Leadership and Team Effectiveness	3	0	0	3	NEW
8.	25818	DSC027	Talent Acquisition & Retention	3	0	0	3	OLD
9.	25819	DSC028	Employees Training & Development	3	0	0	3	OLD

Entrepreneurship & Family Business								
10.	25820	DSC034	Business Plan and New Venture Creation	3	0	0	3	OLD
11.	25821	DSC035	Family Business Management	3	0	0	3	OLD
12.	25738	DSC010	Creativity, innovation and Design Thinking	3	0	0	3	OLD
13.	25824	DSC038	Entrepreneurial Marketing	3	0	0	3	OLD
14.	25823	DSC037	Entrepreneurial Finance and evaluation	3	0	0	3	OLD
15.	25937	DSC085	Digital Marketing	3	0	0	3	OLD
Banking & Finance								
16.	25729	DSC001	Managerial accounting for Business Decisions	3	0	0	3	OLD
17.	25730	DSC002	Regulatory Framework for Financial Sector	3	0	0	3	OLD
18.	25828	DSC047	Security Analysis and Portfolio Management	3	0	0	3	OLD
19.	25829	DSC048	Tax Planning and Management	3	0	0	3	OLD
20.	25874	DSC119	Technology in Banking and CRM & Retail	3	0	0	3	OLD
21.	25830	DSC050	Treasury Operations & Risk Management	3	0	0	3	OLD
Health Care & Hospital Management**								
22.	25831	DSC056	Health Policy and Healthcare Care Delivery System	3	0	0	3	OLD
23.	25735	DSC007	Introduction to Epidemiology	3	0	0	3	OLD
24.	25736	DSC008	Quality Management in Healthcare	3	0	0	3	OLD

25.	25834	DSC059	Hospital Waste Management	3	0	0	3	OLD
Supply Chain Management & Logistics								
26.	26274	DSC143	Total Quality Management	3	0	0	3	NEW
27.	25838	DSC068	Logistics Management	3	0	0	3	OLD
28.	26275	DSC147	SCM- Issues & Dimensions	3	0	0	3	NEW
29.	25840	DSC070	Project Management	3	0	0	3	OLD
30.	25739	DSC011	Infra-structure Management	3	0	0	3	OLD
31.	25740	DSC012	Procurement and Inventory Management	3	0	0	3	OLD
International Business								
32.	25842	DSC089	Global Competitiveness Analysis	3	0	0	3	OLD
33.	25843	DSC090	Global Marketing Strategies	3	0	0	3	OLD
34.	25814	DSC023	International Human Resource Management	3	0	0	3	OLD
35.	25844	DSC052	International Financial Management	3	0	0	3	OLD
36.	25743	DSC015	Export Import Documentation	3	0	0	3	OLD
37.	25744	DSC016	International Economics	3	0	0	3	OLD
Business Analytics*								
38.	25849	DSC102	Time Series Analysis using Minitab	2	0	2	3	OLD
39.	26276	DSC148	Data Management Using R and Excel	3	0	0	3	NEW

NOTE: *Total six DSCs in Business Analytics four are mentioned above in PRACTICAL list.

**** Total five DSCs in Health Care & Hospital Management one is mentioned above in PRACTICAL list.**

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	MBA 260
2	Course Title	Strategic Management
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory /Core
5	Course Objective	<p>The objective of this course is to make students as how to prepare the strategic intent documents; analyse implications thereof in a global business environment with emphasis on the following:</p> <ul style="list-style-type: none"> Assess the structure of an industry and its influence on potential for profitability of firms in the industry. Assess a firm's resources and organizational capabilities for their ability to generate competitive advantage. Develop a strategic plan based on understanding of the industry/market, the resources/capabilities of the firm and its' competitive advantage. Evaluate growth strategies of a firm such as vertical integration; diversification and internationalization Understand implementation and control issues of a strategic plan.
6	Course Outcomes	<p>Having completed the course, the student will be able to</p> <p>CO1: Define and describe the basic concepts of strategic management CO2: Understand various tools and frameworks for strategic analysis CO3: Apply the various tools and frameworks for strategic analysis CO4: Analyse the real-life situations of company using a strategic management perspective CO5: Evaluate critically real-life company situations CO6: Rembering implementation and control issues of a strategic plan</p>
7	Course Description	<p>Being a capstone course, Strategic Management (SM) course provides integrated learning from all functional areas. The broad purpose of the course is making students to learn as how to establish a vision for the organization and strategically manage its future. Students would be required to acquire relevant skills for analyzing an organization's situation, identifying appropriate strategies, making a choice and executing the strategy. The course would cover topics including concepts and frameworks of Strategic Management, strategy perspectives, and levels; Competitive I/O and RBV model of strategy, Generic competitive Strategies, and the Value Chain; Corporate level strategies, Strategy execution: Structure, Systems and People, The BSC and 7S Framework. The dominant pedagogy of the course would be case method.</p>
8	Syllabus Outline	
	Unit 1	Introduction to Strategic Management
	A	Introduction to Strategic Management: concepts
	B	Perspectives/Approaches Framework, Evolution of strategicManagement
	C	Scanning the environment for Firm: PEST, SWOT Analysis

	Unit 2	Strategy Formulation		
	A	Analyzing External Environment: Industry Analysis, Porter's five forces model		
	B	Analyzing External Environment: Competitive Analysis, Strategic groups		
	C	Analysis Resources and Capabilities: Resource based view		
	Unit 3	Business Level Strategies		
	A	Business Level Strategy: Generic strategies		
	B	Low Cost Strategy		
	C	Differentiation Strategy		
	Unit 4	Corporate Level Strategies		
	A	Corporate-Level Strategy, Portfolio analysis: BCG, GE Diversification: what and why		
	B	Inorganic Growth Strategies: Mergers & Acquisitions, Strategic Alliances		
	C	Global Strategy: Competing in foreign markets		
	Unit 5	Strategy Implementation		
	A	Strategy Implementation: Organizational structure		
	B	Leadership and Corporate culture		
	C	Strategy Evaluation & Control		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	<ul style="list-style-type: none"> Robert M Grant: Contemporary Strategic Management (Wiley India) Hill and Jones: Strategic Management, 9th edition, Cengage 		
	Other References	<ul style="list-style-type: none"> Fred R David: Strategic Management, Pearson, 14th Edition Wheelen, Hunger & Rangarajan: Strategic Mgmt. & Bus. Policy (Pearson Edu) 		

Industrial Readiness

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	MBP257
2	Course Title	Industrial Readiness
3	Credits	2
4	Contact Hours(L-T-P)	0-0-4
Course Status		Skill enhancement course
5	Course Description	<p>The course aims at catching the students “young” and provide them a 360- degree exposure to learning elements of Business English readiness program,behavioural traits, achieve softer communication levels and a positive self- branding along with augmenting numerical and altitudinal abilities.</p> <p>To up skill and upgrade students across varied industry need to enhance employability skills. By the end of this Term, the students will have entered the threshold of his/her 1st phase of employability enhancement and skill building activity exercise.</p>
6	Course Objective	<ol style="list-style-type: none"> 1. To enhance holistic development of students and improve their employability skills 2. To provide a 360-degree exposure to learning elements of Business English readiness program, behavioural traits, achieve softer communication levels and a positive self-branding along with augmenting numerical and altitudinal abilities.
7	Course Outcomes	<p>After successful completion of this course students will be able to :</p> <p>CO1: The student should be able to identify his level of awareness and understanding through SWOT analysis and TNA.</p> <p>CO2: The student should be able to show themselves in social & professional settings, understanding attitude and behaviour. (APPLY)</p> <p>CO3: The student should be able to prioritize and Manage time (Eisenhower’s Matrix) (Analyse)</p> <p>CO4: The student should be able to develop constructive criticism and decision-making skills.</p> <p>CO5: The student should be able to develop intrapersonal, writing, pronunciation skills, interpersonal skills and be an effective goal oriented team player.(Create)</p> <p>CO6: Should demonstrate right skills and etiquettes needed to succeed in incorporate sector. (Demonstrate)</p>
Course Contents Courseware		
<i>Un</i> <i>I</i>	BELLS (Building Essential Language and Life Skills)	

A	<i>Know Yourself: Core Competence.</i> A very unique and interactive approach through an engaging questionnaire to ascertain a student's current skill level to design, architect and expose a student to the right syllabus as also to identify the correct TNI/TNA levels of the student.	
B	Techniques of Self Awareness Self Esteem & Effectiveness Building Positive Attitude Building Emotional Competence	
C	Positive Thinking & Attitude Building Goal Setting and SMART Goals – Milestone Mapping Enhancing L S R W G and P (Listening Speaking Reading Writing Grammar and Pronunciation) Verbal Abilities - 1	
Unit 2	Campus to Corporate	
A	Avoiding Arguments The Art of Assertiveness Constructive Criticism The Personal Effectiveness Grid Assessing our Strengths & Limitations and Creating an Action Plan for Learning with the 4M Model Verbal Abilities-3	
B	Empathy VS Sympathy Workbook Verbal Abilities-4	
C	Innovative & Critical Thinking Problem Solving	
	Team Building & Team Synergy Ownership Accountability Trust	
Unit 3	Group Discussion and Personal Interview	
A	GD rounds	
B	Grilling Interviews	
Unit 4	Change Management and Agility	
A	How to cope with Change	
B	Agility and the concept	
C	Role Play and Exercises	
Unit 5	Presentation, Delivery, Etiquette and Corporate Skills	
A	Learning Presentation Skills (Acc. Corporate Standard)	
B	Developing and practicing Corporate Skills	
C	Observing proper corporate etiquette	
Course Evaluation		
Parameters	Continuous Assessment	MTE
<i>Class Assignment/Free Speech Exercises / JAM</i>		25%
<i>Group Presentations/Mock Interviews/GD/ Reasoning, Quant & Aptitude</i>		
Reading Content		

Text books Librarylinks Reading Resources	<ul style="list-style-type: none">• The 6 Pillars of self-esteem and awareness – Nathaniel Brandon• Goal Setting (English, Paperback, Wilson Dobson)• Study Material and Reading Material provided by faculty.
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School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch:		Term: III
1	Course Code	RBL003
2	Course Title	Research Based Learning :3 (RBL3) (Dissertation 1)
3	Credits	2
4	Contact Hours (L-T-P)	0-0-4
	Course Status	Compulsory
5	Course Objective	The purpose of this course is to make the student publish their work of research.
6	Course Outcomes	On the completion of this Course, the students will be able to: CO1: Schedule the research work flow. CO2: Differentiate primary and secondary data CO3: Using suitable data collection & sampling techniques for the identified research topic. CO4: Examine the data collection tool validity and reliability CO5: Analyze the data & examine its appropriateness for the study CO6: Execute the work flow of the developed research plan
7	Course Description	Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.
8	Outline syllabus	
		Guidelines for Research Based Learning Report
		As per course-curriculum of MBA the Research based learning will be conducted in first Term(audit), second Term (audit), third Term (4 credit), and fourth Term (4 credit). General guidelines :

		<ul style="list-style-type: none"> • Publishing research paper and development of the product/process /case that the students work on during the Term to demonstrate identified problem through extensive literature. • Students work on the projects in teams with four students per team, and teams may form in interdisciplinary nature. • The deliverables for the projects include submission of reports on regular basis as per the rubrics. • The students also present their work at the end of the Term in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations. • It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor. • The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work. • The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end. • The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted. <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>
		<p>RBL 3: The review of work in progress would be in two phases in RBL 2(R1 and R2) Annexure 4,6,8 /R3.1/R3.2/R3.3. All review will be done by Internal examiners</p>
	R3.1	
	A	Formulation of Work Flow or Block Diagram: All objectives of the proposed work are well defined. Steps to be followed to solve the defined problem are clearly specified
	B	Relevancy of theory if any with respect to the Problem Identified: Applying the theory correctly and clearly establishes their relevance
	C	Initial Implementation: Implements the solution in a manner

		that addresses thoroughly and deeply multiple contextual factors of the problem.		
	R3.2			
	A	Data Collection tools if any required to be developed		
	B	Testing the reliability and validation of the data collection tool.		
	C	Data collection, sampling design and collection of data scheduling		
	R3.3			
	A	Explanation of the purpose and need of the problem identified: Detailed and extensive explanation of the purpose and need of the project		
	B	Work flow followed and specified: mainly data collection both primary or secondary		
	C	Scrutiny of data and validating the data.		
Oral Communication (Presentation), Report Writing and Submission after every review process				
	Mode of examination	CA and oral and written presentation		
	Assessment Criteria		Internal	VIVA
			50%	50%
	Reference books.	<p>Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing.</p> <p>Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach</i>. Pearson.</p> <p>Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition</i>. FT Prentice Hall.</p>		

Marketing Management

School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: -		Term: III
1	Course Code	DSC127
2	Course Title	Marketing in Action
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
	Course Status	Discipline Specific Course
5	Course Description	The objective of this course is to introduce the concept of Marketing and Designing Product Proposal by applying basics to advanced-level tools and other applications of Marketing.
6	Course Objective	<p>This modules aims to:</p> <ul style="list-style-type: none"> • Demonstrate the functions of Marketing in business applications. • Introducing to the business areas for which marketing management may be applied • Determine the performance of Marketing concepts in applications.
7	Course Outcomes	<p>At the end of the course students will be able to:</p> <p>CO1: Critically analyzing industry situations and solution of such problems with the help of marketing concepts</p> <p>CO2: Realize the strength and importance of marketing to achieve bottom line business solutions.</p> <p>CO3: Evaluating the competitive and operational impacts of adopting marketing processes and determine the performance of business.</p> <p>CO4: Critically analyzing business reports and designing business plans.</p> <p>CO5: Critically analyze the market environment</p> <p>CO6: Remembering Marketing concepts in applications</p>
8	Outline syllabus	
	Unit 1	Environmental Scanning
	A	Internal Environment Analysis
	B	External Environment Analysis
	C	SWOT/SWOC Analysis

	Unit 2	Marketing Plan I - Industry Report Analysis	
	A	Market Features	
	B	Market Description	
	C	Market Trends, Patterns and Projection	
	Unit 3	Marketing Plan II- Analysis of Consumer Behaviours	
	A	STP- Framework	
	B	Consumer Needs and Preference Mapping	
	C	Consumer Insight Analysis	
	Unit 4	Marketing Plan III – 4 Ps Analysis	
	A	Product- Planning Differentiation, Line, Diversification	
	B	Pricing and Promotion Trends and Pattern Analysis	
	C	Distribution Trends and Pattern Analysis	
	Unit 5	Marketing Plan IV- Report Assessment and Writing	
	A	Product Proposal for Planning and Production	
	B	Industry Descriptions and Insights	
	C	Project writing	
	Mode of examination	Practical	
	Weightage Distribution	Internal	VIVA
		50%	50%
	Text book/s*	1. Principles of Marketing by Philip T. Kotler, Gary Armstrong, et al. Pearson.	
	Other References	Marketing A Managerial Introduction Jc GandhiPublished by Tata Mcgraw Hill Publishing Co Ltd	

School: SSBS		Batch: 2023-2025
Programme:		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE079
2	Course Title	SALES AND DISTRIBUTION MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
5	Course Objective	<ul style="list-style-type: none"> To familiarize the students with the various Sales & Distribution concepts and strategies used. To enable them to develop the Sales & Distribution strategies and plans To develop an acumen among the students to understand the practices of Sales & Distribution industry in India.
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: To define fundamental concepts of sales management</p> <p>CO2: To explain various sales management models for organizations</p> <p>CO3: To understand various concepts of distribution management</p> <p>CO4: To illustrate various channels of distribution and new trends in distribution.</p> <p>CO5: To analyze different aspects of supply chain management</p> <p>CO6: Remembering the practices of Sales & Distribution industry in India.</p>
7	Course Description	This course intent to cover the basic aspect of sales management and distribution management. It also covers the basic aspects of supply chain management
8	Outline syllabus	
	UNIT 1	
	A	Evolution of Sales Management, Nature and Importance, Roles, Types and Skills of Sales Managers, Difference in sales and Marketing.
	B	Sales Objectives, Different sales Strategies and Tactics, Emerging Trends, Linking Sales and Distribution Management
	C	Sales Knowledge and Sales Related Marketing Policies, Sales Process, Transactional and Relationship Selling
	UNIT 2	
	A	Selling process, Marketing and personal selling strategies
	B	Sales forecasting, Market Demand and Methods of Forecasting.
	C	Concepts of Sales Organization, Types of Sales Organization Structures, Recruitment of Sales force, Sales force motivation and compensation, Evaluating and Controlling the performance of Sales Force, Sales Force Audit. Sales budget, Sales territory management, Sales Quotas

	UNIT 3	Distribution Management		
	A	Definition, Need for Distribution Management, Need for Distribution Channels, Value Addition of Distribution Management,		
	B	Introduction to Distribution Channels – Designing Distribution Channels Structure, Functions and Flows – Channel Participants, Channel Levels, Service Channels.		
	C	Retailer as a Salesman, Trading /Retail Formats, E-Tailing, Wholesale – Functions & Classification, Major Wholesaling decisions, Distributors, Dealers / Stockists		
	UNIT 4			
	A	Logistic Management, Channel Design Factor, Channel Planning Process, Ideal Channel Structure, Training, Motivating & Evaluating Channel members.		
	B	Channel Design Comparison, Implementation, Vertical Integration, Channel Management, Power & Conflict, Principles of Channel Management, Channel Information System		
	C	E- Distribution, International Sales and Distribution Management.		
	UNIT 5			
	A	Introduction to SCM, Inbound, Outbound Logistics		
	B	Benefits & Issues Related to SCM		
	C	Reverse Logistics		
	Mode of examination	Theory/Practical		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Sales and Distribution Management by DrTapan K. Panda ,Dr Sunil Sahadev – OxfordPress		
	Other References	Marketing Channels, Stern, L.W. El Ansari, A.L.,Coughlan, A.T.PHI		

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE085
2	Course Title	Digital Marketing
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Description	This course is aimed at imparting students an understanding of digital marketing tools like social media marketing, email marketing, content ,marketing, Google ad words and other practical usages of digital marketing in organizations
6	Course Objectives	<ol style="list-style-type: none"> 1. Today's marketer has to be aware of the digital Market interventions and this course has been designed keeping in mind the requirement of industry on one end and competence enhancement on the other. 2. At the end of this course you will be equipped with the skill to understand and initiate digital marketing.
7	Course Outcomes	<p>CO1: Understand the basic nuances of digital marketing and its role in modern day marketing.</p> <p>CO2: Evaluate the search engine optimizations as a digital marketing strategy</p> <p>CO3: Understand the role of digital analytics and the various tools to manage them.</p> <p>CO4: Evaluate the social media marketing as a digital marketing strategy</p> <p>CO5: Evaluate and assess the role of digital marketing in the overall marketing strategy. Learn about other digital marketing tools apart from those above.</p> <p>CO6: Remembering the tools like social media marketing, email marketing, and content</p>
8	Outline syllabus	
	Unit 1	Introduction to Digital Marketing
	A	What is digital marketing; Trends & Scenarios of the Digital Marketing Industry; How can digital marketing be the ultimate tool for success for businesses
	B	Aligning Internet with Business Objectives
	C	User Behaviour & Navigation
	Unit 2	Search Engine Optimization
	A	Introduction: Understanding SEO. Search engine friendly website structure. SEO and key phrases.
	B	On & off-page Optimisation , Duplicate Content, Keyword Research, Local SEO, Algorithm Updates

	C	Meta Tags, Layout, Content updates Inbound Links & Link Building		
	Unit 3	Digital Analytics		
	A	Introduction to Digital Analytics, Management Perspectives of Digital Analytics, Segmentation		
	B	Analysis Process, Marketing Management, Experimentation & Testing		
	C	Reports & Dashboard		
	Unit 4	Social Media Marketing		
	A	What is Social Media Marketing? Social Media Channels Engaging with Influencers		
	B	Overview of Facebook, Twitter, LinkedIn, Blogging, Youtube and other growing social media		
	C	Listening & Reputation Management, Social Media Measurement		
	Unit 5	Digital Marketing Strategy		
	A	Understanding digital strategy		
	B	Email Marketing , Affiliate marketing Content marketing, freelancing		
	C	Google Adwords , Website Management		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	Teacher Notes		
	Other References	Digital Marketing, VandanaAhuja, Oxford		

School: SSBS		Batch : 2023-2025
Programme:		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE082
2	Course Title	Marketing Analytics
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
	Course Type	Discipline Specific Course
5	Course Objective	<p>1. This course will provide you with an introduction to marketing analytics.</p> <p>2. To understand various tools for generating marketing insights from empirical data.</p> <p>2. To understand data usage in decision making in marketing concepts such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions.</p> <p>3. To understand marketing analytics techniques (visualization, predictive analytics and prescriptive analytics) that are used in data empowered marketing strategy.</p>
6	Course Outcomes	<p>The students will be able to :</p> <p>CO1: Define what marketing and analytics are; how they differ from business intelligence and data mining; and why organizations are actively adopting this orientation for strategic advantage</p> <p>CO2: Describe and classify marketing analytics for better decision making. CO3: apply and interpret necessary marketing data and information for effective marketing decision making.</p> <p>CO4: Analyze output from statistical and data mining procedures and draw correct conclusions for effective marketing decisions.</p> <p>CO5: Evaluate output from statistical and data mining procedures and draw correct conclusions for effective marketing decisions.</p> <p>CO6: Create and compile detailed analysis.</p>
7	Course Description	The aim of the course is to cover topics in marketing analytics, an area that remains the decision enabler of utmost importance for many of the marketing companies'. The objective of the course is to give students a general understanding of this vital area in marketing while demonstrating critical application areas in online and offline marketing channels.
8	Outline syllabus	
	Unit 1	Introduction to Marketing Analytics

A	Why Marketing Analytics. Marketing Experiments: Type of variables. Explore the design of basic experiments, Explore web experiments.
B	Before-after type of experiments: Before-after without control, before-after with control, after- only with control

School: SSBS		Batch: 2023-2025
Programme:		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE078
2	Course Title	Advertising and Brand Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
5	Course Objective	<ol style="list-style-type: none"> 1. To make the students aware of the theoretical principles and best practices of advertising 2. To make the students familiar with the mechanics of campaign planning and execution 3. To make the students comprehend the intricacies of media management in advertising 4. To make the students aware of the conceptual constructs of branding 5. To make the students familiar with the formulation and execution of branding strategies in the marketplace
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: The student will be able to clearly define the different components of promotion-mix and types of advertising</p> <p>CO2: The student will be able to explain the different creative strategies that can be used in a proposed advertisement.</p> <p>CO3: The student will be able to prepare a media plan for a proposed advertising campaign.</p> <p>CO4: The student will be able to distinguish between brand identity and brand image</p> <p>CO5: The student will be able to recommend strategies for brand positioning, repositioning and rejuvenation</p> <p>CO6: Remembering execution of branding strategies in the marketplace</p>
7	Course Description	This course aims to familiarize the students with the intricacies of advertising and also equip them with the fundamental knowledge of branding and brand management.
8	Outline syllabus	
	UNIT 1	
	A	Introduction To Advertising: Meaning, Objectives, Functions and importance of Advertisement; Growth of modern advertising; advertising and the marketing mix; types and classification of advertisement; advertising spiral; Advertising as part of integrated marketing communications

	B	Marketing communication models- AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy.		
	C	Objective of Advertising-The DAGMAR approach		
	UNIT 2			
	A	Message design strategy and tactics		
	B	Creative approaches, copy writing and copy testing		
	C	Advertising copy design -copy layout		
	UNIT 3			
	A	Advertising Appeals and Themes.		
	B	Advertising Media: Types of Media, Media planning, Media decision-Media class, media vehicle and media scheduling.		
	C	Advertising Budget, Advertising agency, Advertising Regulation, Advertisement Evaluation techniques, Ethics and social responsibilities in advertising		
	UNIT 4			
	A	Introduction to branding and brand management; meaning and importance of brand; product versus brand,		
	B	branding challenges and opportunities; strategic brand management process		
	C	Concept of brand equity; sources of brand equity; brand elements; brand loyalty, brand personality, brand identity versus brand image		
	UNIT 5			
	A	Brand building, Brand positioning and values brand repositioning.		
	B	Designing and implementing brand strategies; brand extension; brand hierarchy, Brand reinforcement, Brand revitalization.		
	C	Brand rejuvenation; Managing brands overtime, globalizing a domestic brand - standardization versus customization.		
	Mode of examination	Theory/Practical		
	Weightage Distribution	CA	MTE	ETE
		25	25	50
	Text book/s*			
	Other References			

School: School of Business Studies		Batch: 2023-2025
Program: MBA		Current Academic Year: 2023-2025
Branch:		Semester: III
1	Course Code	DISCIPLINE SPECIFIC COURSE003
2	Course Title	Consumer Behaviour
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Description	This course is aimed at imparting students an understanding of consumer behavior, such that they are able to strategize and design for the marketing function in business organizations.
6	Course Objectives	<ol style="list-style-type: none"> 1. To provide an overview and understanding of the basic premises of Consumer Behaviour. 2. To introduce students to the various theories that model consumer behaviour while illustrating the unique challenges faced by marketers. 3. To assist students to integrate into their thinking the important individual and social dimensions that shape up decision making. 4. To develop an approach to handle post purchase consumer behaviour.
7	Course Outcomes	<p>CO1: The students will be able to define and explain key theories and concepts underlying consumer behaviour.</p> <p>CO2: The students will be able to describe and identify the Consumer Decision Making Process.</p> <p>CO3: The students will be able to illustrate and assess individual factors that shape consumer behaviour along with their marketing implications.</p> <p>CO4: The students will be able to recognize and examine group and social influences that guide consumer behaviour and their marketing implications.</p> <p>CO5: The students will be able to recognize and interpret post-purchase processes as an inherent aspect of modern day consumer behavior</p> <p>CO6: Remembering the individual and social dimensions that shape up decision making</p>
8	Outline syllabus	
	Unit A	
	A 1	Development of Marketing Concept; Customer Value,Satisfaction & Retention
	A 2	A Simplified Model of Consumer Decision Making;Consumer Decision Making & Problem Recognition

	A 3	Information Search;		
	Unit B			
	B 1	Alternative Evaluation & Selection		
	B 2	Consumer Motivation: as a psychological force; goals; types & system of needs		
	B 3	Consumer Perception: elements and dynamics;		
	Unit C			
	C 1	Consumer Imagery		
	C 2	Consumer Learning: elements, learning theories		
	C 3	Consumer Attitude Formation: attitude, structural models,		
	Unit D			
	D 1	Attitude formation & strategies		
	D 2	Reference Groups & Family Influences: reference groups,		
	D 3	Family decision making		
	Unit E			
	E 1	Social Class & Consumer Behaviour: measurement		
	E 2	Culture & Consumer Behaviour: measurement		
	E 3	Post-purchase Processes: Dissonance, Dispositions, Evaluation		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	1. Schiffman, L. G., & Kanuk, L. L., <i>Consumer Behavior</i> , Ninth Edition, Pearson <ul style="list-style-type: none"> Hawkins, D. I., Mothersbaugh, D. L., & Mookerjee, A., <i>Consumer Behavior – Building Marketing Strategy</i>, Eleventh Edition, McGraw Hill 		
	Other References	<ul style="list-style-type: none"> Solomon, M. R., <i>Consumer Behavior – Buying, Having & Being</i>, Ninth Edition, Prentice Hall India 		

Human Resource Management

Introduction to Cross Cultural Management.

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DSC125
2	Course Title	Introduction to Cross Cultural Management
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
	Course Type	Discipline Specific Course
5	Course Objective	<p>1. To introduce the key concepts of culture.</p> <p>2. To introduce how to develop and sustain culture.</p> <p>3. To understand differences in national culture.</p> <p>4. To understand the team management, leadership, conflict management and communication in multicultural context.</p>
6	Course Outcomes	<p>After successful completion of this course student will be able to:</p> <p>CO1: The student will be able to define different facets and levels of culture.</p> <p>CO2: The student will be able to define how to develop and sustain culture.</p> <p>CO3: The student will be able to explain the different national cultures</p> <p>CO4: The student will be able to illustrate the dynamics of teams, leadership and conflict management in a multicultural context.</p> <p>CO5: The student will be able to analyze the relationship between culture and communication including.</p> <p>CO6: Remembering the team management, leadership, conflict management and communication in multicultural context</p>
7	Course Description	<p>This Course provides an understanding of culture and its importance for organizational and individual success. The course describes the various facets and levels of culture</p> <p>This course also explains the various cultural models and concept of Industry/corporate and Professional culture.</p>
8	Outline syllabus	
	Unit 1	Culture- Introduction
	A	Culture- meaning, characteristics and Importance
	B	Determinants of culture: Facets of culture, levels of culture
	C	Types of Culture- Strong vs. weak, mechanistic vs organic culture, authoritarian vs. participative culture, dominant vs. sub culture
	Unit 2	Creating, sustaining and changing culture

A	Creation of culture, culture artifacts
B	Sustaining Culture, effects of culture
C	Changing Culture, culture as a liability
Unit 3	Comparing National Culture

B	Culture differences across countries- Japan, India, America, U.K., China	
C	Business Culture differences between east and west	
Unit 4	Cultural diversity in organizations	
A	Dynamics of cross-cultural leadership	
B	Managing and motivating multicultural teams	
C	Conflict management in cross cultural context	
Unit 5	Cross Culture communication	
A	Business communication across cultures	
B	Barriers to intercultural communication	
C	Improving cross cultural communication	
Mode of examination	/Jury/Practical/Viva	
Weightage Distribution	Internal	VIVA
	25%	50%
Text book/s*	Browaeys, M.J. 7 Prince, R., Understanding Cross Cultural Management by II edition, Pearson Publication, New Delhi	
Other References	Luthans, F.& Doh, P.J. (2006), International management: Culture, Strategy and Behaviour, 8 Edition, Tata Mc -Graw Hill	

A	National Stereotypes, Hofstede Model	C O 3
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School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: HR		Term: III
1	Course Code	DSC146
2	Course Title	Emotional Intelligence for Employee Wellness
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Status		Discipline Specific Course
5	Course Objective	<ol style="list-style-type: none"> 1. To identify and manage human emotions 2. To understand different aspects of Emotional Intelligence (EI) and its implications on Managerial Effectiveness 3. To understand and use different Emotional Intelligence models 4. To learn best practices in feeling, thinking, and behaving in an emotionally intelligent manner.
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: Illustrate the role of emotional physiology and intelligence in the modern organizations</p> <p>CO2: Apply the understanding of key emotional intelligence components to employee success</p> <p>CO3: Analyze critically EI models and strategies for professional success and manage human emotions at workplace</p> <p>CO4: Evaluate the tools and strategies of Emotional intelligence to improve managerial effectiveness</p> <p>CO5: Examine the role played by Employee wellness and mental health on Emotional Intelligence competencies</p> <p>CO6: Remembering best practices in feeling, thinking, and behaving in an emotionally intelligent manner</p>
7	Course Description	The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.
8	Outline syllabus	
	Unit 1	Emotional Intelligence: Introduction
	A	Emotions: Concept & Physiology ; implications on jobsatisfaction and Performance
	B	Emotional intelligence: Evolution & concept
	C	Role and benefits of emotional intelligence at the workplace
	Unit 2	Emotional intelligence: Key Components
	A	Understanding key elements of EI

B	Self -Awareness: Components and Strategies		
C	Self- Regulation: Components and strategies		
Unit 3	Emotional Intelligence: Models & Assessment		
A	Models- Ability based ((Mayer & Salovey), Trait based(K.V. Petrides), Mixed (Daniel Goleman)		
B	Initial Self- Assessment of EI through Questionnaire		
C	DISC Test		
Unit 4	Emotional Intelligence Skills and Managerial Effectiveness		
A	Empathy and Persuasion: Significance and strategies/tactics		
B	Mindfulness: Basics of Mindfulness, Strategies to develop mindfulness		
	EI & Effective Communication: SCARF Model		
Unit 5	Employee Wellness and Emotional Intelligence		
A	Employee Wellness: Concept and Significance		
B	Employee Wellness and Mental Health: Stress Management at workplace		
C	EI & Effective Leadership: Competencies, Situational Leadership and creation of effective teams, Conflict Management		
Mode of examination	Theory		
Weightage Distribution	CA 25%	MTE 25%	ETE 50%
Text book/s*	Working with Emotional Intelligence: Bloomsbury Publication-Daniel Goleman (1998)		
Other References	The Language of Emotional Intelligence: The Five Essential Tools for Building Powerful and Effective Relationships: Jeanne Segal (2008) The Brain and Emotional Intelligence: New Insights : Daniel Goleman HBR's 10 Must Reads on Emotional Intelligence (2015)		

School: SSBS		Batch: 2023-2025
Programme: MBA(HR)		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE025
2	Course Title	Organizational Change and Development
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	<ol style="list-style-type: none"> 1. To understand the functioning of business organisations, basic concepts of organisational structure and design. 2. To explain the various concepts related to organizational change and development. 3. To understand the organisational change process and examine individual, group as well as organisational reactions to change. 4. To provide different perspectives on Organizational Development at the individual, group, and organizational levels of analysis. 5. To identify organizational situations that would benefit from Organisational Development interventions.
6	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe the functioning of organizations, basic concept of Organizational design, structure and system.</p> <p>CO2: Explain the concept of organizational change, different approaches of its management, how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, making change successful, the strategic role of change in the organization and the impact of change (or failure to change) on Organizational performance.</p> <p>CO3: Apply the competencies which are required for effective change Management at organization, group and individual levels.</p> <p>CO4: Analyze change management process in an organization.</p> <p>CO5: Develop effective organizational development intervention strategies and functions for an organization in transition.</p> <p>CO6: Remembering benefit from Organizational Development interventions.</p>
7	Course Description	This course aims to provide a deep understanding about the key concepts of organizational changes, issues in managing organizational changes, the need for change, why organizations fail to change, why individuals resist for change and how change helps organizations become more competitive and profitable.

		In this course, students will also be exposed to the concept and significance of organizational development and its intervention.
8	Outline syllabus	
	Unit 1	Understanding Organizational System, Structure and Design
	A	Definition – Organization, Organizing, Organizational Structure;
	B	Types of Organizational Structure-Hierarchical, Matrix, Bureaucratic model of Max weber, Adhocracy
	C	Organizational Design-Concept, importance and principles
	Unit 2	Introduction to Organizational Change
	A	Concept and Nature and need for Organizational Change; Barriers to Change
	B	Types of Change: Continuous or Incremental Change, Discontinuous or Radical Change, Participative and Directive Change, Planned Change, Transitional and Transformational Change
	C	Levels of Change: Fine Tuning, Incremental adjustment, Process Re-engineering, modular transformation, corporate transformation
	Unit 3	Managing Organisational Change
	A	Organisational Change Process, Requirement for change management, Change Management Iceberg
	B	Organizational Change- models; Kotter's Change Management Model, Lewin's Change Management Model, Kübler-Ross Five Stage Change Management Model, ADKAR Change Management Model. McKinsey 7-S Change Management Model.
	C	Resistance to Change, Forms of Resistance, Reactions to Change, Techniques to Overcome Resistance, Change Agents- Meaning and role, Types of Change Agents, Change Agent Styles
	Unit 4	Organizational Development (OD)
	A	Meaning and Concept of OD, Characteristics of OD; Need and Significance of OD in organizations; Goals of OD
	B	Assumptions of OD, Process of OD, Model of OD- Action Research, Business Process Re-engineering & Leavitt's Model
	C	OD and Leadership Development; TQM and OD
	Unit 5	Organizational Development (OD) Interventions
	A	Definition and concept of OD Interventions, Factors Affecting Success of Interventions
	B	Types and Process of OD Interventions, Evaluating OD Interventions, OD Intervention Strategies
	C	Human process interventions – coaching, training and

		development, third party intervention, and team building. Techno structural interventions – downsizing, reengineering, employee involvement, work design.		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	<ol style="list-style-type: none"> 1. Organizational Change and Development, Dipak Kumar Bhattacharyya, Oxford University Press. 2. Kavitha Singh Organizational change and Development, Excel Books New Delhi, 2010. 		
	Other References	<ol style="list-style-type: none"> 1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi. 2. Hurst, David K., Crisis and Renewal: Meeting the Challenge of Organisational Change, Harvard University Press, Mass. 3. Robert A Paton, James Mc Calman, 'Change Management; A guide to effective implementation', Response books, 2005. 		

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: -		Term: III
1	Course Code	DSC140
2	Course Title	Leadership and Team Effectiveness
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
5	Course Objective	To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations. To develop an understanding of the interpersonal processes and group dynamics. To provide a theoretical understanding of leadership practices in organizations. To provide an understanding of factors influencing teamwork and team leadership. To evaluate the role of leadership in the development of an institution.
6	Course Outcomes	On completion of the course, the students will be able to: CO1: Define and memorize basics of leadership and theories of leadership. CO2: Explain & recognize importance of intelligence and character on leadership. CO3: Interpret the effect of culture on leadership. CO4: Examine the role of leaders on team effectiveness. CO5: Critically evaluate leadership Vs gender and Leadership Vs followers CO6: Investigate the role of communication on leadership and design high performing teams.
7	Course Description	
8	Outline syllabus	
	Unit 1	Introduction to Leadership and Theories of Leadership
	A	<ul style="list-style-type: none"> ● Introduction to Leadership and Team Management ● Leadership myths & Facts ● Interactional Framework for Analyzing Leadership ● Leadership Development: The First 90 days as a leader ● Leader Development- The Action- Observation- Reflection Model
	B	<ul style="list-style-type: none"> ● Leader – Member Exchange (LMX) Theory ● Normative Decision Model ● Situational Leadership Model ● Contingency Model and Path- Goal Theory
	C	<ul style="list-style-type: none"> ● Charismatic and Transformational Leadership ● Leadership for Tomorrow

		<ul style="list-style-type: none"> ● Leadership Attributes ● Personality Traits & Leadership ● Personality Types & Leadership
	Unit 2	Leadership: Intelligence and Character
	A	<ul style="list-style-type: none"> ● Intelligence & Leadership ● Emotional Intelligence & Leadership ● Power & Leadership ● The Art of Influence in Leadership ● Leadership and “Doing the Right Things”
	B	<ul style="list-style-type: none"> ● Character Based Approach to Leadership ● Role of Ethics and Values in Organizational Leadership ● Leadership Behavior ● Leadership Pipeline
	C	<ul style="list-style-type: none"> ● Assessing Leadership Behavior : Multi-rater feedback instruments ● The Dark side of Leadership- Destructive Leadership ● Managerial Incompetence and Derailment
	Unit 3	Leadership: Negotiation, Culture & Global Perspective
	A	<ul style="list-style-type: none"> ● Negotiation in Leadership ● Leadership in Crisis Situation ● The Situation and the Environment
	B	<ul style="list-style-type: none"> ● Culture & Leadership ● Global Leadership
	C	<ul style="list-style-type: none"> ● Motivation & Leadership ● Characteristics of Leaders Followers and Situation
	Unit 4	Groups & Teams
	A	<ul style="list-style-type: none"> ● Group Dynamics ● Team Formation ● Delegation and Empowerment ● Leading Teams: Enhancing Teamwork within a Group ● The Leader’s Role in Team- Based Organizations
	B	<ul style="list-style-type: none"> ● Leader Actions that Foster Team Effectiveness ● Offsite Training & Team Development ● Understanding Team Process and Team Coaching ● Team Decision Making and Conflict Management ● Virtual Teams
	C	<ul style="list-style-type: none"> ● Managing Multi Cultural Teams ● Building Great Teams ● Experiential Learning ● Action Learning ● Development Planning: GAPS Analysis
	Unit 5	Leadership: Women; Communication and Effectiveness
	A	<ul style="list-style-type: none"> ● Coaching and Mentoring ● Women in Leadership Roles ● Building Effective Relationship with Subordinates and Peers ● Fostering Followers Satisfaction
	B	<ul style="list-style-type: none"> ● The Art of Communication

		<ul style="list-style-type: none"> ● Setting Goals and Providing Constructive Feedback ● Enhancing Creativity Problem Solving Skill 		
	C	<ul style="list-style-type: none"> ● Building High-Performance Teams: The Rocket Model ● Building Credibility and Trust ● Skills for Developing Others 		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		30%	20%	50%
	Text book/s*	<p>Leadership: Enhancing the lessons of experience by Hughes, R.L., Ginnett, R.C., & Curphy, G.J. (2019), 9th Edition, McGraw Hill Education, Chennai, India.</p> <p>Introduction to Leadership: Concepts and Practice by Peter G. Northouse, Paperback, ISBN13: 978-1452259666, 3rd Edition</p> <p>Leadership: Theory, Application and Skill Development by Robert N. Lussier, Paperback, ISBN13: 978-1285866352, 6th Edition</p> <p>Leadership: Theory, Application and Skill Development by Robert N. Lussier, Paperback, ISBN13: 978-1111827076, 5th Edition</p>		
	Other References			

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: -		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE027
2	Course Title	Talent Acquisition & Retention
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Description	The course aims to develop an understanding of talent and how to manage talent through proper acquisition and retention. The course, further aims to Examine the importance of managing the talent globally.
6	Course Objective	<ol style="list-style-type: none"> 1. To develop an appreciation of the talent environment and the criticality of Recruitment and selection process. 2. To draw inspiration from the best practices in the industry to be able to design and implement talent acquisition & retention strategies for critical mass 3. To develop a strategic view of the levers every company & every leader should pull to attract, develop, assess and retain highly talented managers
7	Course Outcomes	CO1: Understand the concept and importance of talent.CO2: Apply a detailed Manpower Planning Strategy. CO3: Develop and implement talent retention strategy. CO4: Evaluate the complete cycle of managing talent and design a robust talent pipeline for the team and organization. CO5: Understand and apply the latest tools and techniques in hiring and retaining talent CO6: Rembering implementing of talent acquisition & retention strategies
8	Outline syllabus	
	Unit 1	Human Resources Planning and Job analysis
	A	HRP defined, Issues and challenges
	B	HRP Process, Demand Forecasting- Benchmarking, Supplyforecasting- Markov analysis, skill inventories, replacement charts, staffing tables, wastage analysis,succession planning
	C	Job analysis- steps in job analysis, methods, job descriptionand job specification, application of job analysis
	Unit 2	Talent acquisition
	A	Internal and external environmenteffecting recruitment
	B	Internal and External methods of recruitment

C	Recruitment through various sources - social media (LinkedIn, whatsapp), Portals (naukri.com, Monster.com), Recruiting for diversity. New career opportunities Recruiting in good and bad times		
Unit 3	Selection		
A	Process of selection, different types of interviews- Behavioral, Situational, technical, tests, reliability & validity of tests, Assessment center,		
B	Evaluating the recruitment/selection process: Budget. Time, Selection and acceptance rates. Induction & socialization, Exit & stay interview.		
C	Legal issues: Apprenticeship Act, Compulsory notification of employment Act.		
Unit 4	Retention		
A	Concept of retention, Retention model- Discussion model, employee turnover, employee loyalty, Retirement and Redundancy		
B	Employee Engagement Strategy		
C	Career progression, career development in generating employee engagement		
Unit 5	Contemporary issues		
A	Job sculpting, employer branding, changing workforce- options ahead		
B	Global talent acquisition		
C	Global talent management		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	1.Human Resource Selection, published : 2009 Author Gate wood , Field(Cengage)		
Other References	1 Employee Selection: Lilly Berty (Cengage) 2. Human Resource management: Sharon Pande (Pearson) 3. Human Resource Management: Biswajit Pattanayak (PHI)		

School: SSBS		Batch: 2023-2025
Programme: MBA Intg		Current Academic Year: 2024-2025
Branch: - HR		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE028
2	Course Title	Employee Training and Development
3	Credits	03
4	Contact Hours (L-T-P)	(3-0-0)
Course Status		Discipline Specific Course
5	Course Description	<p>This course aims to develop comprehensive knowledge of the basic fundamentals of training and development. The system of training is described through the framework of ADDIE model.</p> <p>The course aims to offer basic skills of gap identification, content designing, training delivery & training evaluation etc, which are crucial for the success of a learning & development professional.</p> <p>This course guides the students to conduct training needs analysis, create a suitable design, develop the appropriate material, successfully implement training and finally evaluate the effectiveness of training and management development programmes.</p>
6	Course Objective	<ol style="list-style-type: none"> 1. To provide the students with fundamental knowledge about the training & development process used across the globe. 2. Guide them to comprehend, analyze and apply the effective T & D practices. Provide them practice & feedback opportunity through the use of hands-on approach aiming towards experiential learning. 3. Develop the ability to discern between the various methods/practices available & choose the appropriate strategic aspect required for each step of T & D. 4. Inculcate & hone the training skills lurking beneath each student.

7	Course Outcomes	<p>The students will be able to:</p> <p>CO1: Describe the concept, need, objectives, importance, process, opportunities, challenges, associated strategies and trends of Training and Management Development Program.</p> <p>CO2: Analyze the training and non-training needs in the organizational setting.</p> <p>CO3: Design & Develop training program.</p> <p>CO4: Choose suitable training method(s) for the implementation of the training program.</p> <p>CO5: Evaluate the outcomes of the training program for maximizing the effectiveness of the program.</p> <p>CO6: Evaluating appropriate strategic aspect required for each step of T&D.</p>
8	Outline syllabus	
	Unit 1	Introduction to Employee Training
	A	<ul style="list-style-type: none"> ● Meaning and Concept of Training ● Need, Objectives and Importance of Training ● Benefits of Training to Employees & Employers
	B	<ul style="list-style-type: none"> ● Align training with Strategy ● Developing an HRD Strategy ● Opportunities and Challenges for Training ● Roles and Responsibilities of Trainers and Trainees ● Trends in Training
	C	<ul style="list-style-type: none"> ● Training Process Model (ADDIE) ● Difference between Training, Development & Education ● KSAs ● Understanding Learning, Motivation and Performance
	Unit 2	Training Need Analysis, Design & Develop
	A	<ul style="list-style-type: none"> ● Understanding Training & Non-Training Needs ● TNA Model - A systematic view to TNA ● Why & When to Conduct TNA
	B	<ul style="list-style-type: none"> ● Training Design ● Key consideration in designing a training program ● Organizational Constraints in Designing a Training Program ● Facilitation of Learning: Focus on Trainees and Training Design
	C	<ul style="list-style-type: none"> ● Development of Training – Instructional strategy, materials and equipment
	Unit 3	Training Methods

	A	<ul style="list-style-type: none"> ● On-the-Job Training Methods ● Off-the-Job Training Methods 		
	B	<ul style="list-style-type: none"> ● Traditional Training Methods: Lectures and Demonstrations, Games and Simulations, Business Games, In-Basket Technique, Case Studies, Role Play, Behavior Modeling. 		
	C	<ul style="list-style-type: none"> ● Technology-Based Training Methods – E- learning, MOOC, Virtual Reality, LMS, Webcasts, Podcasts, Social-Media, Video Conferencing, Satellite TV, CD-ROM, DVD. 		
	Unit 4	Training Implementation & Evaluation		
	A	<ul style="list-style-type: none"> ● Implementation of Training ● Dry Run and Pilot Program ● Transfer of Training 		
	B	<ul style="list-style-type: none"> ● Evaluation of Training ● Resistance to Training Evaluation 		
	C	<ul style="list-style-type: none"> ● Types of evaluation Data Collected - Process Data and Outcome data ● Kirkpatrick Four Level Approach for Evaluation 		
	Unit 5	Management Development Program		
	A	<ul style="list-style-type: none"> ● Understanding Management Development Programs and its Purpose 		
	B	<ul style="list-style-type: none"> ● Types of Management Development Programs 		
	C	<ul style="list-style-type: none"> ● Strategies for Development of Executives and Future Executives 		
	Mode of Examination	Theory		
	Weightage Distribution	MTE	CA	ETE
		25%	25%	50%
	Text book/s* Other	Blanchard P. Nick and James W. Thacker (2009) Effective Training- Systems, Strategies and Practices. Pearson Education		
	References	<ul style="list-style-type: none"> ● Rao, P. L. (2008). Enriching Human Capital Through Training & Development. Excel Books ● Sahu, R. K. (2005). Training for Development. Excel Books. 		

Entrepreneurship & Family Business

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch		Term: III (odd)
1	Course Code	DSC034
2	Course Title	Business Plan and New Venture Creation
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Description	The purpose of this course is to motivate and equip the students with the necessary knowledge and skills which are required to develop business plan and also necessary skills and attitude required to start a new venture.
6	Course Objective	1. To help the students in developing an understanding of the various issues and aspects relating to the development of business plan. 2. To provide the necessary knowledge towards developing the business plan and also the business models. 3. To help the students to develop their understanding towards various issues relating to the new venture creation.
7	Course Outcomes	The student will be able to: CO1: Describe and demonstrate the knowledge of the various issues and aspects relating to the development of an effective business plan. CO2: Understand and explain the various issues and aspects relating to Business plan and new venture creation. CO3: Understand and apply the knowledge of business plan and new venture creation to address the various complex issues while developing business plan and in the process of new venture development. CO4: Analyze and Evaluate the various factors relating to new venture planning and creation. CO5: Evaluate and Point out the various issues relating to business plan development and new venture creation. CO6: Remembering various issues and aspects relating to the development of business plan.
8	Syllabus Outline	
	Unit 1	Developing a Business Plan
	A	Understanding the business plan and Why to develop a detailed business plan; Business Plan vs. Business Model
	B	Components of a business plan
	C	Analysis of a sample business plans
	Unit 2	Writing and Presenting Business Plan
	A	Skills required to develop an effective business plan
	B	Writing a Business Plan
	C	Presenting a business plan
	Unit 3	New Venture Creation: New Venture Team and Selection of Ownership Structure

A	<ul style="list-style-type: none"> Forming the New venture Team: members of a newventure team, Steps and Procedures to start a new venture in India 		
B	<ul style="list-style-type: none"> Selection of Ownership Structure for a new venture Decisions relating to organizational Design andStructure 		
C	<ul style="list-style-type: none"> Exercise/ Activity: Forming New Venture Team 		
Unit 4	New Venture Creation: IPR and Legal Issues Relating to New Venture Creation		
A	<ul style="list-style-type: none"> Legal aspects of a starting a new venture in India 		
B	<ul style="list-style-type: none"> IPR issues in starting a new venture 		
C	<ul style="list-style-type: none"> Different types of IPRs 		
Unit 5	New Venture Creation: Financing the New Venture		
A	<ul style="list-style-type: none"> Financing the New Venture: Various sources offinance including: short term vs. Long term financing sources 		
B	Angel Investors; Venture capitalist;		
C	<ul style="list-style-type: none"> Private equity and IPOs 		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	<ul style="list-style-type: none"> Entrepreneurship: Successfully Launching NewVentures by Barringer; Pearson Education Entrepreneurship: a South Asian Perspective,Donald F. Kuratko, Cengage Learning 		
Other References	<ul style="list-style-type: none"> New Venture Creation by Timmons, McGraw HillPublication 		

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch		Term: III (odd)
1	Course Code	DSC035
2	Course Title	Family Business Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Description	Managing businesses have become more challenging these days because of the increased complexity and dynamics in the today's business environment. Managing a family business is more challenging as family considerations add additional levels of complexity in the process of managing the family enterprises. This course is designed to particularly those students who wants to enter into the management of family Businesses, either their own family's or someone else's, and also the students who will do businesses with family firms, consult to them, or will work with them.
6	Course Objective	<ol style="list-style-type: none"> 1. To help the students to develop their understanding towards unique aspects of a family business. 2. Understand the distinctive advantages of a family business and unique challenges facing such entities. 3. Identify various stakeholders of a family business and understand their relationship to business performance. 4. To help the students to develop their thinking and understanding towards various issues relating to family business conflicts, and succession of family enterprises.
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe and demonstrate the knowledge of the various issues and aspects relating to the Management of Family enterprises.</p> <p>CO2: Understand and explain the uniqueness of Family Business enterprises along-with the various dynamics of family business enterprises..</p> <p>CO3: Understand and apply the knowledge of Family Business models and management learning to resolve issues relating to the management and growth of Family Business enterprises.</p> <p>CO4: Analyze and Evaluate various factors relating to family business conflicts, succession of family enterprises, and governance of family business enterprises.</p> <p>CO5: Evaluate, Point out and address the various issues relating to the family business management.</p> <p>CO6: Creating strategies and insights for Family Business Houses</p>
8	syllabus Outline	
	Unit 1	Understanding the Family Businesses
	1 A	Understanding and constituents of a family business An overview of family businesses in India
	1 B	The Unique Nature & Characteristics of Family Business The Family firm advantages

	1 C	Family businesses in India		
	Unit 2	The Family Business Dynamics		
	2 A	Family Businesses vs. Non Family Businesses Understanding the Family Business Dynamics		
	2 B	The Three Circle Model of Family business Managing and balancing the interest of various stakeholders		
	2 C	Managing and balancing the interest of various stakeholders		
	Unit 3	Management Issues in Family Businesses		
	3 A	Handling Family Business Conflicts Building Trust and Commitment		
	3 B	Issues relating to the compensation When Family Members Leave the Family Business		
	3 C	Estate Planning; Practicing entrepreneurship in familyfirms Case Study		
	Unit 4	Growth and Succession Planning in FamilyBusinesses		
	4 A	Family growth vs. Business growth Balancing the family and business growth Preparing for changing culture, marketplace, and family dynamics		
	4 B	Succession Issues in Family Business The succession models for a family business Understanding the Profile of a Successful Successors		
	4 C	Constraints and challenges to growing family businessesInternationalization of Family firms; Case Study		
	Unit 5	Governance of Family Firms		
	5 A	Issues relating to Governance of Family Firms Role of the family in different stages of the business		
	5 B	Listing on the stock exchange, ownership, and board structure Advisory board and board of directors		
	5 C	Role and Significance of the Family Council and family meetings		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Family Business, Third Edition; Ernesto J. Poza by Cengage		
	Other References	Governance of Family Firms by Rajesh Jain ;Macmillan Publication		

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch:		Term: III
1	Course Code	DSC010
2	Course Title	CREATIVITY, INNOVATION AND DESIGN THINKING
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Elective
5	Course Description	Innovation is essential for the development of successful new ventures and critical to the survival of existing organizations, especially in competitive industries. This module is designed to introduce participants to the use of creativity to help them develop more innovative business solutions. The course also emphasizes the significance of adopting a design thinking mindset and of applying design thinking principles and process for success in business, especially in the context of service organizations.
6	Course Objective	The course aims at helping students with entrepreneurial aspirations to harness their creative potential and enable them to understand the basic fundamentals of innovative idea generation and its evaluation for business proposition. The course helps prepare students of entrepreneurship to provide innovative solutions utilizing techniques such as design thinking to counter problems in their entrepreneurial journey.
7	Course Outcomes	The student will be able to CO1: Identify elements of creativity and innovation that are useful to an entrepreneur CO2: Utilize various means of creative idea generation CO3: Translate broadly defined opportunities into actionable innovation possibilities CO4: Evaluate a business model in terms of its innovation potential CO5: Utilize design thinking as a tool to develop feasible business ideas/solutions, including service organizations. CO6: Remembering design thinking and of applying design thinking principles and process for success in business
8	syllabus Outline	
	Unit 1	Entrepreneurship, Creativity & Innovation
	A	Concept of creativity and innovation How creativity leads to innovation
	B	Creativity Process Creative Problem Solving through opportunity scouting and idea generation
	C	Exploring creative and divergent thinking strategies Enhancing individual and organizational creativity potential
	Unit 2	Organizational Innovation
	A	Importance of innovation Types of Innovation
	B	Innovation challenges – People desirability – Business viability – Technical feasibility

	C	Fostering innovation culture to build an innovative organization		
	Unit 3	Business Model Innovation		
	A	Introduction to Business Model Innovation		
	B	Innovation through Platform based Business Models		
	C	Role of technology (Internet of Things) in revolutionizing Business Models		
	Unit 3	Design Thinking		
	A	Introduction to Design Thinking Design Thinking as a tool to foster innovation		
	B	Stages in Design Thinking (Empathise, Define, Ideate, Prototype, and Test)		
	C	Developing the Design Thinking Mindset		
	Unit 4	Design Thinking for Service Organizations		
	A	Applicability of Design thinking to service organizations		
	B	Principles of service design thinking		
	C	Leveraging Design Thinking to drive new ideas and deliver meaningful solutions		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Innovation Management and New Product Development, 4e2009, Trott		
	Other References	Design Thinking by Tim Brown (Harvard Business Review) Managing Innovation Integrating Technological, Market and Organizational Change, 4 th Edition, Joe Tidd and John Bessant https://www.interaction-design.org/ https://enterpriseproject.com/article/2019/1/5-design-thinking-ted-talks		

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch:		Term: IV
1	Course Code	DSC038
2	Course Title	Entrepreneurial Marketing
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Description	This course focuses on the strategies and methods used by early-stage companies to acquire customers (through outbound, inbound or social media marketing) and to activate them with a focus on customer acquisition cost and lifetime value analysis. The course also focusses on revisiting the marketing mix for entrepreneurial firm and preparation and pitching of a marketing plan for a proposed entrepreneurial venture.
6	Course Objective	The objective of the course is to develop frameworks and conceptual tools for students to explore new venture opportunities, understand the business model of entrepreneurial firms, analyze problems to develop the optimal marketing strategy for products and services in a digital-first world. The course will also revisit the traditional marketing mix and see to what extent does it apply to entrepreneurial firms. The course will culminate into preparation and pitching of marketing plan.
7	Course Outcomes	CO 1: Explain marketing and entrepreneurship interface. CO 2: Apply marketing strategies for an entrepreneurial venture. CO 3: Apply traditional and entrepreneurial marketing mix to early stage ventures CO 4: Apply concepts of Digital Marketing Program for an entrepreneurial venture CO 5: Prepare and pitch basic marketing plan for a proposed entrepreneurial firm. CO6: Prepare and Present marketing plan for a new venture
8	Syllabus Outline	
	Unit 1	Marketing & Entrepreneurship Interface
	1 A	Marketing-Entrepreneurship Interface; Concepts, Dimensions
	1 B	Entrepreneurial Market identification
	1 C	Entrepreneurial Market Segmentation
	Unit 2	Marketing Issues for Early-Stage Ventures
	2 A	Business Models
	2 B	Business Model Canvas
	2 C	Customer acquisition cost (CAC) and customer lifetime value (CLTV)
	Unit 3	Four Ps in the context of Entrepreneurial Marketing
	3 A	Product and Pricing Policy in Entrepreneurial Marketing
	3 B	Distribution Policy in Entrepreneurial Marketing
	3 C	Promotional Policy in Entrepreneurial Marketing
	Unit 4	Digital Marketing for New Ventures
	4 A	Key elements of Digital Marketing
	4 B	Inbound and Outbound Marketing
	4 C	Social Media Networks and Mobile Marketing

	Unit 5	Entrepreneurial Marketing Plan Development		
	5 A	Marketing Plan		
	5 B	Components of Marketing Plan		
	5 C	Presentation and Pitching a Marketing Plan		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Entrepreneurial Marketing A Practical Managerial Approach Robert D. Hisrich and Veland Ramadani, published by E. Elgar The Start-up Owner's Manual: The Step-by-Step Guide for Building a Great Company		
	Other References	Articles from multiple sources		

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-25
Branch:		Term: III (odd)
1	Course Code	DSC037
2	Course Title	Entrepreneurial Finance and Evaluation
3	Credits	03
4	Contact Hours (L-T-P)	0-3-0
	Course Type	Discipline Specific Course
5	Course Description	With the growth of start-up culture, it is imperative for entrepreneurs to look for financing their venture. Thanks to the rise of private equity and venture capitalists, entrepreneurs are not dependent on banks for financing requirements. In addition, valuation of a start-up or unlisted firm brings a fresh perspective to the domain. This course intends to provide students with the requisite knowledge to finance their ventures and value their business.
6	Course Objective	<ul style="list-style-type: none"> • To recognize how to raise funds for entrepreneurial ventures. • To appraise the difference between different sources of raising finance. • To develop strategies for entrepreneurial financing. • To learn and apply tools to value an entrepreneurial venture. To manage risk during financing and valuation of entrepreneurial ventures.
7	Course Outcomes	Having completed the course, the student will be able to: CO1: Identify the concept of entrepreneurial financing and valuation (Knowledge). CO2: Explain the rationale of financing preference on entrepreneurial ventures (Comprehension) CO3: Apply their knowledge of financing sources and strategies to determine how entrepreneurial ventures start and grow (Apply). CO4: Apply their knowledge of valuation theories and methodologies to value entrepreneurial ventures (Apply). CO5: Analyse why and how some entrepreneurial ventures are able to raise finance at particular valuation (Analyse) CO6: Developing financing strategies for new ventures (Create)
8	Syllabus Outline	
	Unit 1	Introduction to Entrepreneurial Financing
	1 A	Why entrepreneurs need Resources/money? Bootstrapping, outside people resources
	1 B	Entrepreneurial Financing in Indian and global context
	1 C	Stages of Financing- Early Stage, Expansion, Mezzanine
	Unit 2	Sources of Financing
	2 A	Market for financing ventures- financial markets and othersources
	2 B	Series Funding Entrepreneurial Venture-issue, process
	2 C	Equity vs Debt Financing Banks as source of finance, Other Sources: Angel Investors, Venture Capitalists, Private Equity
	Unit 3	Strategies for financing the venture

3 A	Determining capital requirement, crafting strategies for fundraising, Risks involved in debt and equity financing at different stages of start-up journey		
3 B	Financing through venture capital, Buy back from venture capitalists		
3 C	Financing through other equity sources		
Unit 4	Debt Financing and valuation issues		
4 A	Debt financing sources for startups, ventures in India		
4 B	Managing Issues related to lending decision		
4 C	Issues, determinants and difficulty in valuation; Entrepreneur “over-value” and venture capitalists’ “under-value”		
Unit 5	The Deal: Valuation, Structure and Negotiation		
5 A	Valuation techniques for start-ups		
5 B	Structuring the Deal		
5 C	Valuation and Negotiation		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation. Smith & Smith. Stanford Business Books (2019)New Venture Creation by Timmons and Spinelli, TMH		
Other References	HBR Guide to Buying a Small Business: Think Big, BuySmall, Own Your Own Company. Ruback and Yudkoff. Harvard Business Review Press (2017)		

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch:		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE085
2	Course Title	Digital Marketing
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Description	This course is aimed at imparting students an understanding of digital marketing tools like social media marketing, email marketing, content ,marketing, Google ad words and other practical usages of digital marketing in organizations
6	Course Objectives	<ol style="list-style-type: none"> 1. Today's marketer has to be aware of the digital Market interventions and this course has been designed keeping in mind the requirement of industry on one end and competence enhancement on the other. 2. At the end of this course you will be equipped with the skill to understand and initiate digital marketing.
7	Course Outcomes	<p>CO1: Understand the basic nuances of digital marketing and its role in modern day marketing.</p> <p>CO2: Evaluate the search engine optimizations as a digital marketing strategy</p> <p>CO3: Understand the role of digital analytics and the various tools to manage them.</p> <p>CO4: Evaluate the social media marketing as a digital marketing strategy</p> <p>CO5: Evaluate and assess the role of digital marketing in the overall marketing strategy. Learn about other digital marketing tools apart from those above.</p> <p>CO6: Remembering the tools like social media marketing, email marketing, and content</p>
8	Outline syllabus	
	Unit 1	Introduction to Digital Marketing
	A	What is digital marketing; Trends & Scenarios of the Digital Marketing Industry; How can digital marketing be the ultimate tool for success for businesses
	B	Aligning Internet with Business Objectives
	C	User Behaviour & Navigation
	Unit 2	Search Engine Optimization
	A	Introduction: Understanding SEO. Search engine friendly website structure. SEO and key phrases.
	B	On & off-page Optimisation , Duplicate Content, Keyword Research, Local SEO, Algorithm Updates

	C	Meta Tags, Layout, Content updates Inbound Links & Link Building		
	Unit 3	Digital Analytics		
	A	Introduction to Digital Analytics, Management Perspectives of Digital Analytics, Segmentation		
	B	Analysis Process, Marketing Management, Experimentation & Testing		
	C	Reports & Dashboard		
	Unit 4	Social Media Marketing		
	A	What is Social Media Marketing? Social Media Channels Engaging with Influencers		
	B	Overview of Facebook, Twitter, LinkedIn, Blogging, Youtube and other growing social media		
	C	Listening & Reputation Management, Social Media Measurement		
	Unit 5	Digital Marketing Strategy		
	A	Understanding digital strategy		
	B	Email Marketing , Affiliate marketing Content marketing, freelancing		
	C	Google Adwords , Website Management		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	Teacher Notes		
	Other References	Digital Marketing, VandanaAhuja, Oxford		

Banking & Finance

School: SSBS		Batch: 2023-2025
		Current Academic Year :2024-2025
1	Course Code	DSC001
2	Course Title	Managerial Accounting for Business Decisions
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ul style="list-style-type: none"> • The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report. • Working knowledge of estimating cash flows for a project. • Students will develop working knowledge of preparing market and technical report. • Aware of the practical difficulties in implementing a project
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Recognize complexities involved in Project Management.</p> <p>CO2. Interpret the market and demand through technical projections of the project.</p> <p>CO3. Apply various methods of capital budgeting and risk analysis</p> <p>CO4. Explain the sequential steps of the project management</p> <p>CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p> <p>CO6: Remembering practical difficulties in implementing a project</p>
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial Decisions
8	Outline syllabus	
	Unit 1	
	A	Introduction of the module, need and Importance in various business decisions, Functions, Tools, Scope, and limitations of Management Accounting, Distinction between Financial Accounting and Management Accounting; Installation of Management Accounting System; Organization of Management Accounting.

B	Introduction of cost, costing, Cost Accounting ; Distinction between Cost Accounting and Management Accounting.
C	Various Types of Cost concepts for Decision making and Profit Planning. (Practical Questions & Case Studies)
Unit 2	
A	Introduction, Components, Preparation of Cost-sheet, Determination of Tender or Quotation price. (Practical Questions & Case Studies)
B	Introduction, Computation of cost & Profit; Advantages and Limitations of Variable Costing. (Practical Questions & Case Studies)
C	A comparison and preparation of Reconciliation Statement. (Practical Questions & Case Studies)
Unit 3	
A	Introduction, Break-Even Analysis, Break-Even Chart; Profit-Volume Analysis; Margin of Safety; Key Factor (Practical Questions & Case Studies)
B	Concept of Decision-making, steps in Decision-making; Determination of Sales Mix; Discontinuance of a Product Line, Make or Buy decision, shut down or continue etc. (Practical Questions & Case Studies)
C	Introduction, Budget –Definition, Objectives, Advantages & Limitations; Types of Budgets; Preparation of Cash Budget, Flexible Budget, Master Budget etc. Zero Base Budgeting. - Workshop (Practical Questions & Case Studies)
Unit 4	
A	Introduction, Meaning & types of Standards; Establishment of Cost Standards; Components of Standard Cost; Quality Costs.
B	Introduction, Material Variances and Labour Variances, Reporting to Management of variances. - Workshop (Practical Questions & Case Studies)
C	Introduction, Sales Variances, Profit Variances and Variance Reporting. - Workshop (Practical Questions & Case Studies)
Unit 5	
A	Introduction, Meaning and Objectives and Types of Responsibility Centers. (Practical Questions)
	An Introduction of emerging terms used in managerial accounting.
B	Introduction, Cost driver, Application of Activity Based Costing, Difference between traditional costing and activity-based costing.

C	Introduction, Meaning and Objectives and Types of Responsibility Centers. (Practical Questions)		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Management Accounting by M Y Khan & P K Jain, TATA McGraw Hill Publication, Latest Edition.		
Other References	<ul style="list-style-type: none"> - Introduction to Management Accounting by Charles T. Horngren, Gary L. Sundem, William O. Stratton, Pearson Education, Thirteenth Edition. - Management and Cost Accounting by Colin Drury, International Thomson Business Press, Fourth Edition. - Managerial Accounting by James Jiambalvo; Wiley India Pvt. Ltd, New Delhi - Advanced Management Accounting – Robert S. Kaplan & Anthony A. Atkinson – Pearson Education Asia, Third Edition. <p>Journals</p> <ul style="list-style-type: none"> ➤ Management Accountant ➤ Chartered Accountant ➤ Chartered Finance Analyst <p>Journal of Accounting and Finance</p>		

School: SSBS		Batch :2023- 2025
		Current Academic Year: 2024-25
		Term: III
1	Course Code	DSC002
2	Course Title	Regulatory Framework for Financial Sector
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Objective	<p>The students with specialization in banking & finance are to be prepared to work in financial sector. They may either work in the banks/financial institutions/ financial services or in corporate. They must have knowledge and skill in this area. For them to have the requisite skill, it is important for them:</p> <ol style="list-style-type: none"> 1: To Understand the Concept of Banking. 2: Clear Understanding of the Indian Financial System. 3: Banking Technology applications.
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO 1: describe the concept of banking</p> <p>CO 2: explain the Indian Financial System</p> <p>CO 3: relate understanding of documentation aspect of Practice, Process and Compliance of all the assets and liabilities products of the banking system.</p> <p>CO 4: analyze the marketing channels of the bank</p> <p>CO 5: evaluate banking technology application on different processes</p> <p>CO 6: write customized documentation which will help the bank customer for their different requirements.</p>
7	Course Description	<p>This course explores the fundamental principles and practices of banking and credit in India. These fundamentals of banking course give an excellent overview of financial services. Topics to be covered include: money and interest, negotiable instruments, mortgages, commercial lending, security and the role of banking in today's economy. Textbook chapter topics include:</p> <ul style="list-style-type: none"> • The Business of Banking • Development of the Indian Banking System • Money and Interest • Deposit Accounts • Negotiable Instruments • Mortgages • Commercial Lending

		<ul style="list-style-type: none"> • Specialized Banking • Security and Frauds
8	Outline syllabus	
	Unit 1	Indian Financial System with focus on banking
	A	Structure of Banking and financial institutions.
	B	RBI, SEBI, IRDA etc: their major functions, Role&Functions.
	C	Negotiable Instruments- Definition, Characters tics, NI Act
	Unit 2	Banking Deposit Products
	A Basic Understanding of Banking Products	Banker-Customer relations - Know your Customer (KYC)guidelines- Different Deposit Products - servicesrendered by Banks
	B Managing different accounts	Opening of accounts for various types of customers - minors - joint account holders - HUF - firms - companies -trusts - societies - Govt. and public bodies Importance of AML
	C Banking Process and Regulation	Garnishee Order, Income Tax Attachment Order, Conductof Account and Supervision. Customers'' Grievance Redressal – Mechanism ofOmbudsman
	Unit 3	Credit Products
	A Basics of Credit Products	Principles of lending - various credit Products / Facilities -working capital and term loans - credit management -credit monitoring - NPA Management.
	B Credit products and development with Indian Banking Perspective	Lending - sectors - targets - issues / problems - recentdevelopments - Financial Inclusion. Agriculture / SMEs / SHGs / SSI/ Tiny Sector financing

C Banking	Credit Cards / Home Loans / Personal Loans / ConsumerLoans-Brief outline of procedures and practices.		
Products of the Bank	Ancillary Services: Remittances, Safe Deposit lockers		
Unit 4	Risk Management		
A Risk Management	Importance of risk Management in banking with IndianScenario		
B Regulatory Process	Credit Information Bureau Ltd.(CIBIL), Basel-II norms Money Laundering - KYC & Prevention of Money Laundering Act		
C Present Banking Scenario	Alliances / mergers / consolidation		
Unit 5	Technology and Marketing of Banking ServiceProducts		
A Technology applied	Anywhere Anytime Banking - Home banking (Corporateand personal) Electronic Payment systems. Electronic funds transfer systems - data communication) - structuredmessages (SWIFT, etc... Information Technology Act, Right to Information Act,Foreign Exchange Management Act		
B Global Trends in Banking	Global developments in Banking Technology - Information Technology in finance and service deliveryImpact of Technology on Banks - Protecting the confidentiality and secrecy of data - effect o n customersand service quality		
C Banking Product Pricing & Distribution	Pricing of bank products and services - Factors Influencing the Pricing Decisions, Importance of Pricing. Distribution, Factors Influencing - Direct and Indirect Channels of bank products		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%

	Text book/s*	<ol style="list-style-type: none"> 1. Indian Financial System by Bharti V Pathak. 2. Indian Financial System By M Y Khan. 3. 1.Banking Theory and Practice- K. C Shekhar 4. Modern Banking- Muraleedharan D 5. Banking Service and Information Technology- TheIndian Experience by R.K .Uppal
	Other References	Online Resources:
		www.capitalideasonline.com www.sebi.gov.in www.amfiindia.com www.capitalmarket.com

School: SSBS		Batch :2023- 2025
		Current Academic Year: 2024-25
		Term: III
1	Course Code	DSC047
2	Course Title	Security Analysis and Portfolio Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Objective	To acquaint the students with theoretical and practical background of financial investments. To highlight the importance of valuing financial securities To comprehend the working knowledge of the methods of calculating risk and managing it. To adept in developing portfolio of financial securities and measuring its performance.
6	Course Outcomes	On completion of this module the student will be able to: CO1. Describe the basic concept of investment, securities, security market, risk, and return. CO2. Analyze the security's performance through Fundamental and Technical analysis CO3: Apply security analysis techniques to select financial securities for investment. CO4: Construct portfolio of financial investments for investors. CO5: Appraise and review portfolio performance. CO6: Evaluating portfolio construction of financial securities and measuring its performance.
7	Course Description	Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The Course is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.
8	Outline syllabus	
	Unit 1	Introduction to Security Analysis and Portfolio Management
	A	Investment: A conceptual framework, Objectives, Investment V/S Speculation, Investment Attributes and Avenues, Meaning of Security- Types of Securities
	B	Structure of Indian Security markets- An overview, Investment Alternatives, Securities, and Exchange Board of India – regulatory functions and role, Recent development in Securities markets

	C	Understanding the risk and return of a security, Systematic and Unsystematic Risks, Measurement of Risk, Beta Coefficient and its applications.
	Unit 2	Valuation of Securities and introduction to Financial Derivatives
	A	Valuation of Equity Shares: Constant growth rate, two stage growth model and Multiple periods holding models, Valuation through P/E ratio.
	B	Valuations of Bonds: Measurement of bond prices and yields - Yield to maturity, risk in bonds.
	C	An overview of Financial Derivatives – Forward, Futures, Options and Swaps
	Unit 3	Fundamental and Technical Analysis
	A	Introduction to Fundamental Analysis: E-I-C Framework – Economic Analysis: Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables.
	B	Fundamental Analysis: E-I-C Framework – Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation
	C	Fundamental v/s Technical Analysis, Advantages, Challenges, Tools and Techniques of Technical Analysis: Charting Techniques, Dow Theory, technical indicators, Efficient Market Hypothesis: Concept of „Efficient Market“ and its implications for security analysis and portfolio management
	Unit 4	Portfolio Analysis and Selection
	A	Portfolio Construction: Analysis of Constraints, Determination of Objectives
	B	Portfolio Analysis: Portfolio Risk and Return upto three security. Markowitz and Sharpe index model.
	C	Portfolio Analysis: Sharpe index model and selecting optimal Portfolio
	Unit 5	Asset Pricing Theories and Portfolio Performance Measurement
	A	Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT)
	B	Sharpe’s Performance measure, Treynor’s Performance measure, Jensen’s Performance measure.
	C	Mutual Fund Operations, Mutual Funds Performance Evaluation Portfolio revision and strategies

	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas publications, Reprint 2018		
		<p>Reference Books</p> <p>Security Analysis and Portfolio Management – Donald E. Fischer & Ronald J. Jordan (Prentice Hall of India, New Delhi)</p> <p>Investment Analysis and Portfolio Management – M. Ranganathan & R Madhumathi (Pearson Education)</p> <p>Investments (6th edition) by W.F. Sharpe, G.J. Alexander and J.V. Bailey.</p> <p>Investment Management – V.A.AVADHANE (Himalaya Publishing House)</p> <p>Investment Management – V.K. Bhalla (S. Chand)</p> <p>Gitman and Joehnk (2008) Fundamental of Investments. Pearson.</p> <p>Investment Analysis and Portfolio Management –R.P. Rustagi (Sultan Chand & Sons, New Delhi)</p> <p>Investment Analysis and Portfolio Management, Reilly and Brown (2006), (Thomson)</p> <p>Bodie, Zvi (2008) Investments. McGraw'Hill/Irwin</p>		

School: SSBS		Batch :2023- 2025
PROGRAMME: MBA		Current Academic Year: 2024-25
Branch : Finance		Term: III
1	Course Code	DSC048
2	Course Title	TAX PLANNING & MANAGEMENT
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
5	Course Objective	The basic objective of this course is to provide an in-depth insight into the concept of Corporate Tax Planning & Management and to equip the students with a reasonable knowledge of tax planning devices. The focus of this course would be exclusively on Direct Taxes.
6	Course Outcomes	The specific learning outcome of this course is able to:CO1: define the key terms used in Taxation; CO2: describe the significance of tax planning & management in various business decisions; CO3: Analyze the tax planning strategies to increase the return on investment CO4: Evaluate and monitor the various tax compliances applicable to business entity. CO5: To make them to be a tax consultant in preparing the tax planning, tax management. Payment of tax and filing of tax returns. CO6: Evaluate knowledge of tax planning devices
7	Course Description	As a Finance Manager, you have to take the various decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above taxation issues and the techniques to manage tax efficiently and effectively. Here in this course, students will learn and able to analyse the various constituents of tax planning, tax evasion, tax avoidance and tax management etc. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of Taxation management is a must.
8	Outline syllabus	
	Unit 1	Introduction to Income Tax Act, 1961. – An Overview
	A Basic concepts	Income, Agricultural Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income.
	B Residential Status	Individual, Hindu Undivided Family (HUF), Firm, Company, Association of Persons (AOP), Body of individuals (BOI) etc.

	C	Scope of Total Income, Exempted Income, Agricultural
	Incidence of Tax	Income & its tax treatment, Aggregation of Income & Tax computation.
	Unit 2	Introduction to Tax Planning
	A Tax Planning	Meaning, objectives, per-cautions in tax planning, Limitations of tax planning, Tax evasion, Tax avoidance, Tax management
	B Taxation of Companies & Tax planning	Computation of tax liability and tax liability of companies; Minimum Alternative Tax.
	C Dividend Tax	Dividend tax – When the additional tax should be paid? Basis of charge
	Unit 3	Employee Remuneration and Tax Planning
	A Income under the head of Salary	Meaning of Employee Remuneration, Allowances, Perquisites, Deductions etc.
	B Special provisions for tax planning	Special provisions for tax planning relating to Employee’s remunerations from the point of view of Employer and Employee.
	C Total Income and tax computation	Computation of Taxable Salaries, and tax liability on employee remuneration.
	Unit 4	Tax Planning and Managerial Decisions
	A Tax Planning for new business	Tax Planning for new business with reference to location, nature and form of organization of new business
	B Tax Planning relating to Financial Management	Tax Planning relating to capital structure decision, dividend policy and bonus shares
	C Tax Planning relating to various corporate decisions.	Tax Planning in respect of own or lease, Make or Buy decisions, Repair, Replace, Renewal or Renovation and Shut-down or Continue Decisions & Tax issues relating to Amalgamation

	Unit 5	Tax Management		
	A	Payments covered by TDS Schemes		
	Tax Deductions and Collection at Source	When and how tax is to be deducted at source from various incomes; Tax collection at source – who is responsible to collect tax at source. Tax compliance about the tax deductions and collection at source.		
	B Advance payment of tax	Liability to advance tax – when to arise; Due dates of payment of advance tax; Tax compliance about the advance payment of tax.		
	C Filing of Return & Assessments	Time for filing return of income, when return of loss should be filed? Types of Return, Interest and Penalties on default.		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Ahuja Girish, Dr. Gupta Ravi, Simplified Approach to Corporate tax, Planning and Management, Flair Publications Pvt Ltd. New Delhi		
	Other References	Dr. Vinod Singhania & Dr Monica Singhania - Direct Taxes Planning & Management by Taxman Publications Pvt., Ltd., Latest publication; Dr. S.P.Goyal - Corporate Tax Planning and Management; Sahitya Bhawan Publications, Agra		

School: SSBS		Batch :2023- 2025
		Current Academic Year: 2024-25
		Term: III
1	Course Code	DSC119
2	Course Title	Technology in Banking CRM & Retail
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Description	The Course is about the application and usage of New Technology in Banking, Understanding the importance of CRM in Customer service with respect to business development and understanding the Concept of Retail banking and how to make it a profitable proposition by analyzing the individual Cost Centres and working in a positive direction The new dimensions of Banking Needs to be understood Very
6	Course Objective	The course will make students understand the latest technological innovation in banking so that they can practically implement it for better customer service and higher business delivery. The student will understand the Profit Centre Concept and will work practically to make all the Profit Centers Profitable. They will be able to face the challenges of Retail Banking and will work towards making the Retail Banking more customer friendly process and subsequently a Profitable Proposition. Students will have a conceptual understanding of regulatory aspects of RBI for better development of Banking Business.
5	Course Outcomes	The specific learning outcome of this course: CO1. Identify the latest and commonly used banking technology adopted by banks. CO2. Demonstrate the techno implications of customer convenience in service industry in a big way and connect it with customer engagement. CO3. Assess the legal and business aspect of Banker Customer relationship and analysis it with different dimensions. CO4. Discuss the Scope of Retail Banking in the existing Indian banking Space and business development strategies in coordination with wholesale banking. CO5. Appraise the Customer Relationship Management concept for new acquisition and growth of the existing Business and its implementation in core bank's strategy of Current account and savings account growth. CO6: Evaluate regulatory aspects of RBI for better development of Banking Business.

8	Outline syllabus	
	Unit 1	Technology in Banks
	A Understanding Technology Tools	Technological Tools, Internet Banking, Request for information
	B Usage of technology in online Payments	E-Commerce. Online Tax Accounting System- OLTAS, Electronic Accounting System in Excise and Service Tax-EASIEST
	C Regulatory aspects of technology	Global Packet Radio Services- GPRS, IT Act 2000 in India- Important Sections, RBI's Financial Sector Technology Vision Document
	Unit 2	Electronic Banking Vs Traditional Banking
	A Understanding of the electronic Products of Bank	Electronic products- Internet Payment Gateway, Merchant Services, Remittance Products and Wealth Management Products
	B Understanding of Banking Technology for Vital Processes	Banking Technology- Distribution Channels- Teller Machines at the bank counters- cash dispensers- ATMs, Home banking, Mobile banking, Electronic fund transfer, ECS, NEFT, RTGS, SWIFT
	C Key Operations Technology Module	Electronic Payment Systems, Online Banking, Smart cards, Account number portability, CTS, micro fiche, note and coin counting devices

Unit 3	Retail Banking
A Understanding g the concept of Retail Banking	Definition of customer- Banker & Customer relationship,Point of contact, Types of retail customers, Changing expectations & Perceptions
B Relationship Management	Need for building up customer relationship and importanceof customer service in a country like India, Termination of Relationship
in Retail Banking	
C Future Growth Prospects ofRetail Banking	Future of Retail in India with Perspective to Financial Services. Concept of recent Trends in Branch Banking inCoordination with Wholesale Banking.
Unit 4	Retail Banking---cont.
A Understanding g of Retail Portfolio on Assets and Liabilities Side	Retail Lending Schemes, Retail Liability Schemes. Working Capital and Term Plan. MUDRA Scheme.
B Understanding g of Important Liability products in Retail Banking	Current Accounts, Term Deposit accounts, Recurringdeposit accounts. CASA Strategy of Bank.
C Regulators Role in Retail Banking	Reserve Bank of India's Model Policy on Bank Deposits .
Unit 5	Customer Relationship Management
A Understanding g CRM	CRM concepts, Acquiring customers, customers loyalty,and optimizing customer relationship

	B Managing the CRM	CRM links in E-Business, Managing and sharing customer data		
	C Choosing the right CRM for the best Usage	Choosing CRM Tools, Managing Customer relationship		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*			
	Other References	<p>Introduction to Banking- Vijayaraghavan Iyer Banking Law & Practice in India – M.L Tannan Principles & Practice of Banking- P.N. Varshney</p> <p>Banking Law & Practice in India – M.L Tannan</p> <p>Online Resources: www.sebi.gov.in</p> <p>www.amfiindia.com www.rbi.org.in www.iba.org.in www.imf.com www.hdfcbank.com</p>		

School: SSBS		Batch :2023- 2025
PROGRAMME: MBA		Current Academic Year: 2024-25
Branch : Finance		Term: III
1	Course Code	DSC050
2	Course Title	Treasury Operations & Risk Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Objective	Risk is inherent in the financial market when you undertake any type of transaction. However, it is essential to understand the various types of risk,measure it and take mitigating measures. Quantum of Risk is an essential element in deciding pricing of financial products. The course prepares the student in the above area so that he can takesuitable decisions in the Finance transactions.
6	Course Outcomes	The specific learning outcome of this course: CO1: The student would be able to recognize the investment opportunities in the financial market to invest surplus funds and borrow funds when in deficitto optimize profits. CO2: To enable students to identify & differentiate in ways and means ofraising resources at optimum cost so as to maximize profit for the organization. CO3: To enable students to choose the type of risks in specific transactions,assess & calculate the risk and mitigate the same. CO4: Hewill be able to analyze the reasons for different pricing for different financial products. CO5: To enable students in taking decisions in tune with the prescribedriskappetite in terms of the policy of the organization. CO6: To enable students to develop strategy to modify & rearrange the assets & liabilities for optimization of profits in banking organization.
7	Course Description	The course covers the area of expertise involved in Treasury as also in the Risk Management Departments of Banks, Financial Institutions and also inthecorporate world.
8	Outline syllabus	
	Unit 1	TREASURY – BASICS
	A	Meaning & Objectives of Treasury; changes in the contextof globalization
	B	Different Treasury Instruments
	C	Functions of Treasury & Its structure; role and functions of a treasurer
	Unit 2	LIQUIDITY MANAGEMENT
	A	Need & objectives of Liquidity Management

	B	Sources & deployment of funds for liquidity management in a treasury		
	C	Internet usage for the purpose, RTGS, CCIL		
	Unit 3	Sources & deployment of funds for liquidity management in a treasury		
	A	Internet usage for the purpose, RTGS, CCIL		
	B	Various Financial Risks, credit, market, legal & operation risk, liquidity risk, interest rate risk, price risk, reputation risk, etc." Risk rating exercise		
	C	Risk Process and risk organization		
	Unit 4	RISK MANAGEMENT AS APPLIED IN AN ORGANIZATION		
	A	Use of Asset & Liability Management to manage the risk		
	B	ALCO techniques / tools - GAP Analysis, Simulation, Duration Analysis, Linear and other statistical methods of Internal Control		
	C	Risk Management policies & procedure, Organization for Risk Management		
	Unit 5	OTHER RISK CONTROL TOOLS & CAPITAL ADEQUACY		
	A	Risk Hedging Instruments – derivatives, currency swaps, interest rate swaps		
	B	Arbitrage, forwards, futures, options		
	C	Capital Adequacy- BASLE I & II and changes proposed in BASLE III		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Treasury & Risk Management by Indian Institute of Banking & Finance (Macmillan Publishers India Pvt. Limited)		
	Other References	Treasury Management: Macmillan Publishers India Pvt. Limited – IIBF		

Health Care & Hospital Management

	School: SSBS	Batch : 2023-2025
	Programme: MBA	Current Academic Year: 2024-2025
	Branch:	Term: III
	Course Code	DSC056
	Course Title	Health policy and healthcare delivery system
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ol style="list-style-type: none"> 1. The course aim is to introduce the students to the structure and functions of the Indian health care system. 2. To apprise students with our public health policy and community health initiatives for understanding of healthcare services, government agencies
6	Course Outcomes	<p>CO1: The student will be able to describe the healthcare system in India and the various health programs and policies in healthcare</p> <p>CO2: The student will be able to understand about basics of healthcare , Public Policy , delivery of care and Health Systems Development</p> <p>CO3: The student will be able to discover transitions, role of government in public health and Current status of communicable and non- communicable disease</p> <p>CO4: The student will be able to analyse healthcare agenda for Indian government , challenges in healthcare and the various health policies and Programs</p> <p>CO5: The student will be able to evaluate the challenges in healthcare</p> <p>CO6: Remembering Indian health care system</p>
7	Course Description	<p>On successful completion of this module students will be able to identify the major components of the Indian Health Care System and discuss the way they interrelate to each other. They will understand the basic concepts of public healthcare delivery .The students will be able to appreciate the health problems across nations and also the issues concerning population growth and reproductive and child health. They will understand the national health policy of India.</p>
8	Outline syllabus	
	Unit 1	Introduction to Healthcare System
	A	Definition of community, health, community health , health systems and health services and basics of healthcare
	B	Determinants of health , natural history of disease
	C	Overview of the Indian health care system
	Unit 2	Public healthcare delivery
	A	Role of government in public health

	B	National Rural Health Mission		
	C	National Urban Health Mission		
	Unit 3	Public Policy and Health Systems Development		
	A	Steps to accelerate development towards sustainable development goals		
	B	National Health policy(NHP)		
	C	Problems of population growth, Reproductive and child health		
	Unit 4	Disease status and Public health policy		
	A	Transitions , Current status of communicable and non-communicable disease		
	B	National Mental Health Policy National Research Policy		
	C	National AIDS prevention & control policy National blood policy		
	Unit 5	Challenges and reforms in healthcare		
	A	Health sector reforms and the healthcare agenda for government		
	B	Challenges in healthcare industry		
	C	Ethical challenges in healthcare ,indigenous system of medicine		
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Textbook of Preventive & Social Medicine: K.Park 2011 Global Health Care: Issues and Policies :Carol Holtz ,2 nd Edition Health Care Reform: Ethics and Politics: Timothy H. Engström ,Wade I. Robison 2015 □ □		
	Other References	NA		

School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: HCHA		Term: III
1	Course Code	DSC059
2	Course Title	HOSPITAL WASTE MANAGEMENT
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Type	DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ul style="list-style-type: none"> To understand Safe and effective management of Bio Medical Waste. To understand about BMW management legislation To have knowledge about emerging challenges with BMW management.
6	Course Outcomes	<p>CO1: The student will be able to describe about bio medical waste and its impact on health and environment.</p> <p>CO2: The student will be able to understand principals and act involved in managing waste effectively and safely.</p> <p>CO3: The student will be able to apply existing legislation, concept, and practices regarding biomedical waste management.</p> <p>CO4: The student will be able to analyse the interrelationship between health, environment & waste management.</p> <p>CO5: Students will be able to evaluate the importance of waste management in hospitals.</p> <p>CO6: Remembering emerging challenges with BMW management</p>
7	Course Description	Bio-medical waste (BMW), by its very nature, has a high potential for causing injury and infection than any other type of waste. It must, therefore be handled with sound and safe methods wherever generated. Inappropriate handling of bio-medical waste will have serious public health consequences and also impacts on the environment. This course aims to impart knowledge and skills in BMW management and prepare the people for its safe and effective management.
8	Outline syllabus	
	Unit 1	Concept of Biomedical waste
	A	Introduction, Global & Indian Scenario, Definition of BioMedical Waste
	B	Classification of BMW, Sources of BMW
	C	Categories of waste management
	Unit 2	Bio Medical Waste Management
	A	WHO Hospital WM cycle, Steps for waste management
	B	Bio Medical Waste storage, Bio Medical Waste Collection
	C	Segregation, Treatment & Disposal
	Unit 3	Principles of Healthcare waste management
	A	Principles of Managing different categories of waste, Principles of Managing sharps, Chemical Disinfectants
	B	BMW Act, significance of Act, Enforcement of Act, responsibilities
	C	BMW by outreach activities
	Unit 4	Management Requirement for BMW—1

A	Role & Responsibility of Healthcare facility wrt BMW Management Rules, 2016		
B	Authorization under BMW Management Rules , 2016		
C	Reporting to state Pollution control Board		
Unit 5	Management Requirement for BMW—2		
A	Health Hazards, Occupational safety, Employee Health Check, Immunization,		
B	Training of Healthcare workers, Monitoring & Review		
C	Management of general waste, management of other waste, Methods of disinfection, Monitoring & controlling of crossinfection		
Mode of examination	Theory/Jury/Practical/Viva		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Biomedical Waste Disposal ,by Singh Anantpreet, Kaur Sukhjit; Hospital Waste Management: Principles and Guidelines,by Mohd Faisal Khan		
Other References	NA		

School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: HCHA		Term: III
1	Course Code	DSC058
2	Course Title	HOSPITAL TRAINING LOGBOOK & VIVA
3	Credits	6
4	Contact Hours (L-T-P)	0-0-12
	Course Type	DISCIPLINE SPECIFIC COURSE
5	Course Objective	<p>This course intends to familiarize and enhance understanding of the students about the managerial practices in different departments of the hospital with special emphasis on patient care.</p> <p>The purpose of this course is to enable students to</p> <ul style="list-style-type: none"> • Acquaint them about fundamental aspects of various services in a hospital • Prepare them about the various policies and procedures in various departments • Deepen their understanding about the various managerial issues present in the various departments.
6	Course Outcomes	<p>CO1: The student will be able to identify about the functioning of various departments and general working environment of the hospital .</p> <p>CO2: They are supposed to learn and get familiar with the process flow of different departments of the hospital.</p> <p>CO3: The student will be able to understand special demands and understand various managerial protocols, in different patient care areas of the hospital. CO4: The student will be able to analyse various quality improvement measures for various services departments. CO5: The students will be able to evaluate the quality improvement measures for various departments .</p> <p>CO6: Remembering various services in a hospital</p>
7	Course Description	Students will be posted in various departments of Sharda Hospital .Students will prepare a report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital The course covers all departments which are present in a hospital such as clinical Department and non -clinical Department .
8	Outline syllabus	
	Unit 1	Outpatient Department
	A	<p>Involvement in :-</p> <p>1) Layout of Reception Desk in OPD 1) Registration and department wise OPD Card segregation 2) Location of the concerned Department 3) Reception of patients 4) Physical facilities in OPDs 5) Close supervision of Doctor's Chamber for the followings:- Availability of a) Prescription Pad, b) Stethoscope c) View Box, d) Bed Trolley e) Weigh Machine f) Torch Light g) Gloves h) Liquid soap and towel 5) Records maintenance of OPD 6) Supervision of patient waiting area and its seating arrangement 7) Adequate communication with other departments / units / wards etc. 8) Public Addressing System</p>

B	Staffing , Deployment of Staff like Jr. Doctor, Para Medical Staff, Receptionist, Assistant etc.
C	Policy procedures, managerial considerations
Unit 2	IPD Department
A	Role and functions , definitions , development and scope , staffing , equipment Observation of wards
B	Policy and procedures , Admission and Discharge procedures , Billing system / generation of bills based on bed head ticket entry , Cleanliness 12) Duty arrangement of various medical and para medical staff
C	Monitoring and evaluation – Review (audit) committee , grievance redressal systems Key performance indicators
Unit 3	Operation Theatre and ICU
A	History , Types of operation theatres , staffing , equipment , Zoning and Aseptic / Sterile Techniques, Introduction , Definition , types of ICU , types of patients in ICU , staffing , equipment, role and functions of ICU
B	Policy and procedures – Operating scheduling , administration of OT , punctuality , maintenance of OT and aseptic standard , ICU process mapping
C	Key performance indicators , managerial issues
Unit 4	Support Departments -I
A	Bio-Medical Department 1) Bio Medical equipment and their function 2) Observation of Bio-Medical Equipments 3) Knowing the name of the Bio- Medical Equipments 4) Importance and fundamental functions of Bio-Medical Equipments 5) Maintenance procedures of Bio-Medical Equipments 6) Need assessment and procurement procedure 7)
B	Dietary services
C	Linen and laundry services-process mapping , workflows, staffing , policies, managerial issues
Unit 5	Support Departments -II
A	Pharmacy services - process mapping , workflow staffing , policies, managerial issues
B	managerial issues
C	Imaging services - process mapping , workflow staffing , policies, managerial issues
Mode of examination	Practical/Viva

	Weight age Distrib ution	CA	ETE	VIVA
		25%	25%	50%
	Text book/s*	Hospital Administration by DC Joshi and Mamta JoshiJaypee Digital, Principles of Hospital Administration by BM Sakharkar		
	Other Refer ences	NA		

School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: HCHA		Term: III
1	Course Code	DSC007
2	Course Title	Introduction to Epidemiology
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Type	DISCIPLINE SPECIFIC COURSE
5	Course Objective	To become familiar with epidemiology terminology, outcome measures and study design. To appreciate application of epidemiology to subfields (Eg. Infectious disease, reproductive health, genetics) To apply principles of epidemiology and biostatistics in the prevention of disease and improvement of health. To Combine appropriate epidemiological concepts and statistical methods.
6	Course Outcomes	CO1: The student will be able to define the purpose & goals of epidemiology. CO2: The student will be able explain the determinants of health and causation of disease. CO3: The student will be able to apply epidemiological principles in quarantine health research. CO4: The student will be able to analyze data of epidemiological studies using common statistical methods for inference. CO5: The student will be able to evaluate measures of disease occurrence and correlates in populations CO6: Remembering epidemiology terminology, outcome measures and study design
7	Course Description	Introduces basic epidemiological and bio statistical principles, concepts, and procedures for the surveillance and investigation of health-related states or events. Introduces collecting data and analysing disease incidence and prevalence to provide analyses leading to effective interventions and preventions.
8	Outline syllabus	
	Unit 1	Basics of Epidemiology
	A	Definition and scope of epidemiology, Achievements of epidemiological studies
	B	Definitions of health and disease, Measures of disease frequency
	C	Health Indicators
	Unit 2	Epidemiological Studies
	A	Observational Epidemiology
	B	Experimental Epidemiology
	C	Potential Errors in Epidemiological Studies
	Unit 3	Infectious Disease Epidemiology
	A	Dynamics of Disease Transmission

	B	Concept of cause, factors in causation, establishing the cause of disease		
C	Risk difference, attributable fraction (exposed)populationattributable risk, risk ratio			
Unit 4	Application of epidemiological Principles			
	A	Epidemiology and prevention: introduction, levels of prevention, surveillance & screening		
	B	Communicable diseases epidemiology, non-communicable epidemiology		
	C	Environmental and Occupational epidemiology		
	Unit 5	Basics of Biostatistics		
	A	Definition & functions, application and uses of biostatistics as a science, collection of data		
	B	Frequency distribution, Measures of central tendency, Measures of variability, probability		
	C	Normal distribution Estimation Relationship between two variables		
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Parks Text Book of Preventive & Social Medicine, by K Park		

1.	School: SSBS	Batch : 2023-2025
2.	Programme :MBA	MBA HCHA Current Academic Year: 2024-2025
3.	Branch:	Term: III
	Course Code	DSC008
4.	Course Title	Quality management in Healthcare
	Credits	3
	Contact Hours (L-T-P)	3-0-0
	Course Type	DISCIPLINE SPECIFIC COURSE
5	Course Objective	The purpose of this course is to enable students to : 1. Acquaint them about fundamental aspects of quality in healthcare. 2. Understand the meaning and importance of patient safety. 3. Prepare them to understand the insurance sector with regards to healthcare. 4. Deepen their understanding for the various methods in quality and the different schools of thoughts with regards to quality in healthcare.
6	Course Outcomes	CO1: To identify the need for quality in healthcare management CO2: To explain the concept of quality in healthcare and the various concepts by which it can be achieved. CO3: To develop an understanding about patient safety CO4: To analyse the improvements in quality in the healthcare sector CO5: To evaluate the quality management in different departments in a hospital CO6: Remembering aspects of quality in healthcare
7	Course Description	The course covers all aspects of quality in healthcare like quality assurance ,clinical audits ,TQM ,quality circles , continuous quality management .It also covers in great details health insurance and patient safety ..
8	Outline syllabus	
	Unit 1	Fundamentals of Quality
	A	Dimensions Of Quality in Healthcare, Evolution of Concept of quality
	B	Basic concepts in quality management, Principles of Quality management Leadership, Team Work, Communication
	C	International and Indian Scenario, Cost Of Quality
	Unit 2	Improvement of Quality services in hospitals
	A	improvement of Quality in healthcare: Different approaches
	B	Tools and Techniques in quality Cost of quality ,quality assurance , quality control ,

C	continuous quality improvement ,TQM , Standards in quality ,benchmarking Evaluation Of Performance		
Unit 3	Quality Management in hospitals		
A	Statutory Compliance in hospital, PSMP		
B	Equipment Management Program, Infection control Program		
C	Training Program, Rights & Responsibility of patient, patient information, and education program		
Unit 4	Quality management at Departmental level		
A	Clinical Services		
B	Non-Clinical Services		
C	Support Services		
Unit 5	Patient safety		
A	Patient safety movement ,global perspective on patient safety		
B	Patient safety guidelines , Healthcare error , Patient safety and technology		
C	Patient safety goals, Establishing Criteria for Diagnosis, Investigations and Treatment		
Mode of examination	Theory/Jury/Practical/Viva		
	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Quality management in Hospitals by SK Joshi Insurance Industry in India: Features, Reforms & Outlook Hardcover by <u>Uma Narang</u>		
Other References	NA		

Supply Chain Management & Logistics

School : SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: SCM		
1	Course Code	DSC143
2	Course Title	Total Quality Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	This module aims 1. To prepare students to use quality as a strategy for continuous improvement in business performance to gain competitive advantage. 2. Facilitate students to identify, apply and analyze various issues related to quality control and quality management. 3. Develop skills to use of different tools for quality control.
6	Course Outcomes	At the end of this course, Students will be able to: CO1: To understand philosophy of Quality for any organization CO2: To understand process of TQM implementation CO3: To understand Supplier Performance Measures CO4: To understand Lean production and applying tools of Quality CO5: To understand various quality control standards. CO6: Plan and implement suitable quality control measures in Quality Circles to TQM.
	Course Description	This course focuses on the various concepts, tools and techniques of quality control and quality management and interpret issues related to quality which are theoretical as well as practical in real life.
8	Outline syllabus	
	Unit 1	QUALITY
	A	Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs
	B	Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Customer satisfaction – Customer Perception of Quality
	C	Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing
	Unit 2	TQM PHILOSOPHY, CUSTOMER AND SUPPLIER
	A	Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation
	B	Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement – 5S, Kaizen
	C	Supplier Partnering, Sourcing Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Performance Measure
	Unit 3	TOOLS OF QUALITY
	A	The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion
	B	Concept of six sigma, Green transportation and Production

C	Benchmarking – Reasons to Benchmark, Benchmarking Process ,Total Productive Maintenance (TPM) – Concept,Improvement Needs		
Unit 4	ISO AND QUALITY		
A	Introduction and concept of quality system, Benefits of ISO registration		
B	ISO 9000 series of standards, Need for ISO 9000, Sectorspecific standards, ISO 9001 requirements		
C	Quality System elements, Implementation of Quality System, Documentation, Internal Audits, Registration		
Unit 5	STATISTICAL PROCESS CONTROL (SPC)		
A	Statistical fundamentals, measures of central tendency and dispersion, population and sample, normal curve		
B	Pareto Diagram, Process flow Diagram, Cause effect diagram,histogram, Control charts, Variable control charts for variablesand attributes, process capability		
C	Concept of six sigma, new seven management tools, Measurement Systems Analysis (MSA)		
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	25 %	25%	50%
Text book/s*	Dale H.Besterfiled, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-026		
Other References	1. Quality Management for Organizational Excellence Introductionto Total Quality by David L. Goetsch, Pearson; 8th edition 2. Teacher’s notes		

School: SSBS		Batch : 2023-2025
Programme: MBA SCM		Current Academic Year: 2024-25
Branch: -SCM		Term: III
1	Course Code	DSC068
2	CourseTitle	Logistics Management
3	Credits	3
4	ContactHours (L-T-P)	3-0-0
	CourseStatus	Discipline Specific Course
6	Course Objective	To ensure that the students understand the basics of Logistics Management and its role in facilitating economic growth and prosperity in the region. To gain insights into the role of Logistics Management in capacity planning and development of the economy.
7	Course Outcomes	CO1: To understand the changing trends and the role of Logistics in development of the region CO2: To gain insights into Capacity planning and the role of Infrastructure Management in designing Effective Logistics strategy.. CO3: To understand the role of Intermodal Transport in facilitating Logistics Planning and Traffic Management in modern economies CO4: To enrich the students with the challenging role of Supply chain Management and its significance in achieving competitiveness CO5: To equip the students with state of the art applications of Supply chain in organizations and its role in achieving competitiveness. CO6: Implementing and using theoretical understanding of the Course at work.
8	Outline syllabus	
	Unit 1	Introduction to Logistics Management
	A	Basic Concepts of Logistics Management
	B	Relevance of Logistics Management with SCM

	C	Logistics Value Proposition and Effective Logistics Strategy		
	Unit 2	Logistics Capacity planning		
	A	Reverse Logistics Management		
	B	Logistics Infrastructure and planning		
	C	Material Requirement planning		
	Unit 3	Transportation Management Process		
	A	Logistics Delivery and Fulfilment		
	B	Transportation Carrier selection		
	C	Transportation and Traffic Management		
	Unit 4	Logistics Strategy		
	A	Logistics Strategy and SCM		
	B	Warehousing		
	C	Inventory management and technology in logistics		
	Unit 5	Supply Chain Management		
	A	Characteristics of Global supply chains		
	B	Supply Chain collaboration and flexibility		
	C	Push and Pull view of Supply Chains		
	Mode of examination	Theory and Continuous Assessment		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	1. S L Ganapathi, S K Nandi Logistics Management, oxford university press. India 2. Donald J. Bowersox, David J Closs, Logistical Management, TMH		
	Other References	Case studies: DHL Express GATI, Transport Corporation of India		

School: SSBS		Batch : 2023-2025	
Programme: MBA		Current Academic Year: 2024-2025	
1	Course number	DSC147	
2	Course Title	SCM Issues & Dimensions	
3	Credits	3	
4	Cont act Hou rs(L -T- P)	3-0-0	
5	Course Objective	1. To understand issues and dimensions of Supply Chain Management. 2. To understand the criticalness of transportation in SCM. 3. To understand the role of inventory management in SCM. 4. To understand the obstacles of SCM. 5. To understand the involvement of technology in SCM.	
6	Course Outcomes	On successful completion of this module students will be able to: CO1 Be able to manage the inventory of the supply chain. CO2 Will be Capable to formulate and execute transportation issues inSCM. CO3 Capable of implementing the core practices of SCM. CO4 Capable of training and executing technological innovation in SCM. CO5 Capable of resolving the challenges related to differentdimensions of SCM. CO6: Apply the knowledge of core practices to resolve technical issuesin SCM	
7	Course Description.	In this course, you will learn how to apply the various core practices of SCM and interpret technicalissues which are theoretical as well as practical in real life.	
8	Outline Syllabus Topics		
	Unit I	Introduction and Strategic View of Supply Chains	
	A	Understanding Supply Chain Management,Evolutionof SCM	
	B	Logistics and SCM	
	C	Importance of SCM and its enablers.	
	UnitII	Role of transportation in Supply Chain	
	A	Key Role players in transportation.	
	B	Transportation Performance,cost and value measure	
	C	Transportation Cost Management	
	UnitIII	Inventory management in SCM	
	A	Definitions and types of Inventory	
	B	Inventory Management	
	C	Inventory Models	
	Unit IV	Managing obstacles in SCM	
	A	Financial flow Management	

	B	Bullwhip effect
	C	Behavioral obstacles
	Unit V	Application of Technology in SCM
	A	SCM information system
	B	Technology Device in SCM
	C	Benefits of Supply Chain Information Systems
Mode of Examination:		
Weightage Distribution	<ul style="list-style-type: none"> • Continuous Assessment 25% Mid Term 25% • End Term Examination 50 % 	
Text book	Supply Chain Management (Process System and Practices) By N. Chandrasekaran	
Other references	1. Introduction to supply chain management by Handfield and Nichols	

School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: - SCLM		
1	Course Code	DSC070
2	Course Title	Project Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
6	Course Objective	To ensure that the students understand the basics of Project Management and its role in facilitating economic growth and prosperity in the country
7	Course Outcomes	After completion of course the student will be able to : CO1: To understand the changing trends and the role of Project management in society development CO2: To gain insights into Project planning and periodic review of projects CO3: To understand the role of Projects in providing employment, infrastructure development in the region CO4: To enrich the students with the challenging role of Projects in raising the standard of living CO5: To understand the role of Technology in project appraisal and review CO6: To put theoretical understanding to practical use
8	Outline syllabus	
	Unit 1	Introduction to Project Management
	A	Principles and concepts, Historical overview and evolution of project management
	B	Project management methodologies and frameworks (e.g., PMBOK, Agile, PRINCE2) Project life cycle and phases
	C	Project stakeholders and their roles Project selection and strategic alignment
	Unit 2	Project Planning and Initiation
	A	Project charter and its importance Defining project objectives, scope, and deliverables Work breakdown structure (WBS) and its components
	B	Project scheduling techniques (e.g., Gantt charts, network diagrams) CPM, PERT

	C	Resource allocation and management Risk identification and assessment		
		Project feasibility analysis		
	Unit 3	Project Execution and Control		
	A	Team formation and development Effective project communication and stakeholder management		
	B	Project quality management Procurement management and vendor selection Monitoring and controlling project progress		
	C	Change management and handling project scope creep Earned value management and performance measurement		
	Unit D	Project Risk and Resource Management		
	A	Risk management planning and strategies Risk identification, analysis, and response planning		
	B	Quantitative and qualitative risk assessment techniques Risk mitigation and contingency planning		
	C	Resource allocation and optimization Managing project constraints (time, cost, scope) Conflict resolution and negotiation skills		
	Unit E	Project Closure and Evaluation		
	A	Project closure process and activities Project handover and documentation		
	B	Post-project evaluation and lessons learned Project success criteria and performance measurement Project sustainability and benefits realization		
	C	Ethical considerations in project management Emerging trends and challenges in project management		
	Mode of examination	Theory and Continuous Assessment		
	Weightage Distribution	CA	MTE	ETE
		25%	225%	50%
	Text book/s	1. Prasanna Chandra - Project Planning Analysis Selection Implementation and Review - Tata Mc Graw Hill Publishing Co.Ltd. 2006 2. K.R. Sharma - Project Management, National Publishing House. 2010		

	Other References	<ol style="list-style-type: none">1. Supplementary Text - H.P.S. Pahwa - Project Reports and Appraisals - Bharat Law House , 20102. Vasant Desai - Project Management - Himalaya Publishing House. 2008
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School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: SCM		Term: III
1	Course Code	DSC011
2	Course Title	Infra-structure Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Discipline Specific Course
6	Course Objective	To equip the students with basic understanding of emerging issues in Infrastructure Management and its role in facilitating infrastructure led economic growth and prosperity in the region. To further understand the role of Infrastructure in facilitating Logistics planning and capacity utilization in the economy.
7	Course Outcomes	<p>CO1: To understand the challenging role of Infrastructure management in Nation building and employment generation.</p> <p>CO2: To gain insights into the role of Infrastructure Management in designing Effective Logistics planning and implementation in the region</p> <p>CO3: To understand the role of Infrastructure management in modern economies and its role in transformation to developed economies</p> <p>CO4: To enrich the students with the role of Infrastructure management and its significance in all round development of the country</p> <p>CO5: To finally analyze the role of Infrastructure development in various public-private partnerships and optimum utilization of resources in the country.</p> <p>CO6: Remembering issues in Infrastructure Management</p>
8	Outline syllabus	
	Unit 1	Introduction to Infrastructure Development Management
	A	Infrastructure Development in India

	B	Policies, Programs and Institutions involved in Infrastructure planning		
	C	State level Organizations involved in Infrastructure planning		
	Unit 2	Infrastructure Development Implementation Issues		
	A	Land acquisition Acts related to Infrastructure development		
	B	Human Settlements/Re-habilitation programs		
	C	Commissions/Committees/Task force related to Infrastructure		
	Unit 3	Public-Private Partnerships (PPP) in Infrastructure		
	A	Types of BoT Models		
	B	Public/Citizen participation in Infrastructure planning		
	C	Role of NGO's in Infrastructure implementation		
	Unit 4	Decision Making for Infrastructure Development		
	A	Role of State level and Local organizations		
	B	Implementation Issues and policy frameworks		
	C	Periodic Evaluation and Review		
	Unit 5	Infrastructure Finance		
	A	Role of Banks in facilitating Infrastructure development		
	B	Policy formulations and Intervention strategies		
	C	Role of Financial Institutions in Infrastructure development		
	Mode of examination	Theory and Continuous Assessment		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s	<ol style="list-style-type: none"> 1. Kulwant Singh ed. "Integrated Urban Infrastructure Development in India" 2. Ganesan S. ed (2001), "Infrastructure Development and Financing" 		

	Other References	<ol style="list-style-type: none">1. Five Year Plans I to XII, Government of India Publications2. India Year Book (2012,2013,2016) ,Ministry of I & B.C. Govt of India3. Reserve Bank of India Reports & Bulleteins, 2018,2019
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School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: SCM		Term: III
1	Course Code	DSC012
2	Course Title	Procurement and Inventory Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Course
5	Course Objective	<p>1: The course is designed to provide basic knowledge & understanding of typical Procurement and Inventory Management systems, and the advantages and limitations of implementing such systems</p> <p>2 : To understand the various concepts of Procurement and Inventory management.</p> <p>3: It further aims to develop students' skills in Purchasing, vendor management and inventory control techniques.</p> <p>4: To appreciate the importance of inventory in achieving integration in SCM.</p>
6	Course Outcomes	<p>At the completion of the course students should be able to:</p> <p>CO1: To understand the role of Inventory Management in facilitating the day to day Operations in the organization</p> <p>CO2: To equip the students with type of purchasing principles, procedures and systems widely used in Organizations</p> <p>CO3:To make the students understand the key issues in procurement & Lay hands in the new methods of procurement in the organization</p> <p>CO4: Understand inventory costs and importance of safety stock in the Organization</p> <p>CO5:To enrich the students with the knowledge of basic models in Inventory management and its applications in real time environment</p> <p>CO6: Remembering concepts of Procurement and Inventory management.</p>
7	Course Description	Inventory and warehousing are critical components of domestic and global supply chain management.
8	Outline syllabus	

	Unit 1	Procurement
	A	Introduction to Procurement , Principles and Strategies of Procurement Strategic Procurement
	B	Procurement and Sourcing Management Procurement Strategies and Sustainable Development
	C	Circular economy and Waste Management
	Unit 2	Purchasing
	A	Purchasing Organization, Importance Of Purchasing As A Function
	B	Purchasing Principles, Procedures And Systems
	C	Importance Of Seller-Buyer Relations, Negotiation And Factors Of Negotiation, Codification, Price Analysis, Market structure
	Unit 3	Sourcing
	A	Procurement strategies
	B	Vendor selection & rating, Advantages
	C	Risk Sharing & Supply Chain performance, Supplier Selection - Auction & negotiation Elements & Principle of warehouse design, Significance of warehouse in SCM, MHEs safety & security, Warehouse Management Systems
	Unit 4	Inventory Management & SCM
	A	Role, Function & Types
	B	Role of IM in Competitive Strategy
	C	Inventory Cost, Need To Hold Inventory, Uncertainty in Supply Chain, Safety inventory
	Unit 5	Economic Order Quantity Models
	A	Purchasing model with Minimum Waste

B	Manufacturing model with Minimum Waste Management, Inventory Control Techniques		
C	Purchasing models and Role of Information systems in handling Purchasing and Inventory		
Mode of examination	Theory/Jury/Practical/Viva		
	MTE	CA	ETE
	25%	25%	50%
Text book/s*	. Supply chain Logistics Management-Bowersox, Closs & Cooper- McGraw Hill, 2 nd Indian edition. Sunil Chopra , Peter Meindl, Supply Chain Management, Pearson Education, India, 2014		
Other References	1, IMPLEMENTING SAP ERP SALES By Glynn C. Williams 2. Global Operations & Logistics – Philippe-Pierre Dornier, John Wiley & Sons Inc.		

International Business

School:SSBS	Batch : 2023-2025
Programme: MBA	Current Academic Year: 2024-2025
Branch: IB	Term: III
1 Course Code	DISCIPLINE SPECIFIC COURSE089
2 Course Title	Global Competitiveness Analysis
3 Credits	3
4 Contact Hours (L-T-P)	3-0-0
Course Type	Elective
5 Course Objective	<p>The objectives of this course are:</p> <p>a) to provide a conceptual and analytical framework for estimating competitiveness of a country sector</p> <p>b) to introduce excel based analytical tools to estimate competitiveness and</p> <p>c) to expose the learners to India's global competitiveness across sectors</p> <p>d) to provide a critical understanding of various business and competition centered management perspectives</p> <p>e) to develop effective interpretation, analysis and decision-making processes of firms of any size.</p>
6 Course Outcomes	<p>The student will be able to :</p> <p>CO1: Recognize the complexity and the elusiveness of "competitiveness", for any country.</p> <p>CO2: Examine the links between the concepts of competitiveness and development of a country.</p> <p>CO3: Identify the economic, political and social determinants of competitiveness and their interdependencies.</p> <p>CO4: Analyze different quantitative and qualitative approaches regarding the creation and measurement of competitiveness.</p> <p>CO5: Summarize strategic and tactical decisions taken by firms to enter and compete in international markets</p> <p>CO6: Remembering decision-making processes of firms</p>

7	Course Description	This module will give introduction to the concept of competitiveness and examine the historical evolution of the concept. Participants should deduce main characteristics and become aware of the fact that competitiveness is an extremely multifaceted concept. Competitiveness is regarded as a crucial prerequisite of success, and expected to bring about economic growth, sustained development and increase in the standard of living of populations. By the same token, there are concerns about the links between competitiveness and economic prosperity and the level of poverty, in particular of developing countries.
8	Outline syllabus	
	Unit 1	Global Competitiveness Index
	A	The 12 pillars of global competitiveness: Country specific analysis - Providing background & overview of the global competitiveness, the global competitiveness index (GCI)
	B	Analytical methods in estimating global competitiveness - Analyze the fundamental analytical methods used to measure global competitiveness, describing & discussing 12 pillars of global competitiveness
	C	Trends in India's Competitiveness Profile – Understand India's position & trend of the competitiveness vis-à-vis other countries, peer comparison, analysing in details each 12 pillars - institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation
	Unit 2	Measuring Competitiveness of a sector
	A	Price and cost competitiveness – Elucidate basic concepts of competitiveness with respect to price and cost, analytical details
	B	Import, export and overall competitiveness – Analyze the details of Import, export and overall competitiveness, peer comparison, explaining implication of outcomes
	C	Indicators of global competitiveness – Understand and analyse in details indicators of global competitiveness and implications thereof
	Unit 3	Developing Policy Analysis Matrix (PAM) to analyse competitiveness in agricultural sector
	A	Definition, Representation and Meaning of PAM – Analysing in details concepts, purposes & meaning of PAM, understanding Framework for Agricultural Policy Analysis, private &

	social profitability
B	EPAM – including environmental components in PAM – Understanding environmental externalities in PAM, -environmental market failures due to environmental degradation/negative externalities, public policy to combat such externalities and implications thereof.
C	Calculating nominal protection coefficient and effective protection coefficient (using Excel) Learning hands on experience about calculating nominal protection coefficient (npc) and effective protection coefficient (epc); understanding concepts of npc epc using excel and implications thereof
Unit 4	Domestic Resource Cost Ratio
A	DRCR – an analytical framework - Understanding concepts of DRCR, its calculation and implications
B	Estimating private and social prices - Concepts of private and social prices, methodology of estimation & implications
C	Sensitivity analysis – Basic understanding of sensitivity analysis, methodology, implications
Unit 5	Revealed Comparative Advantage
A	Concept and meaning – trade creation and trade diversion – Understanding concepts of trade creation & trade diversion and their implications through historical as well as contemporary events/incidents, country studies
B	Estimating RCA using excel – Understanding how revealed comparative advantages (RCAs) can be calculated in excel, their implications and use in international economics & trade, conceptual understanding of RCAs
C	Analysing Free Trade agreement using RCA - Understanding how FTAs can be analysed through the concepts & applications of RCAs

Mode of examination	Theory/Jury/Practical/Viva		
Weightage Distribution	CA	MTE	ETE
	25%	25%	50%
Text book/s*	The Global Competitiveness Report 2018-19 (available for free download at- http://www3.weforum.org/docs/GCR2018/05FullReport/TheGlobalCompetitivenessReport2018.pdf)		

	Other References	<p>Indicators of international competitiveness: Conceptual aspects and evaluation by Mattine Durand and Claude Giorno (available for free download at https://www.oecd.org/eco/outlook/33841783.pdf)</p> <p>– Computing summary ratios (available for free download at http://web.stanford.edu/group/ERI/indonesia/courses/manuals/pam/pam-book/)</p>
		<p>RCEP – Thailand Trade Creation and Trade Diversion: Evidence and Analysis (available for free download at http://ageconsearch.umn.edu/bitstream/205432/2/2015_AAEA%20Conference_RCEP%20Thailand%20Trade%20Creation%20and%20Trade%20Diversion_(Wanasin).pdf)</p>

School: SSBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: - IB		Sem- III
1	Course Code	DSC090
2	Course Title	Global Marketing Strategies
3	Credits	3
4	Contact Hours (L-T-P)	(3-0-0)
Course Status		Discipline Specific Course
6	Course Objective	<ol style="list-style-type: none"> 1. To primarily make the students understand the role of Global marketing in changing dynamic global markets. 2. To have an overview of Global markets and opportunities and challenges ahead for Organizations in view of Global trends and products competitiveness
	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: Differentiate between Domestic markets, International Markets and Global Markets with their key characteristics and differentiation</p> <p>CO2: Identify the Global Trading Environment with focus on social, cultural environment and regulatory issues in foreign markets</p> <p>CO3: Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain in Globalization</p> <p>CO4: Categorize the factors impacting pricing and media communication in global environment</p> <p>CO5: Identify the role of Mobile commerce and digital global marketing in the 21st century trading environment and its role in handling security aspects of global trade</p> <p>CO6: Remembering Global trends and products competitiveness</p>
	Course Description	The course is designed to nurture the students with upcoming trends in Global marketing and its implications for Global Companies to re-design their Global Marketing strategies to succeed in the competitive environment. The course primarily aims to provide the students with thorough understanding of ever-changing Global Markets, the role of Governments in restructuring the goods and services taxes on Products crossing across Borders. The course facilitates the students understanding of Global markets with focus on various types of Orientations of Companies operating in various regions across the Globe.
8	Outline syllabus	
	Unit 1	Global Marketing Environment
	A	<ul style="list-style-type: none"> • Domestic, International, Transnational, Global company • Global Trade enviro

	B	<ul style="list-style-type: none"> • Global Economic and Trade Environments, • Social and Cultural Environments 		
	C	<ul style="list-style-type: none"> • Political, Legal, and Regulatory Environments • Global Information Systems and Market Research 		
	Unit 2	Global Markets and Segmentation		
	A	<ul style="list-style-type: none"> • Global market Segmentation 		
	B	<ul style="list-style-type: none"> • Targeting & Positioning • Target Market strategy Options 		
	C	<ul style="list-style-type: none"> • Global market entry mode • Product Market decisions 		
	Unit 3	Global Strategic partnerships		
	A	<ul style="list-style-type: none"> • Portfolio Analysis , PLC, Portfolio model of analysis, BCG Matrix, GE & McKinsey Matrix 		
	B	<ul style="list-style-type: none"> • Sustainable Competitive Advantage, Core Competency 		
	C	<ul style="list-style-type: none"> • Generic Strategies, Growth Strategies 		
	Unit 4	Global Pricing Strategies		
	A	<ul style="list-style-type: none"> • Brand and Product Decisions in Global Marketing • Global Packaging and Labeling 		
	B	<ul style="list-style-type: none"> • Pricing Decisions, Dumping and Marketing Channels • Environmental influences on Pricing decisions 		
	C	<ul style="list-style-type: none"> • Global Marketing Communication • Global Media decisions 		
	Unit 5	Global Strategy and Leadership		
	A	<ul style="list-style-type: none"> • Global Marketing and the Digital Revolution • Mobile Commerce and Wireless connectivity 		
	B	<ul style="list-style-type: none"> • Global marketing Audit 		
	C	<ul style="list-style-type: none"> • Role of WTO in Global Trade facilitation • I.M.F and International Liquidity 		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%

	Text book/s*	Keegan, W. J., & Green, M. C. (2015). Globalmarketing. Pearson/ Prentice Hall. 8e
	Other References	<ul style="list-style-type: none"> • Johansson, Johny K., Global Marketing, Tata McGrawHill. • International marketing by Rakesh Mohan Joshi, (Oxford) <p>Case Studies</p> <ol style="list-style-type: none"> 1. WTO and Global Trade disputes settlement 2. Emami (Entry into foreign markets) 3. Procter & Gamble Market Expansion strategies 4. Amazon Expansion into Asian markets 5. Reliance industries & ONGC Arbitration case KG Basin

School: SSBS		Batch: 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: IB		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE023
2	Course Title	INTERNATIONAL HUMAN RESOURCES MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
5	Course Objective	<p>1. To cover the basic concepts & techniques/practices of Human Resource Management in the International context.</p> <p>2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations.</p> <p>3. To understand the concept of cross-cultural diversity & management.</p> <p>4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.</p>
6	Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Develop generic skills- especially in diagnosing international HR issues.</p> <p>CO2: Evaluate the developing role of human resources in the global arena.</p> <p>CO3: Understand external forces (e.g., globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM.</p> <p>CO4: Exhibit a global minimum sensitivity to cultural issues in organizations.</p> <p>CO5: Identify the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation</p> <p>CO6: Remembering cross-cultural diversity & management</p>

7	Course Description	This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize cross-national differences and challenges facing the management of multinational firms.		
8	Outline syllabus			
	Unit 1	IHRM- overview		
	A	Difference between HRM and international HRM		
	B	Factors affecting IHRM		
	C	Challenges to IHRM		
	Unit 2	Diversity		
	A	What is diversity, Dimensions of Diversity and Reasons for increasing diversity		
	B	Management of Diversity		
	C	Challenges and barriers to managing diversity at workplace		
	Unit 3	IHRM- Functions & Practices		
	A	Influences of cross-cultural issues on organizations Selection of international employees		
	B	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff		
	C	Compensation and Performance Management – An international perspective		
	Unit 4	Expatriation and Repatriation		
	A	Reasons for expatriation		
	B	Reasons for expatriate failure		
	C	Repatriation process		
	Unit 5	International Labour relations – A brief overview		
	A	Role of International Organizations		
	B	Employment and Labour Laws – An international Perspective		
	C	Trade unions		
		Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%

	Text book/s*	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION
	Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007

School: SSBS		Batch : 2024-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: IB		Term: III
1	Course Code	DISCIPLINE SPECIFIC COURSE052
2	Course Title	International Financial Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Type		Compulsory
5	Course Objective	<p>This course aims the students to:</p> <ul style="list-style-type: none"> • Provide the students with an in-depth knowledge of international finance fundamentals and an overview about the types of financial management problems confronted by the modern-day Multinational and Transnational Corporations. • Introduce to the International finance theory international financing/investing activities/ Working and International financial markets. • Describe the international monetary system and the foreign exchange markets. Examine the Balance of Payments (BOP) data and determine its implications for international competition. • Develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm in a global environment.
6	Course Outcomes	<p>The student will be able to</p> <p>CO1: Define International Financial & Monetary Environment and recognize the nature & scope of International Financial functions in the operation of a MNC.</p> <p>CO2: Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.</p> <p>CO3: Discover & appraise investment & financing opportunities in the international environment.</p> <p>CO4: Explain & analyze various aspects of international financial management, including the operations of currency markets, capital structure, capital budgeting and short-term working capital needs in international business environment.</p> <p>CO5: Evaluate foreign direct investment and international acquisition opportunities.</p> <p>CO6: Remembering international finance fundamentals</p>

7	Course Description	This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.
8	Outline syllabus	
	Unit 1	International Financial and Monetary Environment
	A	International Business and its modes, MNC: the Key participants in International Financial functions, Nature of International Financial Functions and the Scope of IFM. Issues in Financial decisions of a Multinational firm.
	B	IFM v/s Domestic Financial Management, Understanding of International Flow of Funds :
	C	Balance of Payments, Capital Account Convertibility. International Liquidity & Bretton Woods System of
		Exchange rates.
	Unit 2	Markets for Foreign Exchange rate and Mechanism
	A	Understanding of the Foreign Exchange Market, Distinctive features and its major participants.
	B	Exchange rate Quotations , Understanding of Nominal, Real and Effective Exchange rates
	C	Understanding of SPOT and FORWARD markets and determination of Exchange rate in the spot market. Theories of Exchange rate behaviour and determination of Exchange rate in Forward Market.
	Unit 3	International Investment Decisions
	A	Foreign Direct Investment- Theories of FDI and Costs and benefits of FDI.
	B	International Capital Budgeting- Evaluation criteria, Computation of Cash flows, Cost of Capital and Adjusted present value approach, Sensitivity analysis
	C	Non Financial Factors in Capital Budgeting/ Evaluation and Management of Political Risks./ International Investment.
	Unit 4	International Financial Decisions
	A	Overview of the International Financial Market- Channels for International Flow of Funds, Selection of Sources and forms of Funds.

	B	The World Bank and International Finance Corporation Asian Development Bank, The Process of Internationalization and International Banking, Direction and purposes of lending and Lending risk.		
	C	Global Cash Management and Control of International Banks. International Financial Market instruments and Financial Swaps.		
	Unit 5	International Working Capital and Miscellaneous Issues		
	A	International Working Capital policy, Basics of managing cash and Near Cash assets, Management of Receivables and Inventory, Financing of current assets.		
	B	Financing of Foreign trade and modes of payment in International trade.		
	C	International Accounting, Indebtedness and International Taxation		
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Vyuptakesh Sharan, International Financial Management, Prentice Hall of India.		
	Other References	P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004. Alan C. Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004 Jeff Madura, International Financial Management, 6th edition, Thomson Publications.		

School: SSBS		Batch:2023-2025	
SEM-III		Academic Session: 2024-25	
1	Course number	DSC015	
2	Course Title	Export Import Documentation	
3	Credits	3	
4	Learning Hours L-T-P	3-0-0	
5	Course Objective	<p>The course aims:</p> <ul style="list-style-type: none"> • To provide an overview and understanding of the basic foundational processes of export import documentation • To introduce students to various organizations and agencies involved in export import. • To assist students to integrate the concept export-import policy in export import documentation • To develop an understanding about custom and shipment procedures 	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1 explain the role of export import documentation in global business.</p> <p>CO2 describe the role of export promotion council and procedures involved in export.</p> <p>CO3 illustrate the role of logistics, Inspection agencies and promotion councils</p> <p>CO4 illustrate the role Insurance, ECGC, Foreign Embassies and chambers of commerce in Export and Import from India</p> <p>CO5 illustrate the procedures in export import clearance.</p> <p>CO6 Remembering export-import policy in export import documentation</p>	
7	Outline syllabus		
7.01	1	Unit 1	Introduction to Export Import Documentation
		A	What is export- import documentation

		B	Need for export- import documentation
		C	Brief introduction to India's export import policy
	2	Unit 2	Regulation, Customs and Central and Commercial Banks in Export Import
		A	Statutory regulations on trade control
		B	Role of Customs and Central Excise Deptt
		C	Role of RBI and Banks
	3	Unit 3	Transportation, Inspection and Promotion councils
		A	Role of Transport companies: shipping, airfreighting, road,rail etc
		B	Role of Export Inspection Agency
		C	Role of Export Promotion Councils
	4	Unit 4	Documentation Insurance and Commercial Organizations
		A	Role of Insurance Companies
		B	Role of ECGC and Foreign Embassies
		C	Role of Chambers of Commerce
	5	Unit 5	Custom Documentation and Post-Shipment Documentation
		A	Procedure for Custom Clearance
		B	Preshipment Documentation
		C	Post shipment Documentation
8.01	Course Evaluation	Continuous Assessment (CA) – 25 % Mid Term Examination (MTE)– 25 % End Term Examination (ETE)– 50%	
8.02	Continuous Assessment(CA)	<ul style="list-style-type: none"> ▶ [Total No. = 5] – Assignments / Class Activity (Average of Best 3) – {10 marks} ▶ [Total No. = 1]- Project – {10 marks} ▶ [Total No. = 4] – Quiz (Average of Best 2) – {5 marks} ▶ Group/Individual Presentations – {5 marks} 	
9.01	References		

9.02	Text book*	Book: Export Import Management by Justin Paul (Oxford Press) Rs 225/-
9.03	Readings	Export-Import and Logistics Management By Usha Kiran Rai Export-Import Management By Ajay Pathak

School: SBS		Batch : 2023-2025
Programme: MBA		Current Academic Year: 2024-2025
Branch: IB		Term: III
1	Course Code	DSC016
2	Course Title	International Economics
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Discipline Specific Elective
5	Course Objective	To make students relate with the major international economic concepts. To make students explain various trade theories and the motivation for trade. To make students illustrate Balance of Payment concept and the associated factors. To make students explain understand economics of foreign exchange .
6	Course Outcomes	After the completion of the course, the students will be able to: <ol style="list-style-type: none"> 1. Explain the introductory international economics and the terminology adopted in international economics; 2. Describe various International Trade Theories 3. Illustrate the Factor Price and trade concepts 4. Differentiate between various BOP accounts 5. Analyze the factors impacting the exchange rates. 6. Remembering international economic concepts
7	Course Description	This course offers an overview of various aspects of international economics as a discipline specific open elective for the students interested in the international business specialization. The course is the foundation for next discipline specific courses.
8	Outline syllabus	
	Unit 1	Introduction to International Economics
	A	Nature, Scope and Importance of International Economics. Features of International Economics and Trade.
	B	Gains from International Trade. Economic Growth and International Trade. International Trade Vs. Domestic Trade.
	C	Reasons of International Economic Theories and Polices. Current International Economic Opportunities and Challenges. https://www.theigc.org/reader/trading-benefits-exporting-small-firms/
	Unit 2	International Trade Theories
	A	Adam Smith's Theory of Absolute Cost Advantage. Ricardian Theory of Comparative Cost Advantage.
	B	Haberfer's Theory of Opportunity Cost. Heckscher-Ohlin Theory of International Trade.
	C	Leontief's paradox, Samuelson's Factor Equalization Theorem.
	Unit 3	International Trade and Factor Price
	A	Porter's Theory of Competitive Advantage of Nations. Terms of Trade –Concept and Types of Terms of Trade.
	B	Theory of Reciprocal Demand. Marshall – Edgeworth Offer Curves.

	C	Factors Affecting Terms of Trade. Causes of Unfavourable Terms of Trade of Developing Nations		
	Unit 4	Balance of Payment and Capital Movements		
	A	Nature and Importance of Balance of Trade and Balance of Payments. Structure of Balance of Payments. Disequilibrium in Balance of Payments – Kinds, Causes and Measures		
	B	International Capital Movements – Meaning, Classification and Role International Capital Movements.		
	C	Foreign Direct Investment – Concept, Significance and Impact.		
	Unit 5	Foreign Exchange Concepts		
	A	Meaning and Importance of Foreign Exchange.		
	B	Determination of Exchange Rate – Mint Parity Theory, Purchasing Power Parity Theory and Balance of Payments Theory.		
	C	Exchange Control – Meaning, Objectives, Methods and Effects of Exchange Control.		
	Mode of examination	Theory/Jury/Practical/Viva		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	The World Economy: Resources, Location, Trade, and Development, 5th Edition by F.P. Stutz and B. Warf, Pearson Prentice Hall, 2007. ISBN 0-13-243689-2		
	Other References	<ol style="list-style-type: none"> 1. Krugman, Paul R. & Obstfeld Maurice – International Economics : Theory and Policy (Pearson Education). 2. Salvatere, Dominick – International Economics (John Coileyacons). 3. Chacholiades, Miltiades – International Economics (Mc Graw-Hill). 4. Mithani, D.M. – International Economics (Himalaya Publishing House). 5. Agrawal, Raj – International Trade (Excel Books). 6. Jhingan, M.L. – International Economics (Vrinda Publications). 7. Vaish, M.L. & Singh, S. – International Economics. 8. Varshney R.L. & Maheshwari – International Economics. 		

Business Analytics

	School: SSBS	Batch: 2023-2025
	Program me: MBA (BA)	Current Academic Year: 2024-2025
	Branch:	Term: III
	Course Code	DSC100
	Course Title	Fundamentals of Python
	Credits	3
	Contact Hours (L-T-P)	0-0-6
	Course Status	Practical
5	Course Objective	<ul style="list-style-type: none"> To provide prospective management studies students with the skills necessary to use Python Programming Language to generate reports, analyses and decisions based on a study of relevant data. To provides the set of skills that are most frequently used in the work place for business analytics. To enrich students with various programming skills with their applications in various Industries
		<p>CO1: The students will be able to recognize the significance of Python Programming Language to solve management problems.</p> <p>CO2: The students will be able to compare the programming techniques in appropriate manner for managerial decision making</p> <p>CO3: The students will be able to use basic knowledge and understanding of data analysis and interpretation using Python Programming</p> <p>CO4: The students will be able to select an appropriate technique of Python Programming for addressing the requirement of data analysis</p> <p>CO5: The students will be able to evaluate different programming approaches.</p> <p>CO6: The students will be write basic program in Python for evaluating mathematical functions and solving basic business models</p>
7	Course Description	The course provides with the basic concepts and methods of Python programming skills so as to enhance business analytics programming skills.
8	Outline syllabus	
	Unit 1	Introduction to Python
	A	Introduction to Python: What is Python? Python vs R,Installing Python based IDE, learning to run basic programs.
	B	Working with Data and Datatypes: tuples, lists, dictionaries, and sets

	C	Writing Functions: organize larger programs into functions.		
	Unit 2	Modules and Libraries		
	A	How to organize programs into modules		
	B	Designing modules for efficient programming.		
	C	Learning to write Module based programming		
	Unit 3	Classes and Objects		
	A	Introduction to object-oriented programming in Python		
	B	Designing and using object-oriented programming		
	C	Application of object-oriented programming		
	Unit 4	Testing, Debugging, and Software Development Practice		
	A	How to test Python programs		
	B	How to debug Python programs		
	C	Best practices for Python based Software Development		
	Unit 5	Creating plots.		
	A	Python programming for creating managerial plots.		
	B	Usage of Python Package Matplotlib		
	C	Application programs for plotting for managerial reports.		
	Mode of examination	Lab		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	1. Kenneth A. Lambert, The Fundamentals of Python:First Programs, 2011, Cengage Learning 2. Y. Daniel Liang “Introduction to Programmingusing Python” Pearson		
	Other References	Robert Sedgewick, Kevin Wayne, Robert Dondero,“Introduction to Programming in Python” Pearson		

School: SSBS		Batch: 2023-2025
Programme: MBA (BA)		Current Academic Year: 2024-2025
Branch: Business Analytics		Term: III
1	Course Code	DSC101
2	Course Title	Fundamentals of SQL
3	Credits	3
4	Contact Hours(L-T-P)	0-0-6
	Course Status	Elective
5	Course Objective	<ol style="list-style-type: none"> 1. To provide prospective management studies students with the skills necessary to organize, store and retrieve data needed for managerial decisions. 2. To provides the set of skills that are most frequently used in the work place to design and maintain database for managerial reports.
6	Course Outcomes	<p>CO1: The students will be able to describe basic DBMS with reference to business and management problems / issues</p> <p>CO2: The students will be able to express DBMS in appropriate manner for managerial decision making</p> <p>CO3: The students will be able to apply basic knowledge and understanding of SQL in relation to the organizing, storing and retrieving required data for</p> <p>an organization</p> <p>CO4: The students will be able to select an appropriate technique for optimizing DBMS.</p> <p>CO5: The students will be able to support various industry related decisionmaking with the use of SQL programming</p> <p>CO6: The student will be able to create SQL code to provide solution to DBMS queries.</p>
7	Course Description	The course provides with the basic concepts and methods of SQL programming skills so as to enhance business analytics programming skills.
8	Outline syllabus	
	Unit 1	Introduction to SQL
	A	Introduction to databases
	B	Need of a database
	C	Overview of MySQL or any other SQL?
	Unit 2	Working with SQL
	A	Writing queries to get required data
	B	Learning the basics of Query Processing
	C	Overview of Query Optimization for efficient programming
	Unit 3	Designing Database
	A	Introducing High-Level Database Models
	B	Learning to use Constraints and Triggers
	C	The process of Creating tables

	Unit 4	Database Keys and Index		
	A	The basics of Database views		
	B	Learning to use Database Keys		
	C	How to create Database index		
	Unit 5	SQL Project		
	A	Using SQL in an Industrial Application		
	B	Optimizing DBMS performance		
	C	Case from Industries (e.g. Education, Healthcare)		
	Mode of examination	Lab		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	1. Database Systems: The Complete Book, 2/e by Garcia-Molina, Ullman and Widom, Pearson Publication		
	Other References	Concepts of Database Management System, 1/e by Naik, Pearson Publication		

School: SSBS		Batch: 2023-2025
Programme: MBA (Dual)		Current Academic Year: 2024-2025
Branch: Business Analytics		Term: III
1	Course Code	DSC102
2	Course Title	Time Series Analysis Using Minitab
3	Credits	3
4	Contact Hours (L-T-P)	2-0-2
	Course Type	DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ol style="list-style-type: none"> 1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach a practical approach to modeling time series data 3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings. 4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed
	Course Outcomes	<p>CO1: The student will be able to describe the types of forecasting methods (quantitative and qualitative)</p> <p>CO2: The student will be able to interpret the concept, importance and components of time series</p> <p>CO3: The student will be able to apply regression model for trend analysis and forecasting</p> <p>CO4: The student will be able to prioritize various forecasting models for data analysis</p> <p>CO5: The student will be able to implement model building strategy</p> <p>CO6: Remembering the approach to modeling time series data</p>
7	Course Description	In today's highly dynamic business environment, managers have to forecast the future and design strategies accordingly. Managers use forecasting techniques to make strategic decisions about selling, buying, hiring etc. every day. The past data is used by the managers to make predictions about the future. Forecasting is a technique which can aid in future planning. Time series is an important tool that can be used to predict the future. The main objective of Time series and forecasting is to understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly.
8	Outline syllabus	
	Unit 1	Introduction to time series and forecasting And Measurement of trend-Trend Extrapolation
	A	Introduction to forecasting, Types of forecasting method Introduction to Time Series: Utility of time series analysis, Stationary and non-stationary time series, Univariate and multivariate methods, Scaling of time series, Components of time series, Secular Trend, Seasonal Variations,

		Cyclical Variations, Random or Irregular Variations, Decomposition models of time series-Additive & Multiplicative Model
	B	Preliminary-Types of curves: <ul style="list-style-type: none"> • Linear • Parabola • Hyperbola • Exponential • Modified exponential • Logistic • Gompertz
	C	Introduction to Trend Analysis, Need to study trend measurement, Types of trend, Freehand or Graphic Method Using MS Excel for Trend Extrapolation, Fitting a trend to Time Series, Using a trend chart function to forecast time series, Trend Parameters and Calculations
	Unit 2	Forecasting Errors
	A	Forecasting Errors: Introduction, Error Measurement
	B	Types of error, Interpreting errors, Error inspection
	C	Confidence intervals, Standard error in time series
	Unit 3	Time Series Smoothing (Advanced trend Analysis)
	A	Time Series Smoothing: Introduction, Moving average method. Weighted moving average method, Semi-Averages method, Using MS-Excel for Moving Average
	B	Exponential Smoothing(Exponential weighted moving average method-EWMA):Concept of Exponential Smoothing ,Forecasting with Exponential Smoothing
	C	Double Exponential Smoothing-Holt's technique ,Using Excel/Minitab/SPSS for Exponential Smoothing
	Unit 4	Regression Trend Analysis
	A	Introduction to Regression Trend Analysis, Linear regression trend model, Quadratic trend model ,Using Excel/Minitab/SPSS for Regression Trend Analysis
	B	Seasonal Variation: Method of simple averages, Ratio –to –Trend method , Ratio-to-Moving Average method ,Link relative method
	C	Using Excel/Minitab/SPSS to determine Seasonal Variation , Solving problems involving all four components of time series
	Unit 5	The Box-Jenkins(ARIMA) Methodology for Business Forecasting
	A	Introduction, Autoregressive models ,Moving average models ,Autoregressive integrated moving average models
	B	Implementing the Model-Building Strategy <ul style="list-style-type: none"> • Model identification

		<ul style="list-style-type: none"> • Model estimation • Model checking • Forecasting with the model 		
	C	Model Selection Criteria ;Using Minitab for ARIMAModels		
	Mode of examination	Theory and Practical		
	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	John E.Hanke,DeanW.Wichern, <i>Business Forecasting</i> (Pearson Education)		
	Other References	<ol style="list-style-type: none"> 1. Levin & Rubin, <i>Statistics For Business</i> (Prentice Hall of India, N. Delhi) 2. Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education) 3. S. P. Spiegel & Murray, <i>Theory & Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill) 4. Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay) 		

School: SSBS		Batch: 2023-2025
Programme: MBA(BA)		Current Academic Year: 2024-25
Branch: Business Analytics		Term: III
1	Course Code	DSC 103
2	Course Title	Data Visualization Techniques
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
	Course Type	Practical
5	Course Objective	<ol style="list-style-type: none"> 1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly 2. To teach the practical approach (using software) of visualizing the data 3. To help student identify the right visual that represent the data 4. To explain the underlying concepts and methods of visualization
6	Course Outcomes	<p>CO1: The student will be able to list the application of visualization techniques in Managerial Decision Making</p> <p>CO2: The student will be able to describe some real time business situations in the form of visualization</p> <p>CO3: The student will be able to design various kind of visualization using contemporary software</p> <p>CO4: The student will be able to infer the visualization for taking business decisions</p> <p>CO5: The student will be able to construct dashboard.</p> <p>CO6: The student will be able to create visualizations using Excel and Tableau to enable Managers to make informed business decisions</p>
7	Course Description	<p>Data Visualization is the process of presenting the large volume of complex data in a graphical format which is much simpler to understand. It helps the business to understand the hidden facts and its significance. Due to its ability to transform the complexity of the data in much simpler form, Data Visualization has now becoming an indispensable part of the business world. An effective data visualization should be informative, efficient, appealing and in some cases, interactive and predictive. This program will help you to understand data better, using one of the most popular and powerful tools, Tableau, and make your data powerful and efficient. Tableau enables businesses to make critical decisions using its visualization feature, available for business users of any background and industry. It empowers businesses to keep up with the continuously evolving technology and outperform its competition through an innovative means of visualizing their data.</p>
8	Outline syllabus	
	Unit 1	Visual Analytics:
	A	Visual Analytics: Introduction and Purpose

	B	Concept of Dashboard		
	C	Business cases of Visual Analytics: Choosing the right visual		
	Unit 2	Visualization using Excel		
	A	Bar Chart; Column Chart		
	B	Pie Chart; Line Graph		
	C	Scatter Plot; Limitation of Excel Visualization		
	Unit 3	Visualization using Tableau: Part-I		
	A	Tableau Overview: Dimension & Measure; Visual Construct		
	B	Creating Simple Table: Total-Subtotal-Table Calculations		
	C	Chart & Graph: Bar-Column-Pie		
	Unit 4	Visualization using Tableau: Part-II		
	A	Advanced Visualization: Area Chart, Bubble Chart , Trend		
	B	Tableau Features: Filter, Tooltip, Color, Format		
	C	Calculated Field and Parameter		
	Unit 5	Visualization using Tableau: Part-III		
	A	Working with various Data Sources; Export data		
	B	Constructing Dashboard		
	C	Internal Evaluation – Project Allocation		
	Mode of examination	Theory and Practical		
	Weightage Distribution	Internal	External	
		60%	40%	
	Text book/s*	Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software by Daniel G. Murray (Wiley)		
	Other References	Tableau Public Web Tutorials		

School: SSBS		Batch :2023-2025
Programme: MBA (BA)		Current Academic Year: 2024-2025
Branch: Business Analytics		Term: III
1	Course Code	DSC014
2	Course Title	Advance Excel & VBA Programming
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
Course Type		DISCIPLINE SPECIFIC COURSE
5	Course Objective	<ol style="list-style-type: none"> 1. To introduce advanced features and tools in Excel. 2. The course would expose the students to learn how and when to use the advanced formulas 3. To equip participants with the knowledge on how to debug and audit the advanced formulas. 4. To gain insights from data using Advanced Excel

	Course Outcomes	<p>CO1: The student will be able to recognize worksheet and table data using multiple techniques.</p> <p>CO2: The student will be able to summarize information using excel pivot tables, and generate reports</p> <p>CO3: The student will be able to display data in various formats with Pivot tables, conditional formatting, advanced filtering, and sorting options.</p> <p>CO4: The student will be able to analyse data using Excel Pivot Tables and Pivot Charts</p> <p>CO5: The student will be able to perform Lookup easily with V-lookup & H-Lookup Functions in Excel</p> <p>CO6: Remembering Advance Excel & VBA Programming</p>
7	Course Description	<p>Advanced Excel plays a very important role in structuring & presenting data so that it looks impressive. This course is tailored for those who perform intensive data analysis. This course will introduce you how to create, format, and modify PivotTables, perform various summary techniques when displaying data, and create pivot charts. This course will also explore more advanced techniques such as grouping items in PivotTables, creating calculated fields, and using the slicer tools. This advanced excel module will help you become a world-class financial analyst for careers in investment banking, private equity, corporate development, equity research and FP&A.</p>
8	Outline syllabus	
	Unit 1	Introduction to Advance Excel
	A	Formulas, VLOOKUP, COUNTIFS: COUNT, IF, COUNTIF.COUNTIFS,
	B	Filters, Quick Filtering, Filtering by Multiple Criteria
C	Saving the Filtered Data, Performing Calculations on Filtered Data	

Unit 2	PivotTables & Building a PivotTable Report 1 and 2		
A	Defined, Basic PivotTable Data, Inserting a Pivot Table, PivotTable Geography		
B	Building a PivotTable Report – Part One: Adding row labels, adding column data, changing formulas in columns, changing headers & number, formats		
C	Building a PivotTable Report – Part Two: Adding multiple row labels, collapsing and expanding, drill down to data, sorting, & refreshing		
Unit 3	Building a PivotTable Report 3 and 4		
A	Building a PivotTable Report -Part Three: Grouping by dates, grouping by ranges, show items with no detail,		
B	Show values in empty cells, grouping across columns		
C	Building a PivotTable Report – Part Four: User defined groups, adding/removing subtotals		
Unit 4	Building a PivotTable Report 5 and 6		
A	Building a PivotTable Report – Part Five: Using formulas on pivoted data		
B	Building a PivotTable Report – Part Six: Displaying multiple row labels in columns, or tabular form		
C	Create pivot tables		
Unit 5	Building a PivotTable Report 7 and 8		
A	Pivot Table – Part Seven: Report Filters		
B	Slicers, Expanding Filter Results to Individual Tabs		
C	Formatting as a Table - Part Eight.		
Mode of examination	Practical		
Weightage Distribution	CA 25%	MTE 25%	VIVA 50%
Text book/s*	1. Microsoft Excel Bible by John Walkenbach, Wiley India		
Other References	<ol style="list-style-type: none"> 1. Turban, Rainer, Potter, Introduction to Information Technology, John Wiley & Sons. 2. Information Technology for Management: Ramesh Behl (Tata Mc Graw Hill). 		

School: SBS		Batch: 2023-2025
Program: MBA		Current Academic Year: 2024-2025
Branch:		Semester: III
1	Course Code	DSC148
2	Course Title	Data Management Using R and Excel
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
5	Course Type	Compulsory
6	Course Objective	<ol style="list-style-type: none"> 1. To develop a foundational understanding of R and Excel including running programs, managing datasets, and utilizing formulas and functions for data manipulation and analysis. 2. To learn key statistical analysis techniques, including measures of central tendency and dispersion, graphical analysis methods, and hypothesis testing procedures 3. To understand and apply parametric tests such as Z-test, t-test, and ANOVA, as well as non-parametric tests like Kruskal-Wallis test, for comparing means and proportions across groups. 4. To gain proficiency in simple and multiple regression analysis, including interpretation of regression output and assessment of model significance and fit. 5. To apply learned concepts to real-world datasets, both in R and Excel, and develop skills in interpreting analysis results to derive meaningful insights for decision-making purposes.
7	Course Outcomes	<ol style="list-style-type: none"> 1. The student will be able to recall and explain the basic concepts of R and Excel, including running programs, managing datasets, and utilizing formulas and functions. 2. The student will be able to demonstrate an understanding of techniques for importing and preparing datasets in both R and Excel environments. 3. The student will be able to apply statistical analysis techniques such as measures of central tendency, dispersion, and hypothesis testing to analyze datasets. 4. The student will be able to analyze and evaluate datasets using parametric tests (Z-test, t-test, ANOVA) and non-parametric tests (Kruskal-Wallis test) to compare means and proportions across groups. 5. The student will be able to evaluate and interpret the results of regression analysis, including assessing model significance, goodness of fit, and the significance of regression coefficients. 6. The student will be able to create meaningful insights and conclusions from analysis results derived from real-world datasets, demonstrating the ability to apply learned concepts in practical scenarios.

8	Course Description	This course provides a comprehensive introduction to data analysis using R and Excel. Students will develop foundational skills in data management, statistical analysis, and interpretation of results. Topics include importing and preparing datasets, applying statistical techniques such as measures of central tendency and dispersion, hypothesis testing, parametric and non-parametric tests, and regression analysis. Through hands-on exercises and real-world applications, students will gain proficiency in analyzing data, interpreting results, and deriving meaningful insights to support decision-making processes.
9	Outline syllabus	
	Unit 1	Fundamental of R and Excel
	A	Intro to R, Running R programs, Getting familiar with R data sets, Creating R data sets
	B	Intro to Excel, Formulas- If, Sumif, Sumifs, Countif, Countifs, Averageif, Averageifs, VLOOKUP, HLOOKUP, Match, Index, Filters, Quick Filtering, Filtering by Multiple Criteria, Saving the Filtered Data, Performing Calculations on Filtered Data
	C	Importing data into R and Excel
	Unit 2	Fundamental of Data Science
	A	Measures of Central Tendency with emphasis on choosing right central tendency
	B	Measures of Dispersion- Absolute and Relative
	C	Introduction to Skewness and Kurtosis- Stem and Leaf Plot, Box and Whiskers Plot
	Unit 3	Hypothesis Testing
	A	Null and Alternative Hypothesis, Type I Error, Type II Error, checking normality of data- Shapiro wilk test,
	B	Definition of Parametric and Non Parametric Test, Parametric Test: Test for Equality of Means- Z test, t test, Equality of proportions for one and two samples using R and Excel- when data is given, when mean and standard deviation is given
	C	Equality of variances- F test using R and Excel- when data is given, when mean and standard deviation is given, Test for consistency/uniformity/stability
	Unit 4	Analysis of Variance (ANOVA) and Kruskal Wallis Test
	A	Definition, need for ANOVA, assumptions of ANOVA
	B	One Way ANOVA using R and Excel, Two Way ANOVA using R and Excel

	C	Non Parametric Test- Kruskal Wallis Test, Run test for randomness, sign test		
	Unit 5	Regression Analysis		
	A	Simple and Multiple Regression		
	B	Interpreting Regression output from R and Excel- R Square, Adjusted R Square, VIF, Significance of model, goodness of fit, Significance of Regression coefficients		
	C	Interpreting Regression coefficients for predicting dependent variable for given values of dependent variables, Identifying the most and least contributing variables		
10	Mode of examination	Theory		
11	Weightage Distribution	CA	MTE	ETE
		25%	25%	50%
12	Text book/s*	Introduction to Data Science" by Jeffrey Stanton. Paperback. September 2015		
13	Other References	<p>R for Data Science" by Hadley Wickham and Garrett Golemund. Paperback. September 2015.</p> <p>6. Statistics for Data Science" by James D. Miller. Paperback. September 2015.</p>		

