## DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

## Course Structure

## Program: PG - MBA

(Applicable from the academic year 2025-2026 to 2028-2029)

**Program:** PG-**MBA** **Regulation: R25**

### II Year I Semester - Course Structure

| S. No | Category | Course Code | Course Title | Hours per Week | | | |
|---|---|---|---|---|---|---|---|
| | | | | Lecture | Tutorial | Practical | Credits |
| 1 | PC | R25MBA17 | Supply Chain Management | 4 | 0 | 0 | 4 |
| 2 | PC | R25MBA18 | AI for Business | 4 | 0 | 0 | 4 |
| 3 | PC | R25MBA19 | Business Analytics | 4 | 0 | 0 | 4 |
| 4 | SE | R25MBA20 M1/H1/FI/E1 | (MRKG1/HRM1/FIN1/ENTP1) | 4 | 0 | 0 | 4 |
| 5 | SE | R25MBA21 M2/H2/F2/E2 | (MRKG2/HRM2/FIN2/ENTP2) | 4 | 0 | 0 | 4 |
| 6 | SE | R25MBA22 M3/H3/3I/E3 | (MRKG3/HRM3/FIN3/ENTP3) | 4 | 0 | 0 | 4 |
| 7 | PC | R25MBA23 | Data Visualization Lab | 1 | 0 | 2 | 2 |
| 8 | MC | R25MBA24 | Summer Internship | 0 | 4 | 0 | 2 |
| **Total** | | | | **25** | **4** | **2** | **28** |

| Category | Courses | Credits |
|---|---|---|
| PC: Professional Courses | 04 | 14 |
| SE: Specialization Elective Courses | 03 | 12 |
| MC: Mandatory Courses | 01 | 02 |
| **Total** | **08** | **28** |

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## DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

**Program: PG - MBA** **Regulation: R25**

### II Year II Semester - Course Structure

| S. No | Category | Course Code | Course Title | Hours per Week | | | |
|---|---|---|---|---|---|---|---|
| | | | | Lecture | Tutorial | Practical | Credits |
| 1 | PC | R25MBA25 | Strategic Management | 4 | 0 | 0 | 4 |
| 2 | SE | R25MBA26 M4/H4/F4/E4 | (MRKG4/HRM4/FIN4/ENTP4) | 4 | 0 | 0 | 4 |
| 3 | SE | R25MBA27 M5/H5/F5/E5 | (MRKG5/HRM5/FIN5/ENTP5) | 4 | 0 | 0 | 4 |
| 4 | SE | R25MBA28 M6/H6/F6/E6A | (MRKG6/HRM6/FIN6/ENTP6) – **Elective Specific Analytics Theory** | 2 | 0 | 0 | 2 |
| 5 | SE | R25MBA29 M6/H6/F6/E6B | **Elective Specific Analytics Lab:** Marketing / Finance / HRM / Entrepreneurship. | 0 | 0 | 4 | 2 |
| 6 | MC | R25MBA30A | Pre-submission project Seminar | 0 | 2 | 2 | 2 |
| 7 | MC | R25MBA30B | Main Project Viva-Voce | 0 | 0 | 4 | 4 |
| **Total** | | | | **14** | **02** | **10** | **22** |

| Category | Courses | Credits |
|---|---|---|
| PC: Professional Courses | 01 | 04 |
| SE: Specialization Elective Courses | 04 | 12 |
| MC: Mandatory Courses | 02 | 06 |
| Total | **07** | **22** |

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## LIST OF ELECTIVE SUBJECTS

Students are required to select any One Specialization: Marketing, Finance, Human Resources, and Entrepreneurship and they need to select the Core Elective subjects listed under the chosen specialization only.

| Course Code | Marketing Specialization | Credits |
|---|---|---|
| R25MBA20M1 | Digital Marketing | 4 |
| R25MBA21M2 | Sales and Promotion Management | 4 |
| R25MBA22M3 | Brand Management and Consumer Behaviour | 4 |
| R25MBA26M4 | International Marketing | 4 |
| RR25MBA27M5 | Services & Retail Management | 4 |
| R25MBA28M6-A | Marketing Analytics – A | 2 |
| R25MBA28M6-B | Marketing Analytics Lab – B | 2 |

| Course Code | Finance Specialization | Credits |
|---|---|---|
| R25MBA20F1 | Security Analysis and Portfolio Management | 4 |
| R25MBA21F2 | FINTECH | 4 |
| R25MBA22F3 | Strategic Cost and Management Accounting | 4 |
| R25MBA26F4 | International Financial Management | 4 |
| R25MBA27F5 | Risk Management and Financial Derivatives | 4 |
| R25MBA28F6-A | Financial Analytics – A | 2 |
| R25MBA28F6-B | Financial Analytics Lab – B | 2 |

| Course Code | Human Resources Specialization | Credits |
|---|---|---|
| R25MBA20H1 | Talent and Performance Management | 4 |
| R25MBA21H2 | Learning and Development | 4 |
| R25MBA22H3 | Employee Relations | 4 |
| R25MBA26H4 | International Human Resource Management | 4 |
| R25MBA27H5 | Leadership and Change Management | 4 |
| R25MBA28H6-A | HR Analytics – A | 2 |
| R25MBA28H6-B | HR Analytics Lab – B | 2 |

| Course Code | Entrepreneurship Specialization | Credits |
|---|---|---|
| R25MBA20E1 | Startup and MSME Management | 4 |
| R25MBA21E2 | Family Business Management | 4 |
| R25MBA22E3 | Innovation and Entrepreneurship | 4 |
| R25MBA26E4 | Entrepreneurial Finance | 4 |
| R25MBA27E5 | Entrepreneurial Marketing | 4 |
| R25MBA28E6-A | Technology Business Incubation – A | 2 |
| R25MBA28E6-B | Business Incubation – Idea Lab – B | 2 |

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**25MBA17** **SUPPLY CHAIN MANAGEMENT** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
2. To impart knowledge on the various functions of logistics management.
3. To educate on designing the supply chain network.
4. To clarify the significance of establishing global supply chain.
5. To highlight the role of information technology in supply chain.

**Course Outcomes:** Students will be able to

1. Understand the cyclical perspective of logistics and supply chain process.
2. Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
3. Appreciate the significance of network design in the supply chain.
4. Gain knowledge of various models / tools of measuring the Supply Chain Performance.
5. Appreciate the role of coordination and technology in supply chain management.

**Unit – I: Understanding Supply Chain**: Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.

**Unit – II: Logistics:** Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).

**Unit – III: Designing the Supply Chain Network**: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modeling for Supply Chain.

**Unit – IV: Supply Chain Performance**: Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.

**Unit – V: Coordination in a Supply Chain**: Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.

**Suggested Readings:**

- Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.

- IMT Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021.
- K Sridhara Bhat, Logistics & Supply Chain Management, HPH,1e,2017
- Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
- Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1e, 2005.
- Ballou, R.H. Business Logistics Management. Pearson Education, 5e, 2014.
- Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, James L. Patterson, Purchasing and Supply Chain Management, 7e.


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**25MBA18** **AI FOR BUSINESS** **4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course objectives:**

1. To introduce students to the basic concepts, goals, and features of Artificial Intelligence (AI) in business.
2. To help students understand different types of AI and how AI is implemented in enterprises.
3. To explore how AI is used across various business functions like marketing, HR, finance, and supply chain.
4. To explain the role of AI agents, robots, and how AI connects with machine learning and data science.
5. To discuss the ethical, legal, and regulatory challenges of using AI in business.

**Course Outcomes:** Students will be able to

1. Define AI and describe its uses and importance in business.
2. Explain different types of AI and how companies can plan for AI implementation.
3. Identify how AI helps improve business areas such as customer service, finance, HR, and operations.
4. Understand the use of AI agents, robots, and the link between AI, machine learning, and data science.
5. Discuss the ethical and legal issues in AI, including fairness, data privacy, and accountability.

**Unit – I: Introduction to Artificial Intelligence**: Definition and scope, Evolution of AI in Business, Importance and applications of AI, Foundations of AI, Features of AI, Goals of AI, Managerial view of AI, AI subfields, issues and challenges in AI.

**Unit – II: AI Types and Implementation**: AI types – Based on capabilities: Narrow AI, General AI, Super AI, Based on functionalities: Reactive Machines, Limit memory -generative AI, virtual assistant and chat bots, responsible AI, Self-aware AI, Generative AI. Role of Data in enterprise AI, a blueprint for enterprise, AI implementation.

**Unit – III: AI Application in Business**: AI Product Development Lifecycle, Product market Fit, Stages of the AI lifecycle, AI in Customer relationship management, healthcare, Finance, Retail, Agriculture, Education, Supply chain, Sales forecasting, HR Analytics.

**Unit – IV: AI Agents & Robots**: Autonomous agents, Agentic AI, Robots in used today, human machine collaboration, manage automation with robots. AI & ML – overlaps among AI, ML and Data science.

**Unit – V: Ethical and Regulatory aspects in AI:**
Ethical considerations in AI, AI risk and governance, managing AI security concerns, bias and fairness in AI systems. AI regulatory frameworks, Data privacy and security, liability and accountability, Intellectual Property in AI.

**Suggested Readings:**


- Pavan Kumar Gurazada, Seema Gupta. Artificial Intelligence in Business. Vikas Publishing House. 2025.
- Rahul De'. AI for Managers. Cengage Learning. 2025.

- Marily Nika, Building AI-Powered Products-The Essential Guide to AI and Gen AI Product Management, O'Reilly, 2025.
- Saptarshi Goswami, Amit Kumar Das, Amlan Chakravarti. AI for Everyone – A Beginner's Handbook for AI. Pearson India. 2024.
- Rahul Dubey. Emerging Technologies for Effective Management. Cengage Learning. 2023.
- Doug Rose, Artificial Intelligence for Business: What you need to know about Machine Learning and Neural Networks, Pearson, 2021.


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**25MBA19** **BUSINESS ANALYTICS** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course objectives:**

1. To orient on the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.
2. To explain the different descriptive statistical measures.
3. To impart knowledge on the aspects of predictive analytics.
4. To provide understanding of the scope of data mining, regression trees, logistical regression.
5. To elaborate on various applications of simulation in business.

**Course Outcomes:** Students will be able to

1. Understand the importance of business analytics in practice.
2. Learn various rural marketing strategies
3. Learn challenges of data modeling.
4. Understand the aspects data mining.
5. Learn Monte Carlo simulation, risk analysis and decision tree analysis.

**Unit – I: Introduction to Data Analytics**: Introduction to Data, Importance of Analytics, and Data for Business Analytics, Big Data, Business Analytics in Practice. Data Visualization, Data Visualization Tools, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables.

**Unit – II: Descriptive Statistical Measures**: Population and Samples, Measures of location, Measures of Dispersion, Measures of Variability, Measures of Association. Probability Distribution and Data Modeling, Discrete Probability Distribution, Continuous Probability Distribution, Random Sampling from Probability Distribution, Data Modeling and Distribution fitting.

**Unit – III: Predictive Analytics**: Karl Pearson Correlation Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares, Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA.

**Unit – IV: Data Mining**: Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

**Unit – V: Simulation**: Random Number Generation, Monte Carlo Simulation, What If Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

**Suggested Readings:**

- James Evans, Business Analytics, Pearson Education, 3e, 2020.
- James E.Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publising,1e,2021.

- Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019.
- Shubhabrata Das & Soudeep Deb, Business Analytics: Data to decisions, Universities Press, 2025.
- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2015.
- Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.
- Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015.

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| R25MBA23 | Data Visualization Lab | L | T | P | C |
|---|---|---|---|---|---|
| | | 1 | 0 | 2 | 2 |

(Master of Business Administration)

**II Year MBA I Semester**

**Course Objectives:**
The main objectives of the course are to

1. Understand the principles and best practices of data visualization and visual encoding.
2. Apply data pre-processing and exploratory data analysis techniques to structured and unstructured datasets.
3. Use visualization tools (e.g., Power BI, Tableau, Excel, Python) to create meaningful visual representations of business data.
4. Develop dashboards and visual stories that support data-driven decision-making in business contexts.
5. Evaluate visualizations for accuracy, clarity, and ethical communication, aligned with transparency and sustainable reporting standards.

**Course Outcomes:**

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

1. Demonstrate basic proficiency in data import, cleaning, and visualization tools.
2. Generate appropriate charts and plots for univariate, bivariate, and multivariate data.
3. Construct interactive dashboards and visual reports for business decision-making.
4. Apply ethical visualization techniques by avoiding misleading representations of data
5. Interpret and communicate data insights through storytelling using business or SDG datasets.

**SYLLABUS**

**Unit – I: Introduction to data and visualization**:

Data, information and knowledge – measurement scales – variable selection – type conversion – statistical model – algorithmic model – history of visualization – gestalt's principles – seven stages of data visualization – data science process – types of charts – chart selection guide.

**Unit – II: Understanding visualization and the interface**:

Best visualization practices – effectiveness of visual encodings – color design principles – Edward Tufte's design principles – data – ink ratio – minimizing chart junk – minimizing lie factor – connecting to data sources – tables – charts – dashboards – stories.

**Unit – III: Deployment of Structured data**:

Visualization of structured data – data dictionary – exploring the data – univariate, bivariate and multivariate analysis and relevant charts – heat maps – dual axis charts – modelling and feature selection.

**Unit – IV: Deployment of Unstructured data**:

Visualization of unstructured data – text data visualization – forms of text data – word cloud – word tree – joint plot – subjectivity and objectivity – visualizing networks – visual storytelling.

**Unit – V: Dashboards and storytelling**:

Storytelling frameworks – data storytelling – narrative storytelling – analytical dashboard – misleading charts and graphs – cherry picking data – correlation and causation – Simpson's paradox – scaling – drill down bias – data discrepancy**.**

**Note: Laboratory work can be done using Spreadsheets /Power BI/ Tableau**

**Suggested Readings:**

1. Jonathan Schwabish, Data Visualization in Excel, Routledge

2. Sharada Sringeswara, Purvi Tiwari, U. Dinesh Kumar, Data Visualization, Wiley, 2022

3. Mathew O.ward, Georges Grinstein, Daniel Keim, Interactive data Visualization, Routledge, 2015.

4. Seema Acharya, Mastering Data Visualization using Tableau, Wiley, 2024.

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**25MBA25** **STRATEGIC MANAGEMENT** **4 0 0 4**

**II Year II Semester** (Master of Business Administration)

**Course objectives:**

1. To enable strategic orientation in conduct of the business.
2. To explain to students about different tools and techniques of strategic analysis.
3. To educate on strategy implementation, planning systems for implementation.
4. To provide understanding of various turnaround and diversification strategies.
5. To elucidate qualitative and quantitative benchmarking to evaluate performance.

**Course Outcomes: Students will be able to**

1. Understand the importance of strategic management process.
2. Learn various market life cycle models for strategic analysis.
3. Learn Strategies for competing in global markets and internet economy.
4. Appreciate the need for having appropriate Turnaround and Diversification Strategies.
5. Understand the aspects of strategy evaluation and control.

**Unit – I: Introduction:** Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage.

**Unit – II: Tools and Techniques for Strategic Analysis:** Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy, Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

**Unit – III: Strategy Implementation:** Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy, Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation.

**Unit – IV: Turnaround and Diversification Strategies:** Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation. International Strategies.

**Unit – V: Strategy Evaluation and Control:** Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context.

## Suggested Readings:


- Michael A Hitt, R Duane Ireland, Robert E. Hoskisson, Strategic Management: Competitiveness & Globalization – Concepts and Cases, Cengage, 12e, 2024.
- Dr. C.B. Gupta, Strategic Management: Texts and Cases, S Chand, 2023.
- Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
- Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications, 3e, 2020.
- Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.
- V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012.
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.


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# LIST OF ELECTIVE SUBJECTS

MBA Specializations: Marketing, Finance, Human Resources, and Entrepreneurship

# Syllabus of Elective Subjects

| 25MBA20M1 | DIGITAL MARKETING | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**II Year I Semester** (Master of Business Administration)

**Course Objective:**

1. To provide an understanding of the basic concepts of Digital Marketing.
2. To highlight the importance of various channels of Digital Marketing
3. To impart knowledge of various aspects of marketing in digital era.
4. To elucidate the various aspects in search engine marketing and online advertising.
5. To highlight the impact of social media on marketing.

**Course Outcome:** Students will be able to

1. Understand Evolution of digital marketing, its strategies and platforms.
2. Learn the relevance of digital marketing channels.
3. Learn the significance of digital marketing.
4. Understand the relevance of online advertising.
5. Understand the methods of measuring the digital media performance.

**Unit – I: Understanding Digital Marketing:** Concept, Need and Scope of Digital Marketing, Comparison of Marketing and Digital Marketing, Components of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Digital Marketing Trends.

**Unit – II: Channels of Digital Marketing:** Digital Marketing: Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

**Unit – III: Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan: Marketing Plan, Executive Summary, Mission, Situational Analysis. Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

**Unit – IV: Search Engine Marketing (SEM) and Online Advertising:** Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-per-click). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance.

**Unit – V: Social Media Marketing:** Understanding social media, Social Networking with Facebook, LinkedIn, Blogging as a Social Medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

**Suggested Readings:**


- Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.
- Annmarie Hanlon, Digital Marketing: Strategic Planning & Integration, Sage Publications, 1e, 2019.
- Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.


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**25MBA21M2** **SALES AND PROMOTION MANAGEMENT** **4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objective:**

1. To provide an understanding of the basic concepts of sales and promotion management.
2. To highlight the importance of advertising and choosing appropriate advertising media.
3. To impart knowledge of the concepts associated with sales management.
4. To help understand the various aspects in sales promotion.
5. To elucidate the aspects of sales distribution.

**Course Outcome:** Students will be able to

1. Understand Evolution of Sales and Promotion Management.
2. Learn the relevance of various types of Advertising.
3. Appreciate the significance of sales management.
4. Assess the relevance of sales promotion strategies.
5. Appreciate the need for the distribution channels.

**Unit – I: Promotion:** Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. Managing Promotional Tools: Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.

**Unit – II: Advertising and Advertising Media:** A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout. B) Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

**Unit – III: Sales Management:** Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation.

**Unit – IV: Sales Promotion:** Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion.

**Unit – V: Sales Distribution:** Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management.

**Suggested Readings:**


- Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
- George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.

- Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016.
- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011.


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**25MBA22M3 BRAND MANAGEMENT AND CONSUMER BEHAVIOR 4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objectives**

1. To familiarize with brand Management, branding strategies, brand loyalty, positioning and brand valuation.
2. To study about brand equity, Measuring Sources, Outcome of Brand Equity, designing & Implementing Branding Strategies.
3. To learn the concept of consumer behavior, consumer research, marketing strategy and models.
4. To Know Consumer Motivation, Personality: Learning Memory and the concept of Involvement.
5. To outline Cultural and Social Influences on Consumer Behavior and understand the Consumer Decision Process.

**Course Outcomes:** Students will be able to

1. Demonstrate the significance of brand Management, branding strategies, brand loyalty, positioning and brand valuation.
2. Understand brand equity, Measuring Sources, Outcome of Brand Equity, designing & Implementing Branding Strategies.
3. Describe the concept of consumer behavior, consumer research, marketing strategy and models.
4. Discuss Consumer Motivation, Personality: Learning Memory and the concept of Involvement.
5. Evaluate Cultural and Social Influences on Consumer Behavior and understand the Consumer Decision Process.

**Unit-I Introduction to Brand Management:** Concept of Brand and Branding Basics; Understanding terms -Brand Names and Brand Extensions- Meaning, Advantages, Disadvantages. Brand equity, Co Branding and Corporate Branding. Branding strategies: Concept and types of branding strategies. Steps in brand development strategies. Brand switching. Management of Brand- Meaning & Definition. Strategic Brand Management Process – Steps in Brand Management Process, Brand Loyalty; Brand Relationship. Building brand loyalty - Brand Positioning and Brand Associations. Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.

**UNIT-II Planning & Implementing Brand Marketing Programs:** Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building. Measuring & Interpreting Brand Performance- Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity. Designing & Implementing Branding Strategies Managing Brands Over Time

**UNIT- III: Introduction to Consumer Behavior:** Meaning and Definition of Consumer Behavior. Need and Advantages to Study Consumer Behavior. Differences between consumer buying and organizational buying. Consumer behavior and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; Organizational Buying Behaviors. Models of Consumer Behavior- Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model

**UNIT- IV: Consumer Motivation, Personality:** Learning Memory and Involvement- Introduction, needs, objectives and Scope of Consumer Motivation. Overcoming Problems of Motivational Conflict. Defense Mechanism, Motive arousal, Motivational theories. Consumer Personality: Learning Memory and Involvement Consumer attitudes, beliefs, feelings and Behavior Consumer Learning attitudes and components of learning Memory system, memory process, concept of involvement, dimensions of involvement

**UNIT-V: Cultural and Social Influences on Consumer Behavior:** Characteristics of Culture, values, sub cultures, cross cultural and multi-cultural influences on Consumer Behavior. Social Class and Group influences on Consumer Behavior with regard to money and other status symbols, conformity to group norms behavior and Influence, family life influences, standard of life and living Influences. Consumer Decision Process: Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase –Consumption – Post-Purchase Consumption Behavior.

**Suggested Readings:**


- Pati. D, Branding Concepts and Process, Macmillan Publisher
- Blackwell and Engel, Consumer Behavior, Cengage Publication, Indian Edition
- Majumudar Ramanuj, Consumer Behavior - Insights from Indian Market, PHI, 2nd Edition.
- Subroto Sen Gupta, Brand Positioning, Tata McGraw-Hill
- Kevin lane Keller; Ambi M. G. Parameswaran; IssacJacob Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Fourth edition; Pearson Education India; 2015.
- S R Kumar, Managing Indian Brands by, Wharton School Publishing David
- Wayne D. Hoyer, Deborah J. Maclnnis R Rik Pieters, Consumer Behaviour, &e, Cengage, 2024 Chandershekhar, K.S., Product Management- Text, Applications and Cases, Himalayan
- Publishing Houser, Edition 2012.
- Kapferer. J.N, The Strategic Brand Management-Advanced Insights & Strategic Thinking, 5 editions,2012. Tapan K. Panda, Product and Brand Management, Oxford University Press,2016


**Chairperson**
**Board of Studies (MBA)**

**25MBA26 M4** **INTERNATIONAL MARKETING** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives**:

1. To enable understanding of Global Markets, Markets, formulation of Global Marketing Strategies and its Implementation.
2. To impart knowledge of Global Environmental Drivers.
3. To elucidate various aspects in global customers.
4. To help identify the various aspects in global marketing.
5. To highlight the impact of Implementing Global marketing strategies.

**Course Outcomes:** Students will be able to

1. Understand the Global Marketing Management
2. Learn the relevance of WTO, EXIM Policy.
3. Learn various influences of Global Consumer
4. Understand the relevance of International Marketing Mix, distribution promotion strategies.
5. Identify the need for E-Marketing channels.

**Unit – I: Introduction to International Marketing:** Nature, Importance, Features and Scope of International Marketing, Comparison of Domestic and International Marketing, Environment and Sustainability, Opportunities and Challenges in International Marketing, Stages of International Marketing Involvement, Motivating Factors of International Marketing, Reasons and Strategies of Internationalization.

**Unit – II: Global Environmental Drivers:** WTO and Globalization, Types of External Environments: Political, Economic, Social, Technological, Environmental and Legal. EXIM Policy of India. International Trade and its Barriers, Trade in Goods & Services, Regional Integration and Multi-lateral Trade Agreements.

**Unit – III: Global Customers:** Drivers of the Global Consumers, Influences on the Global Consumer, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Country (Market) Selection, Assessing International Market Size and Sales Potential. Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes and Strategies, Opportunities and Challenges of Entry Modes. Digital Revolution & Global E-Commerce.

**Unit – IV: Global Marketing:** Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing Program, Segmentation of Products and Services, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, Pricing Strategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

**Unit – V: Implementing Global Marketing Strategies:** Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order.

**Suggested Readings:**

1. Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage,10e, 2017.
2. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2012.
3. Prateek Maheshwari, International Marketing, Wiley,8e, 2017.
4. Philip R. Cateora John L Graham Prashant Salwan, International Marketing TMH,13e, 2011.
5. Warren J. Keegan, Mark C. Green, Global Marketing, Pearson,7e 2013
6. Daniel Baack, Barbara Czarnecka, Donal Baack, International Marketing, 2e, Sage, 2019.
7. P.K. Vasudeva, International Marketing, 4th edition, Excel Books, 2012.

**Chairperson**
**Board of Studies (MBA)**

| 25MBA27M5 | SERVICES AND RETAIL MANAGEMENT | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. To understand the foundational concepts and characteristics of services marketing and analyze customer expectations and satisfaction in service delivery.
2. To explore and apply tools and strategies for designing quality services and maintaining service standards.
3. To examine the evolution, functions, and formats of retailing, with a focus on the Indian retail landscape.
4. To understand and apply key principles of merchandise sourcing, category management, store layout, and logistics in retail operations.
5. To evaluate the impact of location, pricing, and promotional strategies in driving retail performance and customer engagement.

**Course Outcomes:** Students will be able to

1. Explain the components of the services marketing mix and evaluate consumer behaviour and service recovery strategies in various service contexts.
2. Construct service blueprints and assess the service quality using models like the GAP model, and recommend strategies for service excellence and ethics.
3. Analyze retail strategies and differentiate between various retail formats while evaluating retail opportunities in India, including rural markets.
4. Design effective store layouts and formulate merchandise presentation strategies that enhance the customer experience.
5. Develop strategic pricing and promotional plans for different retail formats, including e-tailing, while assessing site attractiveness and demand factors.

**UNIT-I: INTRODUCTION TO SERVICES MARKETING:** Services: Concepts, Characteristics and Classification of Services, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector, Services Marketing Mix, Service Marketing Triangle, Consumer Behaviour in Services, Consumer Expectations and Perception of Service, Customer Satisfaction, Listening to Customers through Research, Building Customer Relationships, Service Failure, Service Recovery Strategies

**UNIT-II: DESIGNING AND MANAGING SERVICES:** Service Innovation: Design and Mapping Patterns, Service Quality and Quality Measurement, Gap model of Service Quality, Service Excellence, Service Standards: Factors & Types, Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape, Service Blueprinting, Strategies to match Service Promises with Delivery, Service Guarantee, Ethics in Service Firms.

**UNIT-III: INTRODUCTION TO RETAILING:** Introduction to retailing, functions of retailing, types of retailing, Emergence of organized retailing, customer buying behaviour in retailing, retailing strategy, target market and retail format, growth strategies of retail in competitive markets. RETAILING IN INDIA: The present Indian retail scenario, factors affecting retailing in India, retailing opportunities in India, Rural retailing, region wise analysis of Indian retailing.

**UNIT-IV: MERCHANDISE AND STORE MANAGEMENT:** Sources of merchandise, category management, allocation of merchandise, merchandise presentation techniques, logistics management, Objectives of good store design, store layout, types of store layout and design, Space planning, store atmospherics, traffic flow and analysis.

**UNIT V: LOCATION, PRICING AND PROMOTION STRATEGIES:** Shopping centres, freestanding sites, location and retail strategies, factors affecting the demand for a region or trade area, factors affecting the attractiveness of a site, retail pricing strategies, pricing adjustments, using price to stimulate retail sales, promoting the merchandise, retail promotion strategies, E-tailing: Types, Benefits & Challenges.

**Suggested Readings:**


- Douglas K. Hoffman & John E.G. Bateson, Services Marketing, 6e, Cengage, 2025
- S. Shahjahan, Services Marketing, Himalaya Publishing House, 2017
- Govind Apte, Services Marketing, Oxford Press, 2011
- John E. G. Bateson, K. Douglas Hoffman, Services Marketing, Cengage Learning,4e, 2012
- Bajaj Tuli Srinivastava, Retail Management,3rd edition, Oxford Publications,2016
- Levy & Weitz, Retailing Management, McGraw Hill, 2015


**Chairperson**
**Board of Studies (MBA)**

| **25MBA28M6 (A&B)** | **MARKETING ANALYTICS LAB** | **L** | **T** | **P** | **C** |
|---|---|---|---|---|---|
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(Master of Business Administration)

**II Year MBA II Semester**
**Course Objectives:**

**The main objectives of the course are to**

1. To provide an understanding of Fundamentals of Marketing Analytics
2. To elaborate on the scope of MS Excel for conduction of Marketing Analytics,
3. To highlight the importance of Management of Customer Expectations through Marketing Analytics,
4. To orient on the usage of Marketing Analytics for Product Pricing and
5. To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics.

**Course Outcomes: Students will be able to**
1. Learn the Concepts of Marketing Analytics and their relevance in business,
2. Use MS Excel to deal with Marketing Data at basic level,
3. Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value.
4. Conduct Analysis in Determining the Pricing Strategies and
5. Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

## SYLLABUS

**Unit – I: Introduction to Marketing Analytics**: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data. Summarizing Revenue Data: Month-wise and Product wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables.

**Unit – II: Segmentation & Positioning Analytics**: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Perceptual Mapping, White Spaces, Umbrella Brands, Multidimensional Scaling.

**Unit – III: Pricing Analytics**: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

**Unit – IV: Promotion Analytics**: Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

**Unit – V: Customer Analytics**: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

**Suggested Readings:**

♣ Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.

♣ Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.

♣ Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.

♣ Mike Grigsby, Marketing Analytics, Kogan Page, 2015.

♣ Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

**Chairperson**
**Board of Studies (MBA)**

**25MBA20F1 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. To enable understanding of the investment process, investment alternatives, Valuation of debt and equity.
2. To impart knowledge of the Portfolio Analysis.
3. To elaborate various aspects in Bond Valuation.
4. To educate on the various aspects in Equity valuation.
5. To discuss the methods of performance evaluation of mutual funds.

**Course Outcomes:** Students will be able to

1. Understand the Indian financial system and also about Investment.
2. Learn the relevance of risk and returns.
3. Learn various influences bond valuation and management.
4. Understand the relevance of equity valuation of cash market and derivatives.
5. Identify the need for mutual funds in India.

**Unit – I: Introduction to Investment:** Introduction, Indian Financial System and Structure, Investment, Speculation and Gambling, Features of Investment, Investment Avenues, and Investment Process. The Investment Environment, Securities Market of India, Securities Trading and Settlement, Types of Orders, Margin Trading, Roles and Responsibilities of SEBI.

**Unit – II: Portfolio Analysis:** Risk and Return Analysis, Markowitz Portfolio Theory, Mean – Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

**Unit – III: Bond Valuation:** Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond Pricing Theorems, Bond Duration, Modified Duration. Active and Passive Bond Management Strategies, Bond immunization, Bond Volatility, Bond Convexity.

**Unit – IV: Equity Valuation:** a) Intrinsic Value versus Market Value, Equity Valuation Models- Discounted Cash Flow Techniques, Dividend Discount Models (DDM), Growth Rate cases for DDM, Free Cash Flow Valuation Approaches, Relative Valuation Techniques, Earnings Multiplier Approach, Price/ Earnings, Price/ Book Value, Price/ Sales Ratio, EVA. b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

**Unit – V: a) Derivatives:** Overview of Indian Derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future Markets, Mechanics of Trading, b) **Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models: Sharpe Model, Treynor Model, Jensen Model, Fama’s Decomposition.

**Suggested Readings:**


- ZVI Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty Investments, Mc Graw Hill, 11 e, 2019.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
- Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014.
- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6e, Pearson.
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2013


**Chairperson**
**Board of Studies (MBA)**

**25MBA22F2** **FINTECH** **4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objectives:**

1. To introduce the concept of FinTech and its role in modern finance.
2. To explain the technologies used in FinTech like UPI, chatbots, APIs, and blockchain.
3. To understand how FinTech is used in banking, lending, and customer services.
4. To learn how FinTech works in capital markets, insurance, and property technology.
5. To explore the rules, risks, and benefits of FinTech, including cybersecurity and financial inclusion.

**Course Outcomes:** Students will be able to

1. Describe what FinTech is and how it is changing the finance industry.
2. Identify key technologies that support FinTech systems.
3. Explain how banks and lenders use FinTech to serve customers better.
4. Discuss how FinTech is used in capital markets and other sectors like insurance and real estate.
5. Recognize the challenges, rules, and social benefits related to FinTech.

**Unit – I: Introduction to Fintech:** Digital Transformation in Manufacturing and Service Industry, The changing structure of the Financial ecosystem. Fintech and its advantages, Digital India and its role in promoting Fintech. Introduction to India Stack – Unique Identification, Presence Less Verification, eKYC, Digital Signature, Digital Document Repository (DigiLocker), Use of DigiLocker to Expedite Recruitment Process, Cashless Digital Payments, Account Aggregation, Receivables Exchange TReDS, Regulatory Framework

**Unit – II: Technology Enablers for FinTech:** Digital Payments, Unified Payment Interface (UPI), Payment Gateway, The Instant Mobile Payment System (IMPS), Chatbots - Customer Relationship and Service, Use of Chatbots in P2P Platforms, Chatbots for Guiding Personal Financial Management, Robo Advisors or Algorithm-Based Planners - The Advantages of Robo Advisors, Application Programming Interface (API), Blockchain – key concepts, applications, Distributed ledger technology and Decentralized Finance (DeFi) ]Cross Border Trade Using Blockchain, Value Chain of Blockchain, Working of a Business Blockchain, Case Study—Capgemini Solution on AWS Managed Blockchain: From Proof of Concept to Production

**Unit – III: FinTech in Banking:** Digital Transformation in Banks. Changing Customer Expectations, Fitment of FinTech Companies in Digital Transformation – Core Banking Solutions, Network Banking and Cheque Truncation System, Cards with Chip and Pin, Net banking, Toll Gate Collections, PoS Terminals, Buy Now Pay Later (BNPL), Prepaid Mechanisms FinTech in Lending and Borrowing: Introduction to the Business of Lending - Credit-worthiness of the Borrower, FinTech in Lending Business, Latest Technology Trends in Lending, Case Study—Amazon SMB Lending - Amazon as a FinTech Lender, Case Study—Indifi - How the Platform Works.

**Unit – IV: FinTech in Capital Markets:** Raising Capital, Types of Securities, Important Stakeholders in Capital Markets, The Trade Lifecycle, Clearing, Settlement & Back office Operations – Clearing, Settlement, Asset Servicing, How Technology Supports Capital Market Processes Other Types of FinTech Companies: Insurtech, PropTech – Case Study—Property Locator App of DBS Bank, TailFin, EnablingTech, RegTech

**Unit – V: Fintech Regulations and Challenges, Concerns and Trends in FinTech World:** Concerns of FinTech Companies, Challenges Faced by FinTech Companies. Cyber security Sustainable Finance: Sustainable business practices, the role of Fintech in the Society, Green economic growth, Financial Inclusion and the role of Technology.

**Suggested Readings:**


- Chandrahauns Chavan and Atul Patankar, Introduction to Fintech, Pearson,2024
- Peter Goldfish, A Global guide to Fintech and Future Payment Trends, Routledge, 2023
- Sanjay Phadke, Fintech Futue The Digital DNA Finance, Sage,2020
- Chenjiazi Zhong, Cryptocurrencies and Beyond, Business experts press, LLC, 2025

**25MBA22F3 STRATEGIC COST AND MANAGEMENT ACCOUNTING 4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objectives:**

1. To provide understanding of various aspects in strategic cost and management accounting.
2. To elucidate the role of cost accounting for better managerial decision making.
3. To impart knowledge of various aspects in CVP and ABC analysis.
4. To discuss in detail various aspects in budget and budgetary control.
5. To help understand the variances and their importance in cost accounting.

**Course Outcomes:** Students will be able to

1. Understand the cost analysis and control.
2. Learn the relevance of unit, job, process costing for strategic decisions.
3. Learn various aspects of activity-based management.
4. Understand the role of types of budgets and the budgeting process in non-profit organizations.
5. Identify the need for establishing cost standards.

**Unit – I: Introduction to Cost and Management Accounting, Cost Analysis and Control:** Management Accounting Vs. Cost Accounting Vs. Financial Accounting, Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. Cost Concepts and Managerial use of Classification of Costs, Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour rate.

**Unit – II: Costing for Decision making:** Unit Costing, Job Costing, Cost Sheet and Tender and Process Costing and their Variants, Treatment of Normal Losses and Abnormal Losses, Inter- process Profits, Costing for By-products and Equivalent Production. Application of Managerial Costing for Control, Profit Planning, Closing down of a Plant, Dropping a Product line, Charging General and Specific Fixed Costs, Fixation of Selling Price, Make or Buy Decisions, Key or Limiting Factor. Selection of Suitable Product Mix, Desired level of Profits, Diversification of Products, Closing down or Suspending activities

**UNIT – III: Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC):** Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems. CVP analysis in Service and Nonprofit Organizations. Activity Based Cost (ABC) Systems: Comparison of Traditional and Activity Based Cost Systems. Emergence of ABC Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. ABC Systems in Service Organizations. The Technological Edge of using ABC Systems.

**Unit – IV: Budgetary Control:** Budget, Budgetary Control, Steps in Budgetary Control, Flexible Budget, Different Types of Budgets: Sales Budget, Cash Budget, Production Budget, Performance Budgets and Computerized Budgeting. Activity Based Budgeting. Budgeting Process in Non-Profit Organizations. Zero Based Budgeting. Criticisms of Budgeting. An Introduction to Cost Audit and Managerial Audit

**UNIT – V: Standard Costing and Variance Analysis:** Standard Costing – Establishing cost standards, Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Standard Costing Vs Estimated Cost, Standard Costing and Marginal Costing, Analysis of Variance, Material Variance, Labour Variance and Sales Variance. Reconciling Budgeted Profit and Actual Profit. Standard Absorption Costing. Volume Efficiency and Capacity Variance.

**Suggested Readings:**


- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 6e, 2019.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi,7e, 2019.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e 2017.

- Horngre, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education, 16e, 2017.
- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications, 5e, 2012.
- Colin Drury, Cost and Management Accounting, Cengage Learning,8e, 2015.
- John K Shank and Vijay Govindarajan. Strategic Cost Management The new tool for competitive Advantage. The Free press. 2008.
- Atkinson, Banker, Kaplan and Young, Management Accounting PHI, 2006.

**Chairperson**
**Board of Studies (MBA)**

**25MBA26F4 INTERNATIONAL FINANCIAL MANAGEMENT 4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objective:**

1. To provide an understanding about MNC Financial Management.
2. To elucidate various aspects of Balance of Payments.
3. To enlighten on various aspects of the Foreign Exchange Market.
4. To discuss the methods of Measuring exchange rate movements.
5. To help understand Asset-Liability Management and International Financing.

**Course Outcome:** Students will be able to

1. Understand recent changes and challenges in International Financial Management.
2. Learn Factors affecting International Trade flows
3. Learn various aspects about International Stock market.
4. Understand the uses of exchange rates.
5. Examine the importance of International Financing.

**Unit – I: Introduction:** An Overview, Importance, Nature and Scope of International Financial Management, Domestic FM vs. IFM, International Business Methods, Recent Changes and Challenges in International Financial Management.

**Unit – II: International Flow of Funds:** Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's System, the Flexible Exchange Rate Regime, Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.

**Unit – III: Foreign Exchange Market:** Function and Structure of the Forex Markets, Major Participants, Types of Transactions and Settlements Dates, Foreign Exchange Quotations. Process of Arbitrage, Speculation in the Forward Market. Currency Futures and Options Markets, Overview of the other markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.

**Unit – IV: (a) Exchange Rates:** Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity. (β) Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect, Interest Rate Parity, Expectations Theory

**Unit – V: Asset–liability Management:** (a) Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management. (b) International Financing: Equity, Bond Financing, Parallel Loans, International Cash Management, Accounts Receivable Management, Inventory Management. Payment methods of International Trade, Trade Finance Methods, Export – Import Bank of India, Recent Amendments in EXIM policy, Regulations and Guidelines.

**Suggested Readings:**


- Cheol Eun, Bruce Resnick, Tuugi Chuluun, International Financial Management, TMH,9e,2021.
- P.G. Apte, Sanjeevan Kapshe, International Financial Management, TMH ,8e,2020.
- Alan C. Shapiro, Multinational Financial Management, John Wiley,11e, 2019.
- Jeff Madura, International Corporate Management, Cengage, 13e,2016.
- S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Sharan.V, International Financial Management 6e, PHI, 2014.


**Chairperson**
**Board of Studies (MBA)**

**25MBA27F5** **RISK MANAGEMENT & FINANCIAL DERIVATIVES** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objective:**
1. To orient on the concepts of Risk Management, measurements and risk management strategies using derivatives.
2. To provide understanding of various risk measurement tools.
3. To impart knowledge of various aspects in derivatives market.
4. To elucidate various aspects in Risk Management.
5. To provide understanding of various techniques in Risk Management.

**Course Outcome:** Students will be able to
1. Understand risk management and derivatives.
2. Learn the relevance of Basel norms, types of risks.
3. Learn various aspects about Derivatives Market in India.
4. Understand the uses of options strategies.
5. Examine the importance of SWAP Market.

**Unit – I: Introduction to Risk Management:** Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.

**Unit – II: Risk Measurement Tools:** Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms, Types of risk: Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. Value at Risk (VaR), Cash Flow at Risk: Applications and Problems on VaR & CaR.

**Unit – III: Introduction to Derivative Markets:** Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. Forward and Future Contracts: Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market, Futures Contract: Future Contact Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.

**Unit – IV: Risk Management Techniques – Options Contract:** Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, Put - Call Parity Theorem: Option Pricing, Arbitrage Pricing. Binomial Pricing Model: The Black- Scholes Options Pricing Model, Uses of Options Strategies.

**Unit – V: Risk Management Techniques – SWAPS Contract:** SWAP Market and its Evolution, Interest Rate Swap: Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. Currency Swaps: Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, Equity Swap: Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

**Suggested Readings:**

- Sanjay Mehrotra, Durga Bhavani Jammula, Financial Management and Risk Management Derivative Startegies, Pen and Paper Academy,2025
- Prakash B Yaragol, Financial Derivatives- Text and Cases, vikas Publishing, 2024
- John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
- Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill, 1e, 2011.
- Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, Cengage, 2013. Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e,2012
- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e,2003.

**Chairperson**
**Board of Studies (MBA)**

| 25MBA28F6 (A&B) | FINANCIAL ANALYTICS LAB | L | T | P | C |
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(Master of Business Administration)

**II Year MBA II Semester**

**Course Objectives:**
1. To enable understanding of various aspects in Financial Analytics.
2. To help understand time value money, risk and return aspects.
3. To impart knowledge of various capital budgeting techniques.
4. To elucidate various aspects of Equity Valuation.
5. To enlighten on the aspects of Bond Valuation.

**Course Outcomes: Students will be able to**
1. Understand techniques of financial statements.
2. Learn the relevance of time value money.
3. Learn various aspects of capital budgeting.
4. Understand industry, technical and economic analysis.
5. Learn duration of bond and immunization strategies.

## SYLLABUS

**Unit – I: Techniques of Financial Statement**: Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet.

**Unit – II: (a) Time Value of Money**: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.
(b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

**Unit – III: Capital Budgeting Techniques**: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets.

**Unit – IV: Equity Valuation**: Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock, Real Option in Capital Budgeting.

**Unit – V: Bond Valuation**: Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Modeling the Term Structure, Calculating Expecting Bond Return in a Single and Multiperiod Framework, Semi-annual Transition Matrix, Computation of Bond Beta.

**Suggested Readings:**

♣ Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e, 2022.

♣ R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI, 7e, 2022.

♣ Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.

♣ N R Parasuraman, Financial Management-step by step approach, Cengage, 1e, 2014.

♣ Simon Bennings, Financial Modeling-Using Excel, MIT Press, Camberidge,3e

♣ Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

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**R25MBA20 H1 TALENT AND PERFORMANCE MANAGEMENT 4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objectives:**

1. To provide an understanding of the importance of talent and performance management.
2. To elucidate how companies integrate competencies with Talent management process.
3. To help learn various aspects in performance management.
4. To impart knowledge of the various aspects in PMS Process and implementation.
5. To elaborate on Employee development, Reward & Legal Systems.

**Course Outcomes:** Students will be able to

1. Understand Talent Management Process along with its key components.
2. Learn the significance of performance management and employee development in organizations.
3. Learn different approaches to Performance Management System.
4. Understand KRA's and KPI's and performance metrics.
5. Identify the importance of reward systems in organizations.

**Unit – I: Foundations of Talent Management (TM):** Definition, Meaning, Importance, Objectives and Scope of TM. Evolution and development of TM. Need for and Imperatives of TM in modern organizations. Models of TM: McKinsey's TM Framework, Deloitte's TM Wheel, Ulrich's TM Model and CCL's 70-20-10 Model. TM as a competitive advantage for organizations. Role of HR in TM. Key challenges in managing TM today.

**Unit – II: Competency based Talent Strategies:** Importance of Competencies for TM. Competency Mapping, Assessment and Development. Integration of Competencies with Performance Management, Talent Development, Career Development, Succession Planning and Talent Retention. Employee Succession using 9-Box Talent Management Grid. Leadership Development through identification high-potentials, development of a strong Pipeline cum Bench Strength.

**Unit – III: Introduction to Performance Management (PM):** Importance of Performance Management. Contribution of PM. Disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy. Use of Technology in PMS.

**Unit – IV: PMS Design & Execution:** Performance Planning & Agreement on Goals, Setting Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Monitoring Performance, Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

**Unit – V: PM: Employee Development, Reward & Legal Systems: (a) Employee Development:** Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. **(b) Reward Systems:** Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad banding. **(c) Legal Systems:** PMS and Law, Legal Principles affecting PMS.

**Suggested Readings:**


- Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018.
- Lance A. Berger, Dorothy R. Berger, the Talent Management Handbook, TMH Education, 3e, 2018.
- Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
- Herman Aguinis, Performance Management, Pearson, 3e, 2013.
- Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.
- Sonal Minocha, Dean Hristov, Global Talent Management: An Integrated Approach, Sage Publications,1e, 2019.

**R25MBA21 H2 LEARNING AND DEVELOPMENT 4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. Understand the foundational theories and processes of learning in organizational settings.
2. Analyze the strategic role of training and development in achieving organizational objectives.
3. Evaluate and design various training methods suited for diverse workforce needs.
4. Apply techniques for employee and management development aligned with corporate strategies.
5. Examine contemporary issues and challenges in the field of learning and development.

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

1. Explain key learning theories and relate them to workplace learning outcomes. (Bloom: Understand)
2. Identify and assess training needs aligned with business strategy. (Bloom: Analyze)
3. Design effective training programs using both traditional and technology-enabled methods. (Bloom: Apply, Create)
4. Develop frameworks for employee and management development interventions. (Bloom: Apply)
5. Evaluate and respond to modern trends and challenges such as diversity training, virtual work training, and career management.

**Unit – I: Introduction to Learning:** Definition and characteristics of learning, Phases of learning. Theories of learning: Reinforcement Theory, Social Learning Theory, Goal Setting Theory, Need Theories (Maslow, Herzberg), Expectancy Theory, Adult Learning Theory (Andragogy), Information Processing Theory. The Learning Process and Cycle (Kolb's Model). Instructional emphasis for different learning outcomes.

**Unit – II: Training Strategy and Designing Training:** Evolution of the training function, Strategic Training and Development process, Training needs in various strategic contexts (growth, stability, retrenchment), Structure and models of training departments, Training Needs Assessment (TNA): tools, techniques, and process. Designing a training program: setting objectives, content design, selecting methods Trainer competencies and styles, Evaluating training effectiveness: Kirkpatrick's and ROI models, post-training support and transfer of learning.

**Unit – III: Training Methods and Technology Enabled Learning:** Traditional training methods: Presentation (Lectures, Demonstrations), Hands-on (Simulations, Case Studies, Role Plays), Group building (Team building, Action Learning). E-learning and online modules, Impact of technology on learning: Multimedia, Virtual Classrooms, Computer-Based Training (CBT), Mobile Learning and Blended Learning Models. Learning Management Systems (LMS). Digital training administration tools.

**Unit – IV: Employee and Management Development:** Meaning and importance of employee development, Essentials of management development programs (MDPs), Approaches to development: Formal education, Assessment and Development centers, Job experiences and job rotations, Coaching, mentoring, and interpersonal feedback. Development planning process, Organizational strategies for career and leadership development. E-learning in employee development. Electronic MDPs and executive coaching.

**Unit – V: Contemporary issues in Training and Development:** Orientation/Onboarding training programs, Diversity and inclusion training, Sexual harassment prevention training, Team and cross functional team training, Cross-cultural training for global assignments, Competency mapping and training for talent management, Career management systems: planning, paths, plateaus, and career transitions, Training for virtual work environments, hybrid roles, and gig economy.

**Suggested Readings:**


- Raymond A. Noe, Amitabh Deo Kodwani, Employee Training and Development, 7e, McGraw Hill, 2019.

- P. Nick Blanchard, James W. Thacker, A. Anand Ram – Effective Training: Systems, Strategies, and Practices, 4e, Pearson, 2012.
- Rolf Lynton & Uday Pareek – Training for Development, 3e, Sage Publishers, 2012 .
- Jean Barbazette, Training Needs Assessment: Methods, Tools, and Techniques, Wiley, 2014 .
- G. Pandu Naik, Training and Development: Text, Research and Cases, Excel Books, 2011 .
- Steve W.J. Kozlowski & Eduardo Salas – Learning, Training, and Development in Organizations, Routledge, 2010 (Advanced reference).


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**R25MBA22 H3** **EMPLOYEE RELATIONS** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. To provide an overview of Industrial Relations, Legal Framework and Management of Trade Unions in Indian Organizations
2. To elucidate on the processes of Negotiations and Collective Bargaining
3. To elucidate on the aspects of Tripartism and Social Dialogue
4. To impart knowledge on Labor Legislation with help of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc.
5. To impart knowledge on Labor Legislation with help of various Acts such as Industrial Disputes Act.

**Course Outcomes:** Students will be able to

1. Understand the changing nature of Labor/Workforce in India and appreciate the need for knowing and maintaining good relations with Industry and Trade Unions.
2. Learn the legal framework/process of Collective Bargaining and the aspects of Negotiation, Social Security and Drafting of Agreements.
3. Learn various aspects of Tripartism, Social Dialogue and the role of Government in Industrial Relations
4. Understand the salient features of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc. and the need for maintenance of good Employee Relations
5. Understand the salient features of Acts such as Industrial Disputes Act, Occupational Safety, Health and Working Conditions Code etc.

**Unit – I: Industrial Relations:** Economy and the Laboure Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. Trade Unions: Introduction, Definition and Objectives, Growth and Structure of Trade Unions in India, Trade Unions Act, 1926 and Legal framework, Union Recognition, Union Problems, Non-Union Firms, Management of Trade Unions in India.

**Unit – II: Collective Bargaining:** Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement.

**Unit – III: Tripartism and Social Dialogue:** Types and Levels of Tripartism, Social Dialogue and the Reform Process, Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations.

**Unit – IV: Labor Legislation – I:** Factories Act, 1948, Employee Compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. The Prohibition of Sexual Harassment of Women at Workplace Act, 2013, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972, The Unorganized Workers' Social Security Act, 2008.

**Unit – V: Labor Legislation – II:** Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling, Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (Code on Wages, 2019), Social Security for Everyone (Social Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) – 2020), Towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers.

**Suggested Readings:**


- SC Srivastava, Industrial Relations and Labour Laws, 8e, Vikas Publishing House Ltd., 2022
- C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2019.

- D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
- Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
- Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
- C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13e, 2014.
- P.N. Singh and Neeraj Kumar, "Employee Relations Management", Pearson Education, 2010. https://labour.gov.in/sites/default/files/Labour_Code_Eng.pdf.


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**R25MBA26 H4 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objectives:**

1. To introduce the foundations and strategic framework of IHRM and its growing relevance in a globalized economy.
2. To develop understanding of international staffing policies and talent management practices across various geographies.
3. To enhance intercultural competence and develop leadership skills required to manage global and diverse teams.
4. To examine the complexities in designing fair and competitive global compensation and performance appraisal systems.
5. To analyze contemporary trends and challenges in international HRM and understand future directions of the global HR landscape.

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

1. Differentiate IHRM from domestic HRM, analyze international HR structures, and articulate the strategic role of IHRM in global organizations.
2. Design global staffing strategies, manage expatriate cycles, and address talent management issues in multinational corporations.
3. Interpret cultural frameworks, handle intercultural challenges, and recommend leadership strategies suitable for cross-cultural environments.
4. Construct compensation structures and performance appraisal frameworks appropriate for international employees and expatriates.
5. Evaluate emerging trends in IHRM and suggest adaptable HR strategies in dynamic and diverse international environments.

**UNIT I: Introduction to International Human Resource Management:** Meaning, nature, and scope of IHRM, Domestic HRM vs. International HRM, Drivers of internationalization of business and global workforce, Functions and models of IHRM: Morgan’s model, Harvard model, Matching model, Strategic IHRM: Linking HR strategy with global business strategy, Organizational structures in international business, Role of IHRM in international business success, Ethics and CSR in international HRM context.

**UNIT II: International Staffing and Talent Management:** International HR planning and forecasting, Approaches to international staffing: Ethnocentric, Polycentric, Geocentric, Regiocentric, Recruitment and selection for international assignments, Expatriate management lifecycle: selection criteria, pre departure training, on-assignment support, repatriation challenges, Managing inpatriates, third country nationals, and virtual assignments, Talent identification, development, and succession planning in MNCs, Outsourcing, offshoring, and their HR implications, Managing dual-career couples and diversity in global talent pools.

**UNIT III: Cross-Cultural Management and Global Leadership:** Understanding culture: Definitions, layers, and characteristics, Hofstede’s Cultural Dimensions, Cultural shock, adjustment, and acculturation, Cross-cultural communication: barriers, listening, and negotiation styles, Designing and delivering cross-cultural training programs. Developing global leadership competencies, Women in international management, Managing multicultural and geographically dispersed teams

**UNIT IV: International Compensation and Performance Management:** (a) International Compensation: Objectives and components of international compensation, Approaches to international compensation: Balance sheet, going rate, host-based, global pay, Expatriate compensation packages: salary, benefits, allowances, incentives, taxation, (b) Performance Management: Performance management systems in multinational contexts, Appraising expatriates and host-country nationals, Aligning performance measures with global business goals, Equity and fairness issues in global pay systems, Legal compliance and ethical considerations in compensation and performance.

**UNIT V: Global HRM Trends, Challenges and Future Directions:** IHRM in international mergers, acquisitions, and joint ventures, Labor relations and international employee relations, IHRM challenges in emerging markets and global crises, Diversity, equity, inclusion, and global workforce management, Role of technology in IHRM: HRIS, AI, remote work, digital onboarding, Global talent shortages, skill gaps, and workforce planning, Corporate social responsibility and sustainability in IHRM, Future of work, gig economy, and implications for global HR.

**Suggested Readings:**


- Vance, Charles M. & Yongsun Paik. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, Routledge
- Dowling, Peter J., Festing, Marion & Engle, Allen D. International Human Resource Management, Cengage Learning
- Subba Rao, P. International Human Resource Management, Himalaya Publishing House
- Aswathappa, K. & Dash, S. International Human Resource Management, McGraw Hill
- Tayeb, Monir H. International Human Resource Management: A Multinational Company Perspective, Oxford University Press
- Deresky, Helen. International Management: Managing Across Borders and Cultures, Pearson
- Harzing, A.W. & Pinnington, A. International Human Resource Management, Sage Publications.


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**R25MBA27 H5 LEADERSHIP AND CHANGE MANAGEMENT 4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objectives:**

1. To introduce the concepts, philosophies, studies and approaches of Leadership
2. To impart knowledge of various theories and styles of leadership
3. To orient on the role of leadership in changing business environment, with the help of various change management models
4. To elucidate the aspects of organizational structure, culture and management of organizational change
5. To educate on the strategies for managing change through the process of organizational development

**Course Outcomes:** Students will be able to

1. Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
2. Learn from the various theories and styles of leadership and their contribution to the subject matter of leadership from time to time.
3. Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.
4. Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
5. Gain insights of the process organizational development from a consultative perspective.

**Unit – I: Introduction to Leadership:** Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin's Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton's Managerial Grid.

**Unit – II: Leadership Theories and Styles:** Contingency Theories of Leadership: Fiedler's Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), The Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Model for Leadership at All Levels.

**Unit – III: Leadership & Organizational Change:** Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin's Three-step Model, McKinsey's 7-S Model, Action Research Model, John Kotter's Eight-step Model, Organization Intelligence Model, ADKAR Model.

**Unit – IV: Management of Organizational Change:** Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

**Unit – V: Strategies for Managing Change:** Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.

**Suggested Readings:**


- Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
- Change Management & OD, Ratna Raina, Sage Publications, 1e, 2018.

- Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 1e, 2016.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.
- John P. Kotter, Leading Change, HBR Press, 2012.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.


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| **25MBA28H6 (A&B)** | **HR ANALYTICS LAB** | **L T P C**<br>**0 0 4 2** |

(Master of Business Administration)

**II Year MBA II Semester**

**Course Objectives:**

1. To explain the evolution of HRM to HR Analytics and its role in achieving business outcomes.
2. To introduce HR analytics models, data types, and data preparation methods.
3. To demonstrate how MS Excel is used for analyzing key HR functions.
4. To provide an overview of tools for descriptive and diagnostic HR analytics.
5. To introduce predictive and prescriptive techniques and tools in HR analytics.

**Course Outcomes: Students will be able to**

1. Describe the importance, scope, and levels of HR analytics.
2. Apply data examination techniques and compare HR analytics models.
3. Use MS Excel to analyze HR metrics across various processes.
4. Create dashboards, perform pivot analysis, and apply basic diagnostics.
5. Apply predictive models and design basic prescriptive solutions.

## SYLLABUS

**Unit – I: Introduction to HR Analytics**: History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Four Levels of Analysis: Descriptive, Diagnostic, Predictive and Prescriptive. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

**Unit – II: Understanding HR Analytics**: Conducting HR/Workforce Analytics: Models of HR Analytics: LAMP Model, HC BRidge Model, Bersin's HR Analytics Maturity Model and HR Value Chain Model. Process of conducting HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

**Unit – III: Analytics for Key HR Processes Using MS Excel**: Conduction of HR Analytics for key metrics under HR Processes viz. (i) Recruitment & Selection, (ii) Training & Development, (iii) Performance Appraisal, (iv) Talent Management, (v) Employee Engagement, (vi) Compensation Management and (vii) Expatriate Management.

**Unit – IV: Descriptive & Diagnostic HR Analytics**: Overview of Select Tools for Conduction HR Analytics: (i) Statistical tools: MS Excel, SPSS & PSPP; (ii) Programming Languages: R & Python; (iii) Visualization Tools: MS Excel, Tableau & Power BI. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications. Data Visualization for Key HR processes. Introduction and scope of diagnostic HR analytics, descriptive vs diagnostic analytics, basic diagnostic techniques: root cause analysis, hypothesis testing for chi square, correlation analysis and regression.

**Unit – V: Predictive & Prescriptive HR Analytics**: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Tools for conduction of prescriptive analysis: Decision Trees and What-If Scenarios. Future of HR Analytics.

**Suggested Readings:**

Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
♣ Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
♣ Swati Dhir & Suparna Pal, Human Resource Analytics: Theory and Application Techniques, Cengage, 2021.
♣ Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
♣ Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
♣ Nishant Uppal, Human Resource Analytics, Pearson, 2021.

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**R25MBA20 E1** **STARTUP AND MSME MANAGEMENT** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

Course Objective:

1. To orient on the importance of Startup and MSME Management.
2. To enlighten on how companies identify its requirements.
3. To impart knowledge of various legal aspects in startup management.
4. To elucidate various aspects to evaluate entrepreneurial performance
5. To discuss in detail various institutional support initiatives by Govt. of India

**Course Outcome:** Students will be able to

1. Understand various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Learn Legal and other requirements for new ventures.
4. Learn Problems of entrepreneurs.
5. Understand the Forms of Financial support.

**Unit – I: Introduction to Startup and MSME:** The Rise of the Startup Economy, The Six Forces of Change, The Startup Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India. Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India.

**Unit – II: Startup Requirements:** The Big Idea, Generate Ideas with Brainstorming, Business Startup, Ideation, Venture Choices. Identifying Startup Capital Resource Requirements, Estimating Startup Cash Requirements, Developing Financial Assumptions, Constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Startup Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Startups with Bootstrapping, Crowd Funding.

**Unit – III: Startup and Legal Environment:** Stages of Growth in a New Venture, Growing with the Market, Growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures.

**Unit – IV: Management of MSME:** Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies, Evaluating Entrepreneurial Performance.

**Unit – V: Institutional Support for MSMEs:** Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs.

**Suggested Readings:**


- Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.

- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- Anjan Rai Chaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S.R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.


**Chairperson**
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**R25MBA21 E2** **FAMILY BUSINESS MANAGEMENT** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. To highlight the importance of Startup and MSME Management.
2. To elucidate how companies identify its requirements.
3. To impart knowledge on various legal aspects in startup management.
4. To elaborate on various aspects to evaluate entrepreneurial performance
5. To elucidate various institutional support initiatives by Govt. of India

**Course Outcomes:** Students will be able to

1. Understand various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Learn Legal and other requirements for new ventures.
4. Learn Problems of entrepreneurs.
5. Understand Forms of Financial support.

**Unit – I: Introduction to Family Business:** Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses that last. The Systems Theory Model of Family Business, Agency Theory of Family Business, The Stewardship Perspective of Family Business, Competitive Challenges and Competitive Advantages of Family Businesses. The role of Genograms and Family Messages to understand the Family System. Family Emotional Intelligence, The ECI-U Model.

**Unit – II: Ownership Challenges and Family Governance:** Shareholder Priorities, Managers vs Owners, Responsibilities of Shareholders to the Company, Effective Governance of the Shareholder, Firm Relationship, Family Governance: Structure, Challenges to Family Governance, Managing the Challenges of Succession. Enterprise Sustainability: Twelve Elements of Strategic-Fit and its Implications on Family Firms.

**Unit – III: Successor Development:** Characteristics of Next Generation Leaders, Next Generation Attributes, Interests and Abilities for Responsible Leadership. Next Generation Personalities, Managing Interdependence. CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and the Transfer of Power.

**Unit – IV: Strategic Planning and Transgenerational Entrepreneurship:** Life Cycle Stages Influencing Family Business Strategy, Turning Core Competencies into Competitive Advantage. The Unique Vision of Family-controlled Businesses, Strategic Regeneration, The Business Rejuvenation Matrix and Entrepreneurship.

**Unit – V: The Future of Family Business:** New Leaders of the Evolution, Three States of Evolution, Continuity and Culture, Changing the Culture, The Change Formula, Organization Development Approaches to Change, Commitment Planning, Organic Competencies and Business's Future, thriving through Competition, Institutionalizing the Change.

**Suggested Readings:**

- Rajiv G. Agarwal, Family Business Management, Sage Publications,1e,2022.
- Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning,4e, 2020. Carole Howorth, Nick Robinson, Family Business, Routledge,1e,2020.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e,2010.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Business over 100 years, Springer, 2015.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

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**R25MBA22 E3 INNOVATION AND ENTREPRENEURSHIP 4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. To highlight the relevance of creative thinking in the context of Innovation and Entrepreneurship.
2. To provide an overview of the models of creative problem solving.
3. To impart knowledge of the models and methods of developing creative intelligence.
4. To provide an overview of innovation management and theories of outsourcing new product development.
5. To provide a micro and macro perspective of innovation.

**Course Outcomes:** Students will be able to

1. Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
2. Learn the methods of creative problem solving.
3. Orient them on developing creative intelligence and unblock their creative energies
4. Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
5. Develop a perspective of micro and macro level innovation.

**Unit – I: The Creativity Phenomenon:** Creative Cerebration, Creative Personality and Motivation, Creative Environment, Creative Technology, Creativity Training Puzzles of Creativity, Spiritual and Social Roots of Creativity, Essence, Elaborative and Expressive Creativities, Quality of Creativity, Existential, Entrepreneurial and Empowerment Creativities, Criteria for Evaluating Creativity, Credible Evaluation, Improving the Quality of our Creativity.

**Unit – II: Mastering Creative Problem Solving:** Structuring of ill-defined problems, Creative Problem Solving, Models of Creative Problem Solving, Mechanisms of Divergent Thinking, Useful Mechanisms of Convergent Thinking, Techniques of Creative Problem solving

**Unit – III: Creative Intelligence:** Creative Intelligence Abilities, A Model of Creative Intelligence, Convergent Thinking Ability, Traits Congenial to Creativity, Creative Personality and Forms of Creativity, Motivation and Creativity, Blocks to Creativity: Fears and Disabilities, Strategies for Unblocking Energy of your Creativity, Designing Creativogenic Environment.

**Unit – IV: Innovation Management:** Concept of Innovation, Levels of Innovation: Incremental Vs Radical Innovation, Inbound and Outbound Ideation, Open and Other Innovative Ideation Methods. Theories of Outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

**Unit – V: Micro and Macro Perspectives of Innovation:** Systems Approach to Innovation- Innovation in the context of Emerging Economies, Organizational Factors affecting Innovation at the Firm Level, Leadership and Innovations, Open Innovation, Innovation Framework, Innovations Developed by Open Technology Communities.

## Suggested Readings:


- Mike Kennard, Innovation and Entrepreneurship, Routledge, 2021.
- Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018. R25 MBA JNTUH Hyderabad
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
- Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- Dale Timpe, Creativity, Jaico Publishing House, 2003.

**R25MBA26 E4** **ENTREPRENEURIAL FINANCE** **4 0 0 4**

## II Year I Semester (Master of Business Administration)

**Course Objectives:**

1. To highlight the importance of Entrepreneurial Finance.
2. To elucidate how companies Organize and Operate the Venture.
3. To impart knowledge of various aspects in financial planning.
4. To provide understanding of various aspects in venture valuation.
5. To discuss the aspects of financing the growing ventures.

**Course Outcomes:** Students will be able to

1. Understand Financing through venture lifecycle in a company.
2. Learn Startup and First Round Financing Sources.
3. Learn the significance of Financial Planning throughout the Venture's life cycle.
4. Understand Mechanics of venture valuation.
5. Understand the importance of venture capital financing.

**Unit – I: Finance for Entrepreneurs:** Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle Approach for Teaching, Entrepreneurial Finance. Developing Business Idea, Business Model. Screening Venture Opportunities: Pricing / Profitability Considerations, Financial / Harvest Considerations. Financial Plans and Projections.

**Unit – II: Organizing and Operating the Venture:** Financing a New Venture, Seed, Startup and First Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the Resources to Start and Build a New Venture, Asset and Liabilities and Owners Equity in Business, Sale Expenses and Profits Internal Operating Schedules, Statement of Cash Flows, Operating Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis.

**Unit – III: Financial Planning:** Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital.

**Unit – IV: Venture Valuation:** Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends.

**Unit – V: Financing for the Growing Venture:** Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

**Suggested Readings:**


- Leach, Melicher, Entrepreneurial Finance, South-Western College Pub, 5e, 2022.
- Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers,1e, 2020.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

**R25MBA27 E5** **ENTREPRENEURIAL MARKETING** **4 0 0 4**

**II Year I Semester** (Master of Business Administration)

**Course Objectives:**

1. To enable understanding of the importance of Entrepreneurial Marketing.
2. To help learn how companies master structures of organizational growth.
3. To impart knowledge of various aspects in Growth Strategies.
4. To elucidate various aspects in Entrepreneurial Market Development Strategies.
5. To elaborate on the Entrepreneurial Marketing Tools.

**Course Outcomes:** Students will be able to

1. Understand Marketing mix of an enterprise.
2. Learn the Growth and marketing strategies.
3. Learn Market Development strategies.
4. Understand entrepreneurial communication.
5. Understand the importance of entrepreneurial marketing.

**Unit – I: Introduction to Entrepreneurial Marketing:** Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting.

**Unit – II: Enterprise Growth:** Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance.

**Unit – III: Growth Strategies and Models:** Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Growth Models: Lifecycle and Phase Model, Integrated Lifecycle Model (Evolutionary), Greiner's Growth Model (Revolutionary), and Complexity Management (Process) Model.

**Unit – IV: Entrepreneurial Market Development Strategies:** Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial Distribution Strategy, Building Customer Relationships, Marketing Plans.

**Unit – V: Entrepreneurial Marketing Tools:** Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing.

**Suggested Readings:**


- Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011.
- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.
- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.


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**25MBA28E6 (A&B)  TECHNOLOGY BUSINESS INCUBATION LAB**

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(Master of Business Administration)

**II Year MBA II Semester**

**Course Objectives:**

1. To provide an understanding of the importance of Startup and MSME Management.
2. To discuss the aspects of how companies identify its requirements.
3. To help learn various legal aspects in startup management.
4. To discuss the aspects of evaluation of entrepreneurial performance
5. To elucidate various institutional support initiatives by Govt. of India

**Course Outcomes: Students will be able to**

1. Understand various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Learn Legal and other requirements for new ventures.
4. Learn Problems of entrepreneurs.
5. Understand Forms of Financial support.

**SYLLABUS**

**Unit – I: Introduction to Technology Business Incubation (TBI):** Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.

**Unit – II: Planning the TBI:** Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits.

**Unit – III: TBI Implementation and Operations:** Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counseling and Mentoring, Enhancing and Assessing Performance.

**Unit – IV: TBI in India: Introduction, TBIs:** Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives.

**Unit – V: Global Perspective of TBI:** Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation.

## Suggested Readings:


- M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek, 2021.

- Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.
- Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.

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https://cis-india.org/internet-governance/blog/technology-business-incubators.pdf


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