Bennett University
Centre for Distance and Online Education
(BU-CDOE)

PROGRAMME PROJECT REPORT
(PPR)

MASTER OF BUSINESS ADMINISTRATION
(MBA)

Director
Centre for Distance and Online Education (CDOE)
Bennett University, Greater Noida,
GB Nagar, U.P. – 201310

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1. Overview: Master of Business Administration (MBA)

1	Degree Awarding body (HEI)	Bennett University
2	Centre Name	Bennett University - Centre for Distance and Online Education (BU-CDOE)
3	Name of the Programme	Master of Business Administration (MBA)
4	Programme Duration	2 Years
5	Admission Eligibility	Graduation in any discipline from recognized university with minimum 50% marks with English as medium of instruction
6	Programme Credits	86 Credits
7	Programme Level PG/UG	Post-Graduate (PG)
8	Academic Cycle	Cycle 1: January – June Cycle 2: July– December
9	Programme Type (ODL/OL)	Online Learning (OL)

Bennett University's online MBA programme is a dynamic, industry-oriented course delivered through a state-of-the-art virtual learning platform, designed to meet the needs of both working professionals and aspiring business leaders. Accredited with NAAC A+ and recognized by the UGC, AIU, and the Bar Council of India, Bennett University offers globally benchmarked, research-driven, and experiential education. The two-year programme provides flexible scheduling and diverse specializations for upskilling and reskilling across business domains. Through its Centre for Distance and Online Education (BU-CDOE), learners gain access to world-class faculty, modern infrastructure, international academic partnerships, and strong industry engagement. The curriculum emphasizes practical understanding of business principles, leadership, strategic thinking, decision-making, human relations, and problem-solving, equipping learners with the tools to thrive in today's global business environment.

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2. Programme Mission and Objectives:

2.1 Mission:

1. To contribute to national capacity and capability building by creating individuals who are prepared to tackle emerging challenges
2. Cultivate thought leadership, eagerness to learn and adapt
3. Foster innovative and collaborative business growth in an ethical and inclusive manner
4. Create a lasting impact on society with collaboration, lifelong learning, knowledge, skills, and ethical values.

2.2 Objectives:

1. To demonstrate critical thinking and a practical approach to problem-solving, and to function effectively as skilled managers capable of responding to a dynamic social and global environment.
2. To communicate effectively, collaborate productively, and exhibit high levels of professionalism and ethical responsibility.
3. To adapt to emerging technologies, innovations, and global economic changes through lifelong learning and a flexible mindset.

3. Relevance of the Program with HEI's Mission & Goals:

Aligned with Bennett University's vision to be a global leader in education, research, and innovation, empowering the higher learning ecosystem, the MBA programme at BU-CDOE will play a pivotal role in advancing the university's mission to deliver globally benchmarked, industry-aligned education that fosters leadership, innovation, and ethical business practices. By offering flexible access to advanced management education, the programme will empower working professionals, entrepreneurs, and career aspirants to upskill in emerging domains such as Business Analytics, Digital Marketing, and Financial Technology. It will enable learners to apply strategic thinking and data-driven decision-making in real-world contexts, thereby contributing to economic and societal development. In line with the University's vision and mission as mentioned below, the programme will leverage cutting-edge digital platforms and experiential pedagogy to nurture future-ready leaders who can thrive in dynamic global environments.

Bennett University's Vision:

To be a global leader in education, research, and innovation, empowering higher learning ecosystem.

Bennett University's Mission:

- Empower all the members of the Bennett ecosystem and provide thought leadership, focus on Nation building and prepare our graduates to move with the Times.
- Cultivate international partnerships and collaborations with academic institutions, industry, and government organizations and provide a rigorous and innovative education that equips with the knowledge, skills, and ethical values required to excel in their careers.
- Foster a culture of lifelong learning, adaptability, and critical thinking, ensuring graduates are prepared to tackle emerging challenges in all academic fields.

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- Drive interdisciplinary research and innovation, pushing the boundaries of human knowledge, addressing pressing global issues and solving real world problems.
- Enhance a collaborative environment that encourages faculty and to engage in research, innovation, and entrepreneurship, creating a lasting impact on the society.
- Promote diversity, equity, and inclusion, ensuring that all individuals, regardless of background, feel welcomed, respected, and empowered.
- Prepare to become global citizens, capable of addressing global challenges and contributing to the well-being of communities worldwide.
- Providing a globally connected career services networking with graduate employers and alumni.
- Foster a strong sense of ethical responsibility in our graduates, emphasizing the importance of ethical conduct sustainability, and social impact in professional practice.
- Commit to ongoing assessment and improvement of our programmes and invest in modern infrastructure and advanced technology to support teaching, research, and innovation adapting to the evolving needs of industries, and society.

4. Nature of Prospective Target Group of Learners

The nature of the targeted group of learners for this programme comprises working professionals and graduates who aspire to enhance and accelerate their careers by gaining advanced management and leadership competencies through the flexibility of online education. This diverse learner group includes executives seeking career progression, entrepreneurs aiming to strengthen their business acumen, and individuals from varied academic and professional domains such as engineering, IT, finance, healthcare, and education who wish to transition into managerial roles. The programme also appeals to working professionals and career returnees who value access to high-quality education unconstrained by location or time. With its industry-aligned curriculum and globally recognized credentials, the programme provides a rich academic experience and serves as an affordable, technology-driven platform alternative to a full-time, on-campus MBA offering learners the freedom to study anytime, anywhere, at their own pace.

5. Appropriateness of the programme to be conducted in online mode to acquire specific skills and competence:

The programme is designed to address the learning requirements of modern-day learners through a flexible and technology-enabled education model. Its structure, content, and delivery are appropriate for the online mode and align with the UGC (ODL and Online Programmes) Regulations, 2020. The acquisition of requisite skills and competencies is facilitated primarily through the Learning Management System (LMS), which provides both synchronous and asynchronous learning resources such as video lectures, presentations, and self-learning materials developed by subject matter experts. These resources are designed to be self-explanatory, self-contained, self-directed, self-motivating, and self-evaluating, ensuring a holistic and independent learning experience.

Upon completion of the MBA programme from BU-CDOE, learners shall possess the following Programme Learning Outcomes and Programme Specific Outcomes:

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Programme Learning Outcomes:

1. To integrate functional knowledge and apply managerial skills in changing business environment
2. To integrate theories and practice for analyzing and solving problems of business, society and environment
3. To take ethical decisions and effectively communicate to all stakeholders
4. To develop sustainable competitive edge through strategic planning, critical thinking and innovation
5. To demonstrate leadership skills to build high-performing team

Programme Specific Outcomes (PSOs):

1. Comprehending different Managerial Concepts and Models belonging to the following functional areas like Sales and marketing, Finance, HR, Logistics and supply chain, media, and Business Analytics
2. Understanding impact of Digitization and Innovation on Business in order to maximize value to all stakeholders
3. Identifying opportunities in changing Business Environment and making best use of them through critical thinking and rational decision-making learners

Further, the programme is highly suitable for online delivery due to its emphasis on developing conceptual understanding, analytical reasoning, and managerial problem-solving skills through interactive and application-based learning. Learners gain fundamental and conceptual knowledge across all major business domains, supported by an industry-centric approach. The pedagogy integrates case-based learning, data analysis, and scenario-based assignments to enhance critical thinking and decision-making abilities. Industry-oriented projects and application-focused modules enable learners to connect theoretical concepts with real-world business practices. Additionally, dedicated modules on business communication and digital tools, delivered through the LMS, strengthens communication proficiency including key competencies in the contemporary business environment.

6. Instructional Design

It involves planning and developing educational programmes and materials that enhance learning experience. It uses research-based methods to understand how people learn, ensuring that the content is clear, engaging, and tailored to meet learners' goals effectively. It involves various processes involved such as analyzing learning needs, design content, developing materials, engaging experience and evaluating effectiveness.

Key activities included in instructional design are:

6.1. Curriculum design
6.2. Detailed programme syllabi
6.3. Duration of the programme
6.4. Faculty and support staff requirement
6.5. Instructional delivery mechanisms
6.6. Identification of media
6.7. Student support service system

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6.1. Curriculum Design:

The curriculum of the MBA programme offered by BU-CDOE has been carefully designed by eminent experts in management education, incorporating contemporary topics. The curriculum and syllabus are aligned to NEP 2020 ensuring inclusion of ability enhancement courses, skill enhancement courses, value added courses and has been approved by the statutory bodies of the University. This ensures that the programme adheres to the academic standards and maintains equivalence with the rigor and quality of regular on-campus programmes.

The instructional framework adopted by Bennett University integrates multiple academic components such as e-Learning Materials (ELM), formative (continuous) and summative (end-term) assessments, assignments, live synchronous classes, practical exposure through case studies, project work, and experiential learning.

The MBA curriculum has been meticulously designed with inputs from industry leaders, academic experts, and guided by Bloom's Taxonomy, ensuring that the learning outcomes are both comprehensive and outcome based. The programme focuses on fostering analytical thinking enabling learners to analyze, evaluate, and apply management concepts effectively in real-world scenarios. The faculty members of Bennett University bring a blend of academic excellence and professional expertise, adding both depth and practical relevance to the curriculum.

Through the use of the BU-CDOE Learning Management System (LMS), learners are provided with access to high quality learning materials, interactive sessions, and digital tools that enhance engagement and learning outcomes. With a strong emphasis on experiential learning, application-based assignments, and case-driven pedagogy, the MBA programme equips learners with managerial competence, analytical skills, and strategic insight to succeed in today's dynamic and competitive business environment.

6.2. Detailed Programme Syllabi – Master of Business Administration (MBA)

6.2.1. Programme Structure and Credit

Semester	Course Code	Course Name	Credits
1	OMMBA1001L	Managerial Economics	4
	OMMBA1003L	Managerial Communication	4
	OMMBA1005L	Marketing for Managers	4
	OMMBA1007L	Quantitative Methods for Managers	4
	OMMBA1009L	Organizational Dynamics	4
	OMMBA1101L	Machine Learning for Managers	1
	OMMBA1201L	Indian Knowledge System	1
	Total Credits (Sem-1)		**22**
2	OMMBA1002L	Business Law	4
	OMMBA1004L	Financial Accounting and Analysis	4

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	OMMBA1006L	Human Capital Management	4
	OMMBA1008L	Operations Management	4
	OMMBA1010L	Strategy for Managers	4
	OMMBA1102L	Adaptive Change and Resilience	1
	OMMBA1202L	Emotional Intelligence & Resonant Leadership	1
	Total Credits (Sem-2)		**22**
3	OMMBA2001L	Applied Business Research	4
	OMMBA2003L	Professional Ethics, Sustainability and Social Responsiveness	4
		Elective-1	4
		Elective-2	4
		Elective- 3	4
	OMMBA2101L	Digital Transformation	1
	Total Credits (Sem-3)		**21**
4	OMMBA2002L	Entrepreneurial Mindset and Innovation	4
	OMMBA2004L	Corporate Finance	4
	OMMBA2096J	Project	4
		Elective- 4	4
		Elective- 5	4
	OMMBA2102L	Managerial Skills	1
	Total Credits (Sem-4)		21
	Total MBA Programme Credits		**86**

Specializations and Electives (All Compulsory)

Specialization	Semester	Course Code	Course Name	Credits
Sales and Marketing	3	OMMBA2040L	Understanding Consumers and Strategic Brand Management	4
	3	OMMBA2041L	Digital and Integrated Marketing Communications	4
	3	OMMBA2042L	Sales, Distribution, and Retail Management	4
	4	OMMBA2043L	Marketing Analytics and Sustainability	4
	4	OMMBA2044L	Industrial and Services Marketing	4
Human Resource Management	3	OMMBA2045L	Talent Acquisition and Workforce Planning	4
	3	OMMBA2046L	Learning and Development	4
	3	OMMBA2047L	Compensation, Benefits, and Performance Management	4
	4	OMMBA2048L	Strategic HRM and Organizational Change	4
	4	OMMBA2049L	Employee Relations and HR Analytics	4
Business Analytics	3	OMMBA2050L	Programming for Analytics	4
	3	OMMBA2051L	Text Mining, Data Mining, and Visualization	4

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	3	OMMBA2052L	AI, Machine Learning, and Deep Learning	4
	4	OMMBA2053L	Applied Operations and Supply Chain Analytics	4
	4	OMMBA2054L	AI-Driven Business Analytics and Digital Modelling	4
Finance	3	OMMBA2055L	Financial Analysis and Business Valuation	4
	3	OMMBA2056L	International Finance	4
	3	OMMBA2057L	Investment Analysis and Portfolio Management	4
	4	OMMBA2058L	Behavioral Finance and Wealth Management	4
	4	OMMBA2059L	Banking and Financial Risk Management	4
Media Management	3	OMMBA2060L	Digital Media and Media Cost Management	4
	3	OMMBA2061L	Media Production and Entertainment Management	4
	3	OMMBA2062L	Sports, Events, and Entertainment Marketing	4
	4	OMMBA2063L	Media Analytics and Distribution Strategy	4
	4	OMMBA2064L	Media Planning and Buying	4
Logistics & Supply Chain Management	3	OMMBA2065L	Supply Chain Management and Sustainability Analytics	4
	3	OMMBA2066L	Transportation and Multimodal Logistics Management	4
	3	OMMBA2067L	Warehousing, Inventory, and Distribution Management	4
	4	OMMBA2068L	Logistics Strategy and Documentation Systems	4
	4	OMMBA2069L	Purchasing and Inventory Management	4

6.2.2. Detailed Programme Syllabi: refer Annexure I

6.3. Duration of the programme

As per UGC (ODL and Online Programme) Regulations 2020, the minimum duration for completion and award of MBA shall be two years and the maximum duration for completion and award of programme shall be four years.

6.4. Faculty and Support Staff Requirements

BU-CDOE has a dedicated team of qualified academic faculty members and administrative staff in accordance with the norms prescribed by the UGC for Online Programmes. These personnel are assigned exclusively to manage and support the Online (OL) mode, ensuring

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effective academic delivery, learner support, and administrative coordination. The academic team is responsible for course design, content development, online teaching, evaluation, and learner engagement through the Learning Management System (LMS). The administrative staff is responsible for providing operational and technical assistance, managing student records, coordinating communication, and ensuring smooth execution of all academic processes. Together, this specialized team upholds the quality, efficiency, and compliance standards of the programme offered by BU–CDOE.

6.5. Instructional Delivery Mechanisms

The MBA programme under BU-CDOE is delivered entirely online using the 4-Quadrant Approach, ensuring flexibility, engagement, and academic excellence. Quadrant I (E-Tutorials) provides self-paced, interactive video lectures for conceptual clarity. Quadrant II (E-Content) offers digital study materials, presentations, and case studies to deepen understanding. Quadrant III (Discussion Forums) facilitates collaborative learning, critical thinking, and practical application through peer and faculty interaction. Quadrant IV (Assessment and Evaluation) ensures continuous feedback, quizzes, assignments, and projects aligned with the Programme Outcomes (POs) and Programme Specific Outcomes (PSOs). Together, these quadrants create a holistic, outcome-oriented learning experience, equipping learners with the knowledge, skills, and competencies to excel in dynamic business environments.

6.6. Identification of Media

The MBA programme under BU-CDOE leverages a centralized digital platform that integrates multiple media including audio, video, online, and computer-aided tools for delivering e-tutorials, e-content, webinars, assignments, quizzes, and performance tracking. Through a combination of multimedia content, collaborative learning, and interactive engagement, the system facilitates comprehensive, outcome-oriented skill development for online MBA learners.

6.7. Student Support Service Systems

The BU-CDOE provides comprehensive student support services through a structured, technology-enabled system, ensuring academic guidance, personal development, and professional growth. Support services include:

- **Academic Counselling & Mentorship:** Personalized guidance for programme selection, curriculum planning, course progress tracking, and project/exam assistance.
- **Onboarding & Orientation:** Platform training, programme overview, and academic expectations to help learners navigate the online environment effectively.
- **Continuous Support & Engagement:** Live sessions, discussion forums, and access to faculty, tutors, and academic advisors throughout the programme.
- **Information & Communication:** Academic calendars, assignment guidelines, assessment formats, and updates accessible through the LMS.
- **Grievance Redressal & Feedback:** Dedicated cell and multiple channels (portal, email, helpline) for grievance submission, timely resolution, and post-resolution feedback to enhance services

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7. Procedure for Admissions, Curriculum Transaction and Evaluation:

7.1. Admission Process:

The admissions process at Bennett University – Centre for Distance and Online Education (BU-CDOE) is structured to be thorough and comprehensive, conducted twice a year during July and January, as notified on the UGC DEB website. Prospective learners are encouraged to consult the admission manual for detailed guidance on enrolling in the MBA programme, in compliance with the UGC (ODL and Online Programmes) Regulations, 2020.

7.1.1. Minimum Eligibility:

Domestic	Graduation in any discipline from recognized university with minimum 50% marks with English as medium of instruction.
International	The eligibility criterion for all programmes for international applicants is minimum 50% in the qualifying examination and having studied the pre-requisite subjects for admission into the desired programme.

7.1.2. Program Fees Structure:

The fee structure details for the programme are as specified on the University's official website and are subject to revision from time to time in accordance with the policies and regulations of the University and other applicable regulatory bodies. Fee refund policy will be as per UGC guidelines and refund dates will be published on University's official website.

7.1.3. Scholarship:

- For Candidates Eligible for Defence Scholarship (20% Scholarship)
- For Candidates Eligible for Bennett University Alumni Scholarship (10% Scholarship)
- For Candidates with Benchmark Disability (15% Scholarship)

7.2. Curriculum Transaction:

BU-CDOE adopts a blended and learner-centric approach for programme delivery in accordance with the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020. The delivery framework integrates multiple modes of learning, including synchronous and asynchronous components, to ensure accessibility and flexibility.

Instructional delivery is supported through the Learning Management System (LMS), which hosts e-tutorials, e-content, discussion forums, assignments, and assessments. Web-based tools such as video conferencing platforms, interactive discussion boards, and online assessment modules are used to facilitate real-time interaction and continuous learner engagement.

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BU-CDOE ensures timely communication, academic counselling, and grievance redressal through online channels, while maintaining academic standards, transparency, and learner support as per UGC-DEB requirements.

Academic Activities Planner: January 2026 and July 2026

Sr. No	Activities	January 2026 Intake (Tentative)	July 2026 Intake (Tentative)
1	Commencement of Semester (Commencement of the programme as per the UGC announcement)	1st week of February	1st week of August
2	Orientation & Induction Programmes	1st week - 4th week of February	1st week – 4th week of August
3	Weekly release of Academic Content (Four-Quadrant Approach on LMS)	1st week of February – 3rd week of May	1st week of August – 3rd week of November
4	Release of Graded Assignments	Assignment I – 2nd week of March	Assignment I – 2nd week of September
		Assignment II – 2nd week of April	Assignment II – 2nd week of October
5	Live Sessions by Course Coordinators / Corporate Mentors	As per Programme Modules (Weekly LMS Notifications)	As per Programme Modules (Weekly LMS Notifications)
6	Mid-Semester Feedback	2nd week of April	2nd week of October
7	Open House	30th April & 1st May	30th October & 31st October
8	Pre-Exam Preparation (Date sheet, Fee clearance, Slot Finalization, Question Paper submission, Admit Card)	1st May – 22nd May	1st November – 22nd November
9	End-Semester Online Exams (Proctored)	6th June – 28th June	6th December – 28th December
10	Declaration of Results	24th July	24th January
11	Result Grievances Redressal	27th July – 30th July	27th January – 30th January
12	Last Date for Payment of Fee (Next Semester)	31st July	31st January
13	Re-Registration	2nd week of July – 1st week of August	2nd week of December – 1st week of January
14	Commencement of Next Semester	As per UGC-DEB Notification for July Session	As per UGC-DEB Notification for January Session

*** Dates are subject to change as per the discretion of BU-CDOE.**

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7.3. Evaluation Mechanism – Policy, Method & Tools

BU-CDOE follows a transparent, outcome-based evaluation framework in accordance with the UGC (ODL and Online Programme) Regulations, 2020, designed to promote conceptual clarity, critical thinking, and practical application of knowledge.

The evaluation system comprises three core components:

- Formative (Continuous) Assessment (30%), including diverse assignments such as MCQs, case studies, and subjective responses.
- Summative (End Term) Assessment (70%), combining objective and descriptive questions;
- Project (100%) component, applicable to MBA learners in their final semester.

Assessments are conducted using advanced tools and technologies i.e. Learning Management System (LMS) for submissions and results, technology enabled and human proctoring for secure online examinations, and automated dashboards for real-time performance tracking.

The University employs a relative grading system to ensure fair and transparent evaluation. Learners benefit from flexibility and accessibility through the option to select examination days and time slots based on convenience.

A well-defined Re-evaluation and Grievance Redressal mechanism allows students to seek clarification or contest their grades within the notified re-evaluation window.

Successful completion of programme requirements, including passing all assessments and projects, leads to the award of the degree as per university norms.

8. Requirement of laboratory support and Library Resources:

As the MBA programme offered by BU-CDOE is conducted entirely in online mode, there is no requirement for physical laboratory infrastructure. Instead, the programme incorporates case studies and business problem-solving assignments through a robust Learning Management System (LMS), which effectively replicates the experiential learning typically offered in physical labs. This virtual approach ensures that the practical components of management education are adequately addressed in an online environment.

In terms of library resources, BU-CDOE provides access to a digital library that supports the academic and research needs of students. The e-library includes a wide collection of e-books, academic journals, business case studies, research publications, e-databases and other reference materials. This digital resource base ensures anytime-anywhere access, enabling students to engage with essential learning content, track academic progress, participate in discussion forums, and interact with faculty, thereby fulfilling the library resource requirements outlined in the PPR.

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9. Cost Estimate of the Programme and Provisions

The University has made substantial investments in establishing digital infrastructure, implementing a robust Learning Management System (LMS), onboarding qualified faculty, and developing high-quality e-learning materials. A dedicated maintenance budget supports ongoing activities such as programme delivery, learner support services, examination administration, and regular content enhancement. Additionally, a compliance and review mechanism ensures that budget allocations are reviewed annually for continuous quality improvement.

Cost Head	% of Total Tuition Fee
Programme Development, Delivery, Maintenance and Learner Support	65%
Administrative and other overhead expenses	25%
Further development, Miscellaneous and Contingency	10%

10. Quality Assurance Mechanism and Expected Programme Outcomes

BU-CDOE has established a comprehensive Quality Assurance Mechanism that incorporates regular review of programme outcomes to ensure continuous improvement and alignment with professional and industry requirements, particularly in the field of management. The mechanism systematically evaluates and enhances curriculum, instructional design, and learning resources, guided by clearly defined course benchmarking and programme outcomes.

All programmes are designed and periodically reviewed with inputs, from the Board of Studies, and receive final approval from the Academic Council, ensuring academic rigor and relevance. The Centre for Internal Quality Assurance (CIQA) oversees adherence to UGC (ODL & Online) Regulations, 2020, promotes outcome-based education, and ensures that programmes remain learner-centric and professionally relevant.

Continuous feedback from all stakeholders informs refinements in curriculum, teaching practices, learner engagement, and assessment processes. The CIQA monitors programme effectiveness through audits, performance analytics, and stakeholder inputs, ensuring that academic delivery and instructional design maintain high standards, align with the intended Programme Learning Outcomes including integration of functional knowledge, practical problem-solving, ethical decision-making, strategic thinking, and leadership development and Programme Specific Outcomes, such as mastery of managerial concepts across functional areas, understanding the impact of digitization and innovation, and leveraging opportunities in a dynamic business environment.

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Annexure I

DETAILED PROGRAMME SYLLABUS

SEMESTER- 1

Programme Name: Master of Business Administration				**Semester** – 1	
Course Name: Managerial Economics				**Course Code: OMMBA1001L**	
Teaching Scheme				**Evaluation Scheme**	
Lecture Hrs.	**Practical Hrs.**	**e-Tutorial Hrs.**	**Credit**	**Formative Assessment (%)**	**Summative Assessment (%)**
12	-	20	4	30	70

Course Description:

Managerial Economics is a comprehensive course designed to bridge economic theory with practical business decision-making. It covers the fundamental concepts of both microeconomics and macroeconomics, providing a solid foundation in understanding how economic principles shape business strategy and policy. The course includes topics like supply and demand interactions, market structures, national income accounting, and the measurement of macroeconomic variables such as GDP, consumption, savings, investment, and balance of payments. Learners will gain insights into the economic factors that influence both individual business decisions and broader economic policies, preparing them to navigate complex economic environments and make data-driven business choices.

Course Objectives:

1. To develop a foundational understanding of the fundamental concepts of microeconomics and macroeconomics.
2. To equip learners with the ability to analyze supply and demand interactions and understand the characteristics of perfect and imperfect markets.
3. To foster the ability to evaluate the importance of goal setting for economic agents, including businesses, governments, and central banks.
4. To provide learners with the knowledge to interpret national income accounts and key macroeconomic indicators.
5. To enable learners to assess the impact of macroeconomic variables like GDP, consumption, savings, investment, and balance of payments on business decision-making.

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

CO1: Recognize the fundamental concepts and principles of microeconomics. (Bloom's Level: Remember)

CO2: Explain the interactions of supply and demand and the characteristics of perfect and imperfect markets. (Bloom's Level: Understand)

CO3: Apply the concept of goal setting for economic agents operating within a microeconomic environment.
(Bloom's Level: Apply)

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CO4: Analyze the foundational concepts of macroeconomics and their relevance to real-world economic issues. (Bloom's Level: Analyze)
CO5: Evaluate the basic identities of National Income Accounting and their implications for economic measurement. (Bloom's Level: Evaluate)
CO6: Construct an understanding of macroeconomic indicators such as GDP, consumption, savings, investment, and balance of payments, highlighting the importance of goal setting for governments and central banks. (Bloom's Level: Create)

Detailed Syllabus

Unit	Description
1	**Introduction to Microeconomics:** Scope and method of economics; Economic problem: scarcity and choice; Concept of opportunity cost; What to produce, how to produce, and how to distribute output; Science of economics; Institutions for allocating resources; Basic competitive model; Prices, property rights, and profits; Incentives and information; Rationing; Positive versus normative analysis; The scientific method in economics; Role of assumptions; Models and mathematics; Why economists sometimes disagree.
2	**Interdependence and Gains from Trade;** Specialization and trade; Absolute advantage; Comparative advantage; Benefits of trade; Real-world examples of trade and specialization; Understanding the role of opportunity cost in trade.
3	**Simulation Game - Time Value of Money:** Understanding present values; Multiple cash flows; Opportunity cost of capital; Valuing annuities and perpetuities; Using spreadsheet functions for financial calculations; Introduction to financial ratios; Practical simulation exercises for financial decision-making.
4	**Theory of Demand and Supply:** Determinants of individual demand and supply; Demand and supply schedules and curves; Market versus individual demand and supply; Shifts in demand and supply curves; Price allocation of resources; Types of elasticity and their applications; Controls on prices (price ceilings and floors); Taxes and the costs of taxation; Consumer surplus, producer surplus, and market efficiency.
5	**Theory of Consumer Behavior:** The consumption decision – budget constraint, consumption and income/price changes; Demand for other goods and price changes; Preferences represented with indifference curves; Properties of indifference curves; Consumer's optimum choice; Income and substitution effects; Labor supply and savings decisions – choice between leisure and consumption.
6	**Theory of Production and Costs:** Production function; Three stages of production; Optimal stage of production; Average product, total product, marginal product; Short run and long run costs; Implicit and explicit costs; Nature of costs – average cost, total fixed cost, marginal cost; Break-even point and operating leverage.
7	**Theory of Firms and Market Structures:** Understanding different market structures – perfect competition, monopoly, monopolistic competition, oligopoly; Price determination in each market type; Market power and its implications for consumers and firms.
8	**Introduction to Macroeconomics:** What is macroeconomics? Key macroeconomic issues in an economy; Thinking like an economist; Circular flow of economy; Doughnut economy model; Overview of macroeconomic goals – growth, employment, stability.

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9	**National Income Accounting:** Concepts of GDP and national income; Measurement of national income and related aggregates (GNP, NNP, PI, DI); Nominal versus real income; Limitations of the GDP concept; Real-world examples of national income accounting.
10	**Short-Run Macroeconomic:** Actual versus potential GDP; Aggregate expenditure; Consumption function; Investment function; Equilibrium GDP; Concepts of MPS, APS, MPC, APC; Autonomous expenditure; Concept of the multiplier effect; Impact of fiscal policy on aggregate demand.
11	**Money in a Modern Economy:** Understanding the concept of money in a modern economy; Monetary aggregates; Demand for money; Money supply and credit creation; Role of central banks in monetary policy; Real-world examples of monetary interventions.
12	**World Macroeconomic History and the Union Budget of India:** Documentary on world macroeconomic events; Historical economic crises and recoveries; Analysis of the Union Budget of India 2023; Understanding the nuances of the budget process and its economic implications.

Prescribed Textbook: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Samad, S. A., & Chowdary, N. V. (2015). *Production dilemma at Amiko: Short-run or long-run costs?* ET Cases.
Latest edition: Samad, S. A., & Chowdary, N. V. (2023). *Production dilemma at Amiko: Short-run or long-run costs?* ET Cases.
2. Jayakumar, V., & Chowdary, N. V. (2015). *Anita's first three months at BEEPL: Elasticity experiences?* ET Cases.
Latest edition: Jayakumar, V., & Chowdary, N. V. (2023). *Anita's first three months at BEEPL: Elasticity experiences?* ET Cases.
3. Jayakumar, V., & Chowdary, N. V. (2015). *Demand and supply disequilibrium of Gilead's Sovaldi.* ET Cases.
Latest edition: Jayakumar, V., & Chowdary, N. V. (2023). *Demand and supply disequilibrium of Gilead's Sovaldi.* ET Cases.
4. Samad, S. A., & Chowdary, N. V. (2015). *Big Mac Index: An exchange rate exercise.* ET Cases.
Latest edition: Samad, S. A., & Chowdary, N. V. (2023). *Big Mac Index: Ans exchange rate exercise.* ET Cases.
5. Yelamanchi, B., & Chowdary, N. V. (2018). *How to improve India's competitiveness ranking?* ET Cases.
Latest edition: Yelamanchi, B., & Chowdary, N. V. (2023). *How to improve India's competitiveness ranking?* ET Cases.

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Programme Name: Master of Business Administration				Semester- 1	
Course Name: Managerial Communication				Course Code: OMMBA1003L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (%)	Summative Assessment (%)
12	-	20	4	30	70

Course Description:

Managerial Communication is designed to equip learners with the communication skills necessary for effective leadership and management in today's complex business environment. The course covers a wide range of communication skills, including interpersonal communication, professional writing, presentation skills, cross-cultural communication, and negotiation strategies. Learners will learn to craft clear and persuasive messages, conduct impactful meetings, handle conflict, and present themselves confidently in diverse professional settings. The curriculum emphasizes practical application, including structured problem-solving, stakeholder messaging, and critical thinking, ensuring learners can effectively communicate ideas, influence others, and build meaningful professional relationship

Course Objectives:

1. To develop a comprehensive understanding of the significance of managerial communication in a business context.
2. To enhance interpersonal communication and active listening skills essential for effective leadership.
3. To equip learners with the ability to draft clear, concise, and persuasive business messages for diverse professional audiences.
4. To prepare learners to deliver impactful presentations using structured frameworks and effective non-verbal communication techniques.
5. To build critical thinking and structured problem-solving skills for managing meetings, negotiations, and stakeholder interactions.

Course Outcomes: After completion of the course, learners would be able to:

CO1: Recognize the importance of business communication in contemporary contexts and effectively present oneself during recruitment processes.(Bloom's Level: Remember)
CO2: Develop interpersonal communication and active listening skills within managerial settings, adhering to appropriate workplace etiquette.(Bloom's Level: Create)
CO3: Construct clear and structured written communication, presenting reasoned conclusions with logical coherence.(Bloom's Level: Apply)
CO4: Deliver professional-quality formal presentations with clarity, structure, visual aids, and appropriate body language.(Bloom's Level: Understand)
CO5: Evaluate strategies for conducting effective meetings, applying structured problem-solving and decision-making techniques.(Bloom's Level: Evaluate)
CO6: Analyze and articulate management-related topics logically and coherently to build professional communication confidence. (Bloom's Level: Analyze)

Detailed Syllabus

Unit	Description

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1	**Communication Strategy and Professional Styles:** Characteristics of professional communication; Creating an effective communication strategy; Understanding different communication styles; Working with diverse communication styles; Importance of cultural sensitivity in communication..
2	**Interpersonal Communication Essentials:** Active and reflective listening as essential skills for leaders; Building trust through effective feedback; Giving and receiving constructive feedback to avoid defensiveness; Conducting effective meetings for productive group decision-making.
3	**Business Writing:** Elements of style and tone in business writing; Drafting messages that are persuasive and clear; Designing effective resumes and well-drafted cover letters for competitive job markets; Writing reports and proposals for business audiences..
4	**Presentation Skills and Public Speaking:** Persuasive and effective oral presentations using frameworks like Minto Pyramid and Monroe's Motivated Sequence; Best practices for design and data visualization to create persuasive slide decks; Practicing persuasive communication using physical cues and authentic voice to create an executive presence; Impromptu speaking – practice creating and delivering persuasive, logical arguments in real time.
5	**Communicating Across Cultures:** Hofstede's dimensions of national culture; Norms and values that govern differences in communication styles; Identifying cultural variations in business communication; Increasing individual effectiveness in intercultural communication through in-depth case discussions
6	**Persuasive Communication:** Pre-suasion, Cialdini's principles of persuasion; Drafting strategic messages for key stakeholder groups (e.g., employees, customers, government officials, key opinion leaders, community leaders)
7	**Group Discussions:** Styles of conflict management; Strategies to manage conflict; Drafting strategic messages for key stakeholder groups (e.g., employees, customers, government officials, key opinion leaders, community leaders)
8	**Personal Interviews:** Techniques for personal interviews; Building confidence for structured responses; Understanding the impact of non-verbal cues and tone; Practicing mock interviews for business and professional contexts.
9	**Discussion on Topics Related to Market Awareness, Current Affairs, and Business Problems:** Developing critical thinking and structured argumentation; Building confidence in articulating viewpoints on complex business topics; Practicing debates with peer feedback
10	**Conducting Effective Meetings:** Structured problem solving in meetings; Multiple approaches to decision-making; Understanding critical and analytical thinking; Why structured problem-solving matters and common pitfalls.
11	**Negotiation Strategies in Communication (Part I):** Understanding analytical tools and interpersonal techniques for effective negotiation; Dealing effectively with different bargaining styles and tactics; Practical negotiation exercises.
12	**Negotiation Strategies in Communication (Part II):** Advanced negotiation techniques; Building win-win outcomes; Managing difficult conversations and overcoming deadlocks; Practical role-plays and real-world negotiation exercises.

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Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Ancona, D., Malone, T. W., & Others. (2007, February).
In praise of the incomplete leader. Harvard Business Review.
Latest edition: Ancona, D., Malone, T. W., & Others. (2023, February). *In praise of the incomplete leader.* Harvard Business Review.

2. Batista, E. (2014, August 8).
Make getting feedback less stressful. Harvard Business Review.
Latest edition: Batista, E. (2023, August 8). *Make getting feedback less stressful.* Harvard Business Review.

3. Harris, C. A. (2014, May 5).
How to own your power presentation. Take The Lead Women.
Latest edition: Harris, C. A. (2023, May 5). *How to own your power presentation.* Take The Lead Women.

4. Cialdini, R. B. (2001, October).
Harnessing the science of persuasion. Harvard Business Review.
Latest edition: Cialdini, R. B. (2022, October). *Harnessing the science of persuasion.* Harvard Business Review.

5. Dutta, S. (2010, November).
Managing yourself: What's your personal social media strategy? Harvard Business Review.
Latest edition: Dutta, S. (2023, November). *Managing yourself: What's your personal social media strategy?* Harvard Business Review.

6. Neeley, T. (2011, August).
Language and globalization: 'Englishnization' at Rakuten (A). Harvard Business School Case 402–12.
Latest edition: Neeley, T. (2023, August). *Language and globalization: 'Englishnization' at Rakuten (A).* Harvard Business School Case 402–12.

7. Gallo, C. (2006, September 27).
How to run a meeting like Google. Bloomberg.
Latest edition: Gallo, C. (2023, September 27). *How to run a meeting like Google.* Bloomberg.

8. George, B., Sims, P., & Others. (2007, February).
Discovering your authentic leadership. Harvard Business Review.
Latest edition: George, B., Sims, P., & Others. (2023, February). *Discovering your authentic leadership.* Harvard Business Review.

9. Hartman, N. (2014, February).
Seven steps to running the most effective meeting possible. Forbes Leadership Forum.
*Latest edition:*Hartman, N. (2023, February). *Seven steps to running the most effective meeting possible.* Forbes Leadership Forum.

10. Phillips, K. W. (2014, October).
How diversity makes us smarter. Scientific American.
Latest edition: Phillips, K. W. (2023, October). *How diversity makes us smarter.* Scientific American.

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Programme Name and Code: Master of Business Administration				Semester - 1	
Course Name: Marketing for Managers				Course Code: OMMBA1005L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (%)	Summative Assessment (%)
12	-	20	4	30	70

Course Description:

Marketing for Managers is a comprehensive course that integrates both traditional and digital marketing concepts, providing a holistic understanding of the marketing landscape. It covers fundamental marketing principles like segmentation, targeting, positioning (STP), consumer behavior, product and brand management, and pricing strategies, while also exploring the rapidly evolving digital ecosystem. The course emphasizes the use of cutting-edge digital tools, data analytics, and online platforms to effectively reach and engage customers. Learners will gain the skills needed to develop integrated marketing strategies, optimize digital marketing campaigns, and make data-driven decisions in today's connected business environment.

Course Objectives:

1. To provide learners with a comprehensive understanding of both traditional and digital marketing concepts, including segmentation, targeting, positioning, and the marketing mix.
2. To develop the ability to analyze consumer behavior and market trends in both traditional and digital contexts and use these insights for strategic decision-making.
3. To equip learners with the skills to effectively use digital tools and platforms for creating, executing, and optimizing integrated marketing campaigns
4. To enable learners to measure and assess the performance of marketing strategies using modern digital analytics and data-driven approaches.
5. To prepare learners to adapt to the rapidly changing digital landscape, including emerging trends, business models, and ethical considerations in digital marketing.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Recognize key concepts across the functional areas of marketing management. (Bloom's Level: Remember)

CO2: Explore the emerging domains and trends in modern marketing practices. (Bloom's Level: Understand)

CO3: Estimate strategic options for value communication and delivery, demonstrating analytical skills in solving marketing problems. (Bloom's Level: Apply)

CO4: Analyze fundamental digital marketing concepts, theories, and tools within the context of integrated marketing and media strategies. (Bloom's Level: Analyze)

CO5: Design and lead comprehensive digital marketing campaigns using global insights, business models, and ethical frameworks. (Bloom's Level: Create)

CO6: Evaluate digital marketing metrics, research technologies, and data-driven decision-making approaches to optimize performance. (Bloom's Level: Evaluate)

Detailed Syllabus:

Unit	Description

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1	**Fundamentals of Marketing:** Meaning of marketing and marketing management; Nature and scope of marketing; Difference between marketing and selling; Marketing myopia; Evolution of marketing concepts (production, product, selling, marketing, societal marketing, holistic marketing); Introduction to the marketing mix.
2	**Marketing Environment:** Meaning and types of marketing environments; Understanding macro and micro marketing environments; PESTEL analysis; SWOT analysis.
3	**Consumer Behavior:** Understanding consumers and their buying behavior; Factors influencing digital and traditional buying decisions; Consumer buying motives and stages in the decision-making process
4	**Marketing Information System and Marketing Research:** Role of marketing research in decision-making; Marketing research procedures; Ethics in digital marketing research; Marketing information systems and their applications.
5	**Segmentation, Targeting, and Positioning (STP):** Market segmentation – concepts and bases in both consumer and industrial markets; Criteria for effective market segmentation; Target marketing strategies in digital and traditional contexts; Positioning products and services in a competitive digital landscape.
6	**Product and Brand Management:** Product as an offering; Total product concept; New product development process; Product life cycle (PLC) stages and their strategic implications; Brand identity, brand image, and brand equity.
7	**Digital Marketing Fundamentals:** What is digital marketing? How it differs from traditional marketing; ROI comparison; Digital marketing objectives for SMEs and large organizations; The digital marketing toolbox; Online consumer behavior.
8	**Website Planning and Structure:** Understanding a website; Types of websites (blog, portal, e-commerce, corporate); Strategic design for homepages, product pages, pricing pages, and contact pages; Call to action (CTA) strategies
9	**Search Engine Marketing (SEM) and Search Engine Optimization (SEO):** Introduction to SEM and SEO; On-page and off-page optimization techniques; PPC, Google Ads, display advertising; Reports and analytics.
10	**Social Media Marketing:** Introduction to social media marketing; Advanced Facebook, Instagram, Twitter, LinkedIn marketing; social media analytical tools; Creating engaging content; Real-world case studies.
11	**Web Analytics and Digital Metrics:** Measurement metrics, SEO tools, adding and managing assets; Integrating analytics tools; Understanding site traffic, links, and search behavior; Using Google Analytics effectively.
12	**Marketing Metrics, Performance, and Strategy Implementation:** Barriers in using marketing metrics; Managing successful strategy implementation; Real-world examples of companies using digital metrics for strategic decision-making.
Prescribed Textbook: ELM/SLM as prescribed by the BU-CDOE	

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Reference Books:

Saxena, R. (2019). *Marketing management* (6th ed.). McGraw Hill Education.
Latest edition: Saxena, R. (2023). *Marketing management* (7th ed.). McGraw Hill Education.
2. Baines, P., Fill, C., Page, K., & Sinha, P. K. (2013). *Marketing* (Asian ed.). Oxford University Press.
Latest edition: Baines, P., Fill, C., Page, K., & Sinha, P. K. (2023). *Marketing* (8th ed.). Oxford University Press.
3. Kingsnorth, S. (2022). *Digital marketing strategy: An integrated approach to online marketing* (3rd ed.). Kogan Page.
Latest edition: Kingsnorth, S. (2025). *Digital marketing strategy: An integrated approach to online marketing* (4th ed.). Kogan Page.

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Programme Name and Code: Master of Business Administration				Semester - 1	
Course Name: Quantitative Methods for Managers				Course Code: OMMBA1007L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (%)	Summative Assessment (%)
12	-	20	4	30	70

Course Objectives:

Quantitative Methods for Managers is a foundational course designed to equip learners with the tools and techniques necessary for effective managerial decision-making. The course covers a wide range of quantitative methods, including descriptive statistics (measures of central tendency, dispersion, scales of measurement), inferential statistics (hypothesis testing), and predictive models such as correlation, regression, and time series analysis. It also introduces prescriptive techniques like linear Programming, decision theory, and game theory, which are essential for resource optimization and strategic planning. Emphasis is placed on data collection, interpretation, and the practical application of quantitative methods in real-world business contexts, ensuring learners develop the analytical skills needed for data-driven decision-making.

Course Objectives:

1. To introduce learners to fundamental quantitative techniques for effective managerial decision-making.
2. To develop learners' ability to apply descriptive statistical methods, including measures of central tendency, dispersion, and scales of measurement.
3. To equip learners with the skills to build predictive models using correlation, regression, and time series analysis for data-driven decision-making.
4. To provide learners with practical knowledge of prescriptive models like linear Programming, decision theory, and game theory for strategic planning and optimization.
5. To enable learners to collect, analyze, and interpret data for meaningful business insights and evidence-based decision-making.

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

CO1: Recognize classic and contemporary research paradigms in the context of business inquiry. (Bloom's Level: Remember)

CO2: Identify and classify patterns in real-world data to build critical thinking and problem-solving capabilities.
(Bloom's Level: Understand)

CO3: Summarize and interpret both qualitative and quantitative data to extract meaningful business insights.
(Bloom's Level: Apply)

CO4: Analyze and extend existing knowledge collaboratively to generate decision insights benefiting business and society. (Bloom's Level: Analyze)

CO5: Evaluate data-driven approaches for making strategic decisions in uncertain and dynamic business environments. (Bloom's Level: Evaluate)

CO6: Design and conduct original research to transform raw data into actionable insights. (Bloom's Level: Create)

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Detailed Syllabus	
Unit	**Description**
1	**Introduction to Quantitative Techniques:** Overview of quantitative techniques in business decision-making; Types of quantitative data; Measurement of variables and scales (nominal, ordinal, interval, ratio); Descriptive statistics - measures of central tendency (mean, median, mode) and measures of dispersion (range, variance, standard deviation); Probability concepts and applications; Introduction to statistical inference and hypothesis testing (t-tests, z-tests)
2	**Probability Distributions and Applications:** Probability rules and concepts (independent and dependent events); Types of probability distributions (Binomial, Poisson, Normal); Applications of probability in business (quality control, risk assessment); Central Limit Theorem and its significance; Real-world examples from finance, marketing, and operations
3	**Hypothesis Testing and Inferential Statistics:** Formulating null and alternative hypotheses; Type I and Type II errors; Confidence intervals and p-values; One-tailed vs. two-tailed tests; Applications in market research and business analytics; A/B testing in digital marketing, customer satisfaction analysis
4	**Correlation and Regression Techniques:** Understanding correlation and causation; Pearson's correlation, Spearman's rank correlation; Fundamentals of regression analysis; Simple linear regression, multiple regression, assumptions of linear regression; Interpreting regression outputs; Use of software tools like Excel, R, and Python for regression analysis
5	**Advanced Regression Techniques:** Multicollinearity, heteroscedasticity, and autocorrelation in regression models; Model building and variable selection; R-squared and adjusted R-squared; Residual analysis and model diagnostics; Logistic regression, regularization techniques (Lasso, Ridge), and predictive modeling
6	**Time Series Analysis and Forecasting:** Introduction to time series data; Trend, seasonal, and cyclical components; Moving averages, exponential smoothing, and Holt-Winters method; Stationarity and unit root tests; ARIMA models for forecasting; Applications in financial forecasting, demand planning, and inventory management
7	**Decision Theory and Business Decision-Making:** Decision-making under certainty, uncertainty, and risk; Decision trees, payoff matrices, and expected value; Sensitivity analysis and decision criteria (Maximin, Minimax, Hurwicz,) Use of decision support tools like Excel's Solver etc
8	**Linear Programming and Optimization:** Introduction to Linear Programming (LP); Formulating LP problems; Graphical method for LP solutions; Objective functions, constraints, feasible regions, and corner-point method; Use of Excel Solver for LP problems in supply chain and resource allocation
9	**Transportation and Assignment Problems:** Understanding transportation problems in logistics and supply chain; Methods for finding initial feasible solutions (NWCM, Least Cost, Vogel's Approximation); Assignment problems and their optimization; Real-life applications in warehouse management, airline crew scheduling
10	**Game Theory and Strategic Decision Making:** Introduction to game theory; Pure and mixed strategy games; Nash equilibrium, dominant strategies, and zero-sum games; Application in

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	competitive business environments; Use of game theory in pricing strategy, negotiation, and market competition
11	**Data Presentation and Business Analytics Basics:** Importance of data presentation in business decision-making; Types of charts and graphs (bar, pie, line, scatter); Basics of descriptive statistics for summarizing data; Understanding data distribution and outliers; Introduction to dashboards and reporting; Practical tips for creating effective visuals in PowerPoint and Excel, introduction to data storytelling for managers
12	**Practical Applications and Business Case Review:** Review of key quantitative techniques covered in the course; Real-world business case studies (e.g., inventory management, sales forecasting, cost optimization); Group discussions on practical applications of quantitative methods in marketing, finance, and operations; Practical exercises in decision-making, cost-benefit analysis, and scenario planning; Introduction to common business spreadsheets for data analysis (e.g., Excel templates)
Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE	

Reference Books:

1. Taylor, B. W. (2017). *Introduction to management science* (12th ed.). Pearson Education.
Latest edition: Taylor, B. W. (2022). *Introduction to management science* (13th ed.). Pearson Education. ISBN-13: 978-0137503933

2. Hillier, F. S., & Lieberman, G. J. (2017).
Introduction to operations research: Concepts and cases (9th ed.). Tata McGraw-Hill Education.
Latest edition: Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to operations research* (11th ed.). McGraw-Hill Education. ISBN-13: 978-1259872990

3. Brandimarte, P. (2013). *Quantitative methods: An introduction for business management*. Wiley.
Latest edition: Brandimarte, P. (2021). *Quantitative methods: An introduction for business management* (2nd ed.). Wiley. ISBN-13: 978-1119690931

4. Levin, R. I., & Rubin, D. S. (2017). *Statistics for management* (8th ed.). Eastern Economy Edition.
Latest edition: Levin, R. I., & Rubin, D. S. (2020). *Statistics for management* (9th ed.). Pearson Education. ISBN-13: 978-9332586550

5. Black, K. (2019).
Business statistics: For contemporary decision making (10th ed.). Wiley.
Latest edition: Black, K. (2023). *Business statistics: For contemporary decision making* (11th ed.). Wiley.ISBN-13: 978-1119905448

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Programme Name and Code: **Master** of Business Administration				**Semester - 1**	
Course Name: Organizational Dynamics				**Course Code: OMMBA1009L**	
Teaching Scheme				**Evaluation Scheme**	
Lecture Hrs	**Practical Hrs**	**e-Tutorial Hrs**	**Credit**	**Formative Assessment (%)**	**Summative Assessment (%)**
12	-	20	4	30	70

Course Description:

Organizational Dynamics is a comprehensive course designed to provide learners with a deep understanding of the behaviors and processes that drive effective management within organizations. The course covers the foundations of individual behavior, including personality, motivation, perception, attitudes, and learning, while also exploring group dynamics, team effectiveness, and communication in organizational settings. It examines the interrelationships between individuals, groups, and broader organizational systems, focusing on leadership, power, conflict management, and organizational culture. Through real-world case studies and practical exercises, learners will learn to navigate complex organizational environments, foster positive workplace relationships, and implement strategies for effective change management. This course prepares learners to manage themselves and others more effectively, enhancing their ability to lead in dynamic, multicultural, and digitally connected workspaces.

Course Objective:

1. To develop a deep understanding of individual behavior, including perceptions, motivations, and attitudes, to enhance self-awareness and interpersonal effectiveness.
2. To analyze the impact of group dynamics on team performance and collaboration within organizational settings.
3. To equip learners with the skills to assess and influence organizational behavior at multiple levels, including individual, group, and organizational contexts.
4. To prepare learners to adopt effective leadership styles and policies that promote a positive organizational culture and employee engagement.
5. To enable learners to integrate behavioral insights into decision-making, conflict resolution, and change management for improved organizational effectiveness.

Course Outcomes: After completion of the course, learners would be able to:

CO1: Describe key aspects of human behavior at work to build foundational understanding. (Bloom's Level: Remember)

CO2: Explain people-related challenges in organizational life and demonstrate strategies to manage them effectively. (Bloom's Level: Understand)

CO3: Apply conceptual, analytical, and communication skills for holistic personal and professional development.(Bloom's Level: Apply)

CO4: Analyze team dynamics to improve collaboration and develop leadership competencies. (Bloom's Level: Analyze)

CO5: Evaluate organizational culture, power structures, and workplace politics to influence organizational effectiveness. (Bloom's Level: Evaluate)

CO6: Design strategies for managing organizational change and promoting continuous learning in

dynamic business environments. (Bloom's Level: Create)

Detailed Syllabus:

Unit	Description
1	**Introduction to Organizational Behaviour and Individual Behavior:** Overview of organizational dynamics; Trends in Organizational Behavior (OB); Foundation of individual behavior in organizations; Personality traits, self-awareness, and personal effectiveness; Role of emotional intelligence in leadership; Personal branding and digital presence in professional networks (e.g., LinkedIn)
2	**Personality and Personal Effectiveness:** Definition and importance of personality in the workplace; Personality theories (Big Five, MBTI, HEXACO); Personal effectiveness, self-awareness, and emotional intelligence (EQ); Personality assessments for leadership and team building; Digital persona management and personal branding
3	**Perception, Attitudes, and Values in Organizations:** Perceptual process (receiving and selecting stimuli); Factors affecting perception in the workplace; Attribution theory and biases (fundamental attribution error, self-serving bias); Attitudes, values, and their impact on organizational culture; Perceptual Biases
4	**Motivational Processes and Theories:** Overview of motivation and its impact on performance; Need-based theories (Maslow's Hierarchy, McClelland's Need Theory, Herzberg's Two-Factor Theory); Cognitive theories (Self-Determination Theory, Goal-Setting Theory, Expectancy Theory); Motivation in hybrid and remote work environments; Motivating gig workers and knowledge workers in the digital age
5	**Learning and Behavioral Change:** Learning processes and theories (Classical Conditioning, Operant Conditioning, Social Learning Theory); Organizational learning and knowledge management; Behavioral reinforcement, feedback, and continuous improvement; Coping with stress, frustration, and burnout; Learning agility and adaptive performance in dynamic work environments
6	**Understanding Groups and Teams:** Group dynamics and team effectiveness; Types of teams (cross-functional, virtual, self-managed); Stages of group development (Tuckman's model); Team building and collaboration tools (Miro, MURAL, Microsoft Teams); Psychological safety and team resilience in high-stress environments
7	**Team Dynamics and Communication:** Effective team communication; Overcoming barriers to group communication; Conflict resolution within teams; Role of diversity and inclusion in team performance; Case studies on successful and failed teams; Hybrid team management and virtual collaboration best practices
8	**Leadership Theories and Challenges:** Overview of leadership theories (Trait, Behavioral, Contingency, Transformational, Transactional); Contemporary approaches (Servant Leadership, Authentic Leadership, Adaptive Leadership); Challenges in leading diverse and remote teams; Digital leadership, influence without authority, and leading in crises
9	**Conflict Management and Negotiation:** Types of conflict (task, process, relationship); Sources and consequences of workplace conflict; Conflict resolution styles (Thomas-Kilmann model); Movie scene method of conflict resolution, Effective negotiation techniques and conflict de-escalation; Real-world negotiation tactics, including salary negotiation and conflict in virtual teams

10	**Organizational Culture and Climate:** Understanding organizational culture and its impact on performance; Types of organizational cultures (Clan, Adhocracy, Market, Hierarchy); Organizational climate and its measurement; Tools for cultural assessment and change; Cultural transformation in digital-first organizations
11	**Power, Politics, and Organizational Influence:** Sources and bases of power (French & Raven's framework); Organizational politics and its impact on decision-making; Power dynamics in virtual organizations; Ethical considerations in power use; Power in flat vs. hierarchical organizations, power dynamics in startups
12	**Organizational Change, Learning, and Case Presentations:** Understanding organizational learning and continuous improvement; Knowledge management systems; Case presentations on successful organizational change and transformation; Learning organizations in the age of AI and digital disruption; Use of real-world examples from Amazon, Google, and Netflix

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Aswathappa, K., & Reddy, G. S. (2009). *Organisational behaviour* (12th ed.). Himalaya Publishing House.
Latest edition: Aswathappa, K., & Reddy, G. S. (2016). *Organisational behaviour* (12th revised ed.). Himalaya Publishing House.
2. Greenberg, J., & Baron, R. A. (2017). *Behavior in organizations* (10th ed.). PHI Learning Private Limited.
Latest edition: Greenberg, J., & Baron, R. A. (2022). *Behavior in organizations* (11th ed.). Pearson Education.
3. Luthans, F. (2018). *Organizational behavior* (13th ed.). McGraw-Hill Education.
Latest edition: Luthans, F. (2021). *Organizational behavior: An evidence-based approach* (14th ed.). Information Age Publishing.
4. Hellriegel, D., & Slocum, J. W. (2018). *Organizational behavior* (15th ed.). Cengage Learning.
Latest edition: Hellriegel, D., & Slocum, J. W. (2022). *Organizational behavior* (16th ed.). Cengage Learning.

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Programme Name: Master of Business Administration				Semester: 1	
Course Name:	Machine Learning for Managers			Course Code: OMMBA1101L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70

Course Description: This course introduces the fundamentals and strategic applications of Machine Learning (ML) for business managers. With a focus on real-world implementation, the course bridges technical concepts with managerial decision-making. Managers will learn how ML can drive competitive advantage through data-driven insights, automation, and innovation. It covers the lifecycle of ML projects, ethical considerations, and how to collaborate with technical teams to deploy ML models effectively.

Course Objectives:

1. Understand the key concepts and types of machine learning algorithms used in business.
2. Evaluate the role of machine learning in solving real-world business problems.
3. Interpret ML outputs and performance metrics to make data-informed decisions.
4. Apply ethical and governance considerations in deploying machine learning solutions.
5. Collaborate effectively with data scientists and ML engineers on business use cases.

Course Outcomes:

CO1: Describe the basic principles and applications of machine learning in business (R)
CO2: Interpret model results and ML metrics to support business decisions (U)
CO3: Apply ML concepts to evaluate potential business use cases (A)
CO4: Analyze the strategic impact and feasibility of ML integration into existing processes (An)
CO5: Evaluate ethical and governance concerns associated with ML deployment (E)
CO6: Create a structured plan for implementing ML initiatives within a business unit (C)

Detailed Syllabus:

Unit	Description
1	**Fundamentals of Machine Learning for Business** • Introduction to Machine Learning: Definitions, Types (Supervised, Unsupervised, Reinforcement Learning) • Applications of ML in Marketing, Finance, HR, and Operations • Machine Learning vs Traditional Programming • Business case examples (e.g., churn prediction, credit scoring)
2	**Machine Learning Project Lifecycle** • Understanding the ML Workflow: Problem framing to model deployment • Data Preparation and Feature Engineering basics • Model Evaluation Metrics: Accuracy, Precision, Recall, AUC, RMSE • Role of Business Managers in ML projects
3	**Tools, Techniques, and ML Strategies for Managers** • Overview of ML Tools and Platforms: No-code/low-code (AutoML), Python/R exposure • Strategic Selection of ML Models for Business Goals

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	• Communicating ML Insights to Stakeholders • Ensuring business alignment with ML project goals
4	**Ethical, Legal, and Organizational Aspects of ML** • Ethics in ML: Bias, fairness, and transparency • Responsible AI and Governance • Risk management and compliance in ML projects • Building ML maturity and culture in organization

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Geertsema, P. (2023). Machine learning for managers: Strategically leveraging AI for competitive advantage. Routledge
2. Shalev-Shwartz, S., & Ben-David, S. (2014). *Understanding Machine Learning: From Theory to Algorithms*. Cambridge University Press.
3. Provost, F., & Fawcett, T. (2013). *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking*. O'Reilly Media.

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Programme Name: Master of Business Administration				Semester: 1	
Course Name:	Indian Knowledge System			Course Code: OMMBA1201L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70

Course Description: This course explores the rich and diverse Indian Knowledge System (IKS) and its relevance to modern management. Drawing upon ancient Indian wisdom—such as Vedas, Arthashastra, Yoga, and Indian ethical philosophy—it provides an indigenous lens to leadership, strategy, governance, sustainability, and organizational behavior. Through contextual analysis and contemporary application, learners will understand how IKS can shape value-driven, sustainable, and resilient organizations.

Course Objectives:

1. To introduce the philosophical foundations and key frameworks of Indian Knowledge Systems.
2. To examine Indian models of leadership, ethics, and governance through ancient texts and practices.
3. To evaluate the relevance of Indian cultural and spiritual traditions to modern management.
4. To apply Indian strategic and economic thought (e.g., Arthashastra) in contemporary business scenarios.
5. To reflect on IKS for fostering sustainability, inclusive growth, and human well-being in organizations.

Course Outcomes:

CO1: Describe the core principles of Indian Knowledge Systems and their historical development. *(R)*
CO2: Understand the philosophical roots of Indian models of leadership, ethics, and wellness. *(U)*
CO3: Apply IKS concepts like Dharma, Karma, and Panchakosha to management contexts. *(A)*
CO4: Analyze texts like Arthashastra and Bhagavad Gita to extract managerial insights. *(An)*
CO5: Evaluate the relevance of IKS frameworks in building sustainable and ethical businesses. *(E)*
CO6: Create integrative solutions for business challenges using Indian epistemological frameworks. *(C)*

Detailed Syllabus:

Unit	Description
1	**Foundations of Indian Knowledge System** • Meaning and scope of IKS • Classification of Indian Knowledge: Vedic, Buddhist, Jain, and Sangam traditions • Six Darshanas (Schools of Philosophy) and their managerial implications • Concept of "Purusharthas" (Dharma, Artha, Kama, Moksha) and its application in leadership and decision-making
2	**Indian Perspectives on Leadership, Ethics, and Governance** • Leadership and self-mastery in the Bhagavad Gita • Concept of Karma Yoga and Nishkama Karma • Chanakya's principles on governance and statecraft (Arthashastra)

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	• Ethical decision-making from Dharmashastra and Manusmriti • Role of Indian ethics in corporate social responsibility and inclusive governance
3	**Strategic Thinking and Economic Thought in Ancient India** • Arthashastra on strategy, diplomacy, and resource management • Indigenous practices of business, trade, and entrepreneurship (Vaishya tradition) • Village economies, guild systems (Shrenis), and decentralized models • Sustainability in Indian texts (e.g., Panchatatva, Prakriti, and harmony with nature)
4	**Contemporary Relevance and Integration with Modern Management** • Yoga and mindfulness in stress management and workplace wellness • Panchakosha Model and its application to personal effectiveness • IKS and Circular Economy: Traditional practices in reuse and recycling • Case discussions: Indian family businesses, ISRO's frugality, Ayurveda startups • Design a management framework inspired by IKS
Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE	
Reference Books: 1. Awasthi, S. (2024). Various Contexts of Indian Knowledge Systems. Shashwat Publication. 2. Frawley, D. (2000). *Awaken Bharata: A Call for India's Rebirth.* Voice of India. 3. Rangarajan, L. N. (1992). *Kautilya: The Arthashastra.* Penguin Books India. 4. Vempati, S., & Pande, A. (Eds.). (2021). *The Indian Knowledge Systems: Perspectives from the Past.* Springer	

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SEMESTER- 2

Programme Name and Code: Master of Business Administration				**Semester – 2**	
Course Name: Business Law				**Course Code: OMMBA1002L**	
Teaching Scheme				**Evaluation Scheme**	
Lecture Hrs	**Practical Hrs**	**e-Tutorial Hrs**	**Credit**	**Formative Assessment (%)**	**Summative Assessment (%)**
12	-	20	4	30	70

Course Description:

Business Law is a comprehensive course designed to provide learners with a foundational understanding of the legal principles governing commercial transactions and business operations. The course covers essential topics like the Indian Contract Act, including the formation, performance, and termination of contracts, as well as special types of contracts such as bailment, pledge, indemnity, and guarantee. It also explores the Sale of Goods Act, negotiable instruments, and key labour laws, including the four modern labour codes. Learners will gain insights into the rights and obligations of businesses, the resolution of commercial disputes, and the impact of evolving digital technologies on business law. Practical case studies and real-world examples are included to enhance learners' ability to apply legal concepts to complex business scenarios.

Course Objectives:

1. To provide learners with a comprehensive understanding of the fundamental principles of business law, including contracts, sales, negotiable instruments, and labour regulations.
2. To develop the ability to interpret, draft, and evaluate various types of business contracts and agreements.
3. To equip learners with the skills to identify and resolve legal issues in commercial transactions and business operations.
4. To foster critical thinking in assessing the legal rights and obligations of business stakeholders in a dynamic business environment.
5. To prepare learners to navigate the complexities of business law in the digital age, including e-contracts, data privacy, and electronic transactions.

Course Outcomes: After completion of the course, learners would be able to:

CO1: Recognize the relevance of business law to individuals and businesses, and the role of law in economic, political, and social contexts. (Bloom's Level: Remember)

CO2: Explain the legal structures of various business organizations and their responsibilities as employers.
(Bloom's Level: Understand)

CO3: Apply fundamental legal principles to assess contractual agreements and their implications in business scenarios. (Bloom's Level: Apply)

CO4: Analyze legal problems and construct coherent, concise legal arguments in both written and oral formats.
(Bloom's Level: Analyze)

CO5: Evaluate the legal rights and obligations of businesses in commercial transactions including contracts, sales, and negotiable instruments. (Bloom's Level: Evaluate)

CO6: Design strategic solutions for complex legal issues in business by employing critical thinking and

analytical reasoning. (Bloom's Level: Create)

Detailed Syllabus:

Unit	Description
1	**Introduction to Business Law and the Indian Legal System:** Overview of business law and its importance in commercial transactions; Structure and hierarchy of courts in India; Sources of business law (Constitution, statutes, case law, customs); Role of business law in protecting business interests and promoting ethical practices.
2	**The Indian Contract Act, 1872 – Introduction and Essentials:** Meaning and characteristics of contracts; Difference between agreement and contract; Types of contracts (valid, void, voidable, unenforceable); Essentials of a valid contract – Offer (definition, types, legal rules), Acceptance (legal rules, communication, revocation), and Consideration (definition, types, legal rules).
3	**Contractual Capacity and Free Consent:** Contractual capacity – Position of agreements with minors, persons of unsound mind, and those disqualified by law; Free consent – Coercion, undue influence, misrepresentation, fraud, mistake (unilateral and bilateral); Consequences of lack of free consent in contracts.
4	**Performance, Breach, and Termination of Contracts:** Rules regarding performance of contracts; Discharge of contracts – By performance, mutual agreement, impossibility, lapse of time, breach of contract; Remedies for breach – Damages, specific performance, injunction, and quantum meruit.
5	**The Indian Contract Act, 1872 – Special Types of Contracts I:** Contract of Bailment and Pledge – Concept, types, duties and rights of bailor and bailee, lien, rights and obligations of pledgor and pledgee; Real-life examples from warehousing, logistics, and financial services.
6	**The Indian Contract Act, 1872 – Special Types of Contracts II:** Contract of Indemnity – Definition, parties involved, essential features, rights of indemnifier and indemnity holder; Contract of Guarantee – Definition, parties involved, essential features, kinds of guarantees, extent of surety's liability, rights of surety; Difference between contract of indemnity and contract of guarantee.
7	**The Sale of Goods Act, 1930 – Basics and Types of Goods:** Definition and essentials of a contract of sale; Difference between sale and agreement to sell; Types of goods – Existing, future, and contingent goods; Conditions and warranties in sales contracts; Transfer of ownership and risk
8	**Rights and Duties of Buyers and Sellers:** Rights of an unpaid seller – Rights against the goods (lien, stoppage in transit, resale) and rights against the buyer (sue for price, damages); Duties of the buyer – Acceptance of delivery, payment of price, inspection of goods; Practical applications in retail and e-commerce.
9	**The Negotiable Instruments Act, 1881 – Introduction and Features:** Meaning and characteristics of negotiable instruments; Types of negotiable instruments – Promissory Note, Bill of Exchange, Cheque; Key features – Transferability, negotiability, presumption of consideration; Practical uses in business finance and trade.
10	**Cheques, Endorsements, and Crossing:** Detailed study of cheques – Definition, types, crossing (general, special, account payee, non-negotiable); Types of endorsements – Blank, special,

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	restrictive, conditional, partial, and sans recourse endorsements; Legal implications of dishonoring cheques
11	**Labour Laws and Employment Regulations:** Introduction to Indian labour laws; Overview of the four labour codes – Code on Wages, Industrial Relations Code, Social Security Code, Occupational Safety, Health and Working Conditions Code; Key provisions, employer-employee rights and responsibilities, compliance requirements.
12	**Business Law in the Digital Age and Case Presentations:** Impact of technology on business law – E-contracts, digital signatures, electronic payments, data privacy laws (e.g., GDPR, IT Act, 2000); Ethical considerations and cyber law; Lerner case presentations on real-world business law challenges and disputes.

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Kuchhal, M.C., & Kuchhal, V. (2014). *Business law* (4th ed.). Vikas Publishing House.
Latest edition: Kuchhal, M.C., & Kuchhal, V. (2018). *Business law* (7th ed.). Vikas Publishing House.
2. Pathak, A. (2014). *Legal aspects of business* (6th ed.). McGraw Hill Education.
3. Maheshwari, S.K., & Maheshwari, S.N. (2015). *A manual of business law* (6th ed.). Himalaya Publishing House.
Latest edition: Maheshwari, S.K., & Maheshwari, S.N. (2024). *A manual of business laws* (8th ed.). Himalaya Publishing House.
4. Singh, A. (2015). *Business law* (1st ed.). Eastern Book Company.
Latest edition: Singh, A. (2023). *Business law* (7th ed.). Eastern Book Company.

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Programme Name and Code: Master of Business Administration				Semester - 2	
Course Name: Financial Accounting and Analysis				Course Code: OMMBA1004L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (%)	Summative Assessment (%)
12	-	20	4	30	70

Course Description:

This course provides a comprehensive introduction to financial and management accounting concepts. It covers the preparation and analysis of financial statements, as well as key management accounting tools used for planning, control, and decision-making. Learners will gain insights into cost behavior, budgeting, performance evaluation, and financial reporting to support both internal and external stakeholders.

Course Objectives:

1. To provide learners with a comprehensive understanding of financial accounting principles, including the preparation and analysis of financial statements as per global standards like US GAAP, IFRS, and IND AS.
2. To develop analytical skills for interpreting financial statements using tools like ratio analysis, horizontal and vertical analysis, and financial statement adjustments.
3. To introduce key management accounting techniques such as cost analysis, budgeting, and variance analysis for effective internal decision-making.
4. To enable learners to use accounting information for strategic planning, performance evaluation, and managerial control.
5. To strengthen problem-solving and critical thinking abilities in financial and managerial contexts for informed business decision-making.

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

CO1: Define the fundamental language and key concepts of accounting to establish a foundational understanding. *(Bloom's Level: Remember)*

CO2: Explain and interpret the information presented in basic financial statements using appropriate financial tools. *(Bloom's Level: Understand)*

CO3: Apply complex accounting information to real-world scenarios to support sound decision-making. *(Bloom's Level: Apply)*

CO4: Analyze management accounting techniques such as costing, budgeting, and variance analysis for effective planning and control. *(Bloom's Level: Analyze)*

CO5: Evaluate the decisions and variables involved in structuring the liability side of a firm's balance sheet. *(Bloom's Level: Evaluate)*

CO6: Create comprehensive solutions to accounting problems that integrate financial and managerial accounting perspectives for strategic business decisions. *(Bloom's Level: Create)*

Detailed Syllabus

Unit	Description
1	**Introduction to Financial Accounting:** Evolution of accounting; Basic concepts of financial accounting; Scope and advantages; Distinction between cost accounting, management accounting, and financial accounting; Generally Accepted Accounting Principles (GAAP);

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	Introduction to US GAAP, IFRS, and IND AS; Stages of preparing accounting statements; Users of accounting information and financial statements.
2	**Understanding Financial Statements:** Nature and objectives of financial statements; Uses of financial statements; Form and content of financial statements; Preparation of financial statements (Statement of Profit or Loss, Statement of Financial Position, Statement of Cash Flow, Statement of Changes in Equity) as per Companies Act 2013; Adjustments and numerical examples.
3	**Financial Statement Analysis:** Tools and techniques of financial statement analysis; EIC (Economy, Industry, Company) analysis; Comparative Statement Analysis (Horizontal Analysis); Common Size Statement Analysis (Vertical Analysis); Introduction to ratios, ratio analysis and interpretation, significance and limitations of ratios; Practical numerical examples.
4	**Limitations of Financial Statements and Window Dressing I:** Critical review of financial statements; Limitations of financial statements; Impact of abnormal items and changes in accounting policies; Creative accounting; Ethical issues in financial reporting; Recent financial scandals.
5	**Accounting for Non-Financial Performance Measures:** Introduction to non-financial performance indicators (NFPIs); Importance of qualitative and quantitative non-financial metrics in decision-making; Metrics related to customer satisfaction, employee productivity, innovation, environmental and social responsibility; Integrating financial and non-financial data in management reporting; Role of dashboards and scorecards.
6	**Cost Concepts and Classification:** Classification of costs (fixed, variable, direct, indirect); Cost behavior and relevance to decision-making; Cost allocation methods; Cost centers and cost units.
7	**Cost-Volume-Profit (CVP) Analysis:** Break-even analysis; Margin of safety; Contribution analysis; Applications of CVP in decision-making; Sensitivity analysis.
8	**Budgeting and Budgetary Control:** Concept of budgeting; Types of budgets – operating, capital, cash, flexible budgets; Budgetary control process; Advantages and limitations; Practical examples.
9	**Standard Costing and Variance Analysis:** Meaning and types of standards; Setting standard costs; Types of variances – material, labor, overhead; Analysis and interpretation of variances.
10	**Decision-Making Using Marginal Costing:** Relevant costing; Make or buy decisions; Product mix decisions; Shut down decisions; Pricing decisions using marginal costing approach.
11	**Responsibility Accounting and Performance Measurement:** Concept of responsibility centers – cost, revenue, profit, investment centers; Performance measures – ROI, Residual Income; Balanced Scorecard and KPIs.
12	**Emerging Trends in Financial and Management Accounting:** Environmental and sustainability accounting; Forensic accounting; Digital transformation in accounting – AI, Blockchain, ERP systems; Introduction to data analytics in accounting.
Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE	

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Reference Book :

1. **Shah, P. (2019).** ***Financial Accounting for Management*** **(3rd ed.).** Oxford University Press. ISBN: 978-0199494439.
2. **Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2022).** *Financial and Management Accounting* (6th ed.). Sultan Chand & Sons. ISBN: 978-9391820213.
3. **Horngren, C. T., Elliott, J. A., Philbrick, D., & Sundern, G. L. (2017).** *Introduction to Financial Accounting* (11th ed.). Pearson Education. ISBN: 978-9352862474.
4. **Jain, I. C., & Narang, K. L. (2022).** ***Cost and Management Accounting*** **(20th ed.).** Kalyani Publishers. ISBN: 978-9327257014.

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Programme Name and Code: Master of Business Administration				Semester - 2	
Course Name: Human Capital Management				Course Code: OMMBA1006L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (%)	Summative Assessment (%)
12	-	20	4	30	70

Course Description:

Human Capital Management is a comprehensive course designed to provide learners with a deep understanding of the principles and practices involved in managing human resources within modern organizations. The course covers the full HR lifecycle, including talent acquisition, workforce planning, training and development, performance management, compensation, and employee relations. Learners will explore foundational HR concepts, HRM models, and strategic HRM (SHRM), along with the critical role of technology in HR, including AI, HRIS, and predictive analytics. The curriculum emphasizes the importance of aligning HR strategies with business goals, developing effective employee engagement programmes, and managing industrial relations. By integrating real-world case studies and practical exercises, the course prepares learners to become strategic HR leaders capable of leveraging human capital for organizational success.

Course Objectives:

1. To provide a comprehensive understanding of human capital management principles, including talent acquisition, workforce planning, and employee development.
2. To develop the skills necessary to design and implement effective HR strategies that align with organizational goals.
3. To equip learners with the ability to leverage technology, including AI and HRIS, to enhance recruitment, training, and performance management processes.
4. To foster critical thinking in analyzing compensation structures and performance appraisal systems to improve employee motivation and retention.
5. To prepare learners to effectively manage employee relations, handle industrial disputes, and build a positive organizational culture.

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

CO1: Define key concepts, models, and the role of technology in human resource management. (Bloom's Level: Remember)

CO2: Analyze human resource processes to identify best practices and areas for improvement. (Bloom's Level: Analyze)

CO3: Apply artificial intelligence and HRIS tools to enhance recruitment, training, and performance evaluation.
(Bloom's Level: Apply)

CO4: Create strategic approaches for talent acquisition, workforce planning, and employee retention. (Bloom's Level: Create)

CO5: Evaluate compensation structures and performance management systems to align with organizational objectives. (Bloom's Level: Evaluate)

CO6: Interpret the impact of employee and industrial relations on organizational culture and productivity.

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(Bloom's Level: Understand)

Detailed Syllabus:

Unit	Description
1	**Introduction to Human Resource Management (HRM):** Overview of HRM; Nature and scope of Human Resource Management; Key HRM models (Harvard Model, Michigan Model, Ulrich's Model); Challenges in HRM; HRM in the digital age; Strategic HRM (SHRM) vs. conventional HRM; Characteristics and scope of SHRM; Human Resource Environment.
2	**Strategic Human Resource Management (SHRM):** Introduction to SHRM; Differences between SHRM and conventional HRM; Alignment of HR strategy with business goals; Role of SHRM in organizational success; Case studies on strategic HR practices in leading companies.
3	**Talent Acquisition and Workforce Planning:** Understanding talent acquisition; Job analysis – processes, methods, job descriptions, and job specifications; Workforce planning – methods for analyzing demand and supply; Modern sourcing strategies including employer branding and recruitment marketing
4	**Modern Recruitment and Selection:** Recruitment – sources and types (internal, external, social recruiting, headhunting); Recruitment in the connected world (social media, AI-powered recruiting tools); Selection process – stages from screening to final selection; Use of data analytics in selection and hiring.
5	**Employee Onboarding and Orientation:** Importance of effective onboarding; Stages of induction and orientation; Differences between training and development; Role of corporate culture in onboarding success; Strategies for reducing employee turnover through effective onboarding
6	**Training and Development:** Types of training (on-the-job, off-the-job, e-learning, simulation, coaching, mentoring); Training methods and techniques; Assessing training needs; Role of AI and virtual reality in training; Designing impactful learning experiences for workforce upskilling.
7	**Performance Management Systems:** Difference between performance appraisal and performance management; Performance assessment techniques (360-degree feedback, BARS, MBO); Common appraisal errors; Role of AI in performance reviews; Link between performance management and compensation.
8	**Compensation Management:** Introduction to compensation management; Objectives of compensation planning; Types of compensation (fixed, variable, incentives, benefits); Designing competitive compensation packages; Use of analytics in compensation management.
9	**Employee Engagement and Retention:** Understanding employee engagement; Strategies for improving employee motivation and retention; Role of employee engagement in organizational success; Use of pulse surveys, engagement platforms, and data analytics to track engagement.
10	**Career and Succession Planning:** Managing career paths and career development; Importance of succession planning in leadership continuity; Talent pipeline management; Tools for career planning and development; Case studies on successful succession planning.

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11	**Employee Relations and Industrial Relations:** Meaning and nature of employee relations; Industrial relations – trade unions, collective bargaining, dispute resolution; Role of technology in HRIS (Human Resource Information Systems); Employee voice and workplace democracy.
12	**HR Technology and the Future of Work:** Role of technology in HR – HRIS, AI, machine learning, predictive analytics; Future trends in HRM – remote work, gig economy, hybrid work models, digital collaboration tools; Ethical considerations in using HR technology.

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Gupta, C. B. (2007). *Personnel management*. Sultan Chand and Company Limited.
Latest edition: Gupta, C. B. (2020). *Human resource management* (15th ed.). Sultan Chand and Company Limited.
2. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2015). *Human resource management* (11th ed.). John Wiley & Sons, Inc.
Latest edition: DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2024). *Human resource management* (13th ed.). Wiley.

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Programme Name and Code: Master of Business Administration				**Semester – 2**	
Course Name: Operations Management				**Course Code: OMMBA1008L**	
Teaching Scheme				**Evaluation Scheme**	
Lecture Hrs	**Practical Hrs**	**e-Tutorial Hrs**	**Credit**	**Formative Assessment (%)**	**Summative Assessment (%)**
12	-	20	4	30	70

Course Description:

Operations Management is a comprehensive course designed to provide learners with a deep understanding of the core principles and practical applications of managing operations in both manufacturing and service sectors. The course covers the full spectrum of operations management, including production systems, facility layout, productivity improvement, plant maintenance, and quality management. Learners will learn critical skills like production planning, scheduling, inventory control, and cost management. Advanced topics include Total Quality Management (TQM), Theory of Constraints (TOC), and operations analytics, with a focus on contemporary trends like Industry 4.0, smart manufacturing, and sustainable operations. The course also introduces cutting-edge tools like ERP, digital twins, and Six Sigma for data-driven decision-making and performance improvement, preparing learners to excel in modern, technology-driven operations environments

Course Objectives:

1. To introduce the core concepts, functions, and strategic relevance of Operations Management in both manufacturing and service sectors.
2. To provide insights into production systems, facility location, layout design, and plant maintenance, emphasizing productivity and resource optimization.
3. To develop analytical skills in production planning, scheduling, inventory control, and cost-effective decision-making using tools like BEA and EOQ.
4. To explain the principles and practices of Total Quality Management (TQM) and its integration with Lean, Six Sigma, and continuous improvement methodologies.
5. To enable understanding of contemporary developments in operations, including digital transformation, Industry 4.0, smart manufacturing, and sustainable operations.

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

CO1: Describe the role of operations management in enhancing organizational efficiency and customer satisfaction across various industries. (Bloom's Level: Remember)

CO2: Analyze production systems, layout configurations, and maintenance strategies to improve operational workflows and asset reliability. (Bloom's Level: Analyze)

CO3: Apply quantitative techniques such as break-even analysis, job scheduling, and inventory control models to support informed decision-making. (Bloom's Level: Apply)

CO4: Evaluate quality management systems, including TQM, to identify opportunities for waste reduction, process improvement, and global standard compliance. (Bloom's Level: Evaluate)

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CO5: Interpret emerging technologies such as IoT, ERP systems, and automation to assess their impact on modern operational functions. (Bloom's Level: Understand)

CO6: Design performance measurement approaches using analytical tools to monitor and enhance operational efficiency and strategic alignment. (Bloom's Level: Create)

Detailed Syllabus

Unit	Description
1	**Introduction to Operations Management:** Scope, Functions, OM in Manufacturing vs. Services, Role in Value Creation
2	**Operations Strategy and Production Systems:** Types of Production Systems, Strategic Alignment, Mass Customization
3	**Facility Location and Layout:** Plant Location Factors, Layout Types, Service Facility Layout, Tech in layout design (CAD/CAM)
4	**Plant Maintenance and TPM:** Total Productive Maintenance, Preventive & Predictive Maintenance, Digital twins for maintenance
5	**Productivity and Work Study:** Productivity Indices, Time and Motion Study, Lean Thinking, Kaizen
6	**Production Planning and Scheduling:** Aggregate Planning, Job Shop Scheduling, Gantt Charts, Optimization Techniques
7	**Manufacturing Economics & Costing:** Break-even Analysis (BEA), Cost-Volume-Profit, Decision Making under Constraints
8	**Inventory Management:** EOQ, ABC Analysis, JIT, Safety Stock, Inventory Control using ERP
9	**Total Quality Management (TQM) :**8 Building Blocks, 7 Wastes, Quality Circles, Pillars of TQM, ISO Standards
10	**Theory of Constraints (TOC) :** Bottleneck Analysis, Five Focusing Steps, Drum-Buffer- Rope
11	**Contemporary Operations Trends:** Industry 4.0, Smart Manufacturing, IoT, Automation, Sustainable Operations
12	**Operations Analytics & Performance Improvement:** KPIs, Dashboards, Six Sigma, Root Cause Analysis, Continuous Improvement

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Heizer, J., Render, B., & Munson, C. (2022). *Operations management: Sustainability and supply chain management* (14th ed.). Pearson Education.
Latest edition: Heizer, J., Render, B., & Munson, C. (2024). *Operations management: Sustainability and supply chain management* (15th ed.). Pearson Education.
2. Mahadevan, B. (2015). *Operations management: Theory and practice* (3rd ed.). Pearson India.
Latest edition: Mahadevan, B. (2022). *Operations management: Theory and practice* (4th ed.). Pearson India.

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Programme Name and Code: Master of Business Administration				Semester - 2	
Course Name: Strategy for Managers				Course Code: OMMBA1010L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (%)	Summative Assessment (%)
12	-	20	4	30	70

Course Description:

Strategy for Managers is a comprehensive course designed to equip learners with the tools and frameworks needed to develop and implement effective business strategies. The course begins by exploring the origins of strategy and the strategic management process, including the formulation of vision and mission statements. Learners will learn to analyze competitive environments using frameworks like Porter's Five Forces, PESTEL analysis, and Resource-Based View (RBV), while also understanding the importance of value chain analysis and core competencies in creating competitive advantage. The curriculum covers strategic choices such as cost leadership, differentiation, and blue ocean strategies, as well as modern approaches like digital strategy and business model innovation. Advanced topics include corporate strategy, M&A, strategic agility, and foresight, along with sustainability, ESG considerations, and non-market strategies. Learners will also gain practical skills in strategy implementation, performance measurement, and strategic control using tools like the balanced scorecard, ensuring they are well-prepared to lead in dynamic, competitive business environments.

Course Objectives:

1. **To familiarize learners with the foundational concepts and frameworks of strategic management**, including competitive analysis and internal capability assessment.
2. **To enable critical analysis of both internal and external business environments** using tools like SWOT, PESTEL, Five Forces, and Value Chain.
3. **To develop strategic thinking and decision-making skills** in areas like innovation, digital transformation, sustainability, and emerging markets.
4. **To equip learners with knowledge and skills for successful strategy implementation**, focusing on people, processes, structure, and performance measurement tools.
5. **To enhance learners' ability to evaluate, review, and control strategic performance**, and adapt strategies in dynamic and uncertain environments.

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

CO1: Apply key strategic frameworks such as Porter's Five Forces, RBV, and PESTEL to analyze industry dynamics and competitive positioning. (Bloom's Level: Apply)

CO2: Evaluate internal organizational strengths and weaknesses using value chain analysis, core competencies, and resource-based view concepts. (Bloom's Level: Evaluate)

CO3: Design strategic options using contemporary approaches like Blue Ocean Strategy, Business Model Innovation, and Corporate Scope selection. (Bloom's Level: Create)

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CO4: Integrate digital, innovation, and sustainability considerations into strategic planning in the context of emerging markets. (Bloom's Level: Analyze)

CO5: Construct implementation plans for strategic initiatives with attention to structure, leadership, agile processes, and Balanced Scorecard metrics. (Bloom's Level: Understand)
CO6: Recognize and assess strategic performance using feedback systems, evaluation tools, and dynamic capability frameworks to recommend improvements. (Bloom's Level: Remember)

Detailed Syllabus

Unit	Description
1	**Foundations of Strategy:** Origins of Strategy, Strategic Management Process, Vision & Mission
2	**Understanding Competitive Environments:** Market-Based View, Industrial Organization Theory, Five Forces Framework
3	**Environmental Analysis:** PESTEL Analysis, External & Internal Environment Mapping
4	**Resource-Based View & Value Chain:** RBV, Value Chain Analysis, Core Competencies
5	**Creating Competitive Advantage:** Strategic Positioning, Cost vs Differentiation, Competitive Dynamics
6	**Strategic Innovation & Digital Strategy:** Strategic Innovation Management, Digital Business Models, AI & Tech Disruption
7	**Strategic Choices & Business Models:** Blue Ocean Strategy, Value Innovation, Business Model Design
8	**Corporate Strategy and Scope:** Choosing Scope, Diversification, M&A, Emerging Market Strategy
9	**Implementing Strategy:** Implementing Strategy – People, Capabilities, Structure & Strategic Human Capital Management
10	**Agility,Foresight & Dynamic Capabilities:** Agile Strategy, Scenario Planning, Ambidexterity, Strategic Foresight
11	**Sustainability, ESG & Non-Market Strategy:** ESG, Green Strategy, Public Policy Influence, Corporate Political Strategy`
12	**Evaluation and Control:** Balanced Scorecard, Functional Strategy Implementation, Strategic Review & Control

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Book:

1. **David, F. R., David, F., David, M. E., Jacob, I., Kahjer, H., & Chaudhuri, R. (2024).** *Strategic management: A competitive advantage approach, concepts and cases* (18th ed.). Pearson Education.

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Programme Name: Master of Business Administration				Semester: 2	
Course Name:	Adaptive Change and Resilience			Course Code: OMMBA1102L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70

Course Description: In an era marked by volatility, uncertainty, complexity, and ambiguity (VUCA), organizations and leaders must embrace adaptive change and build resilience to thrive. This course explores how individuals and organizations respond to disruption, drive transformation, and sustain momentum in the face of adversity. Using contemporary frameworks, real-world case studies, and emerging strategies, participants will gain insights into leading adaptive change, cultivating psychological resilience, and designing systems that evolve through continuous learning.

Course Objectives:

1. Understand the principles and dynamics of adaptive change in modern organizations.
2. Evaluate personal and organizational resilience capabilities in the face of disruption.
3. Apply frameworks and tools to lead adaptive processes in complex environments.
4. Design strategies for embedding resilience into teams, systems, and culture.
5. Explore future-focused approaches for continuous adaptation and long-term sustainability.

Course Outcomes:

CO1: Define the nature and principles of adaptive change in dynamic business environments (R)
CO2: Explain how individuals and systems respond to challenges and disruptions (U)
CO3: Apply adaptive leadership tools and resilience frameworks in real-world situations (A)
CO4: Analyze the interplay between organizational structure, culture, and adaptability (An)
CO5: Evaluate strategies for sustaining resilience across individual, team, and enterprise levels (E)
CO6: Create a roadmap to lead adaptive change while fostering long-term resilience (C)

Detailed Syllabus:

Unit	Description
1	**Understanding Adaptive Change in a VUCA World** • What is Adaptive Change? Differentiating technical vs. adaptive challenges (Heifetz) • Drivers of adaptive change: Technological shifts, pandemics, climate crisis, AI transformation • Complexity thinking and systems awareness • Case Study: Netflix's evolution from DVD rentals to a streaming powerhouse
2	**Leading Through Adaptive Challenges** • Leadership in adaptive environments: Adaptive Leadership (Heifetz), Immunity to Change (Kegan & Lahey) • Tools and strategies: Safe-to-fail experiments, leadership behaviors for adaptation • Psychological safety and sensemaking during uncertainty • Exercise: Personal adaptive leadership map
3	**Building Personal and Organizational Resilience** • Defining resilience: From grit to systemic recovery

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	• Resilience capabilities: Agility, antifragility (Taleb), and regenerative thinking • Mental health, burnout prevention, and energy management • Models: Resilience Engineering, McKinsey's Four Levels of Resilience • Case Study: Microsoft's cultural transformation under Satya Nadella
4	**Embedding Resilience into Strategy, Teams, and Culture** • Organizational design for adaptability: Decentralization, cross-functional teams, digital dexterity • Embedding continuous learning: Feedback loops, after-action reviews, resilience metrics • Creating cultures of innovation, adaptability, and resilience • Future of adaptive work: AI-augmented decision-making, climate resilience, sustainability

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Langfred, C. W. (Ed.). (2025). The Palgrave handbook of change and resilience at work. Palgrave Macmillan.
2. Heifetz, R., Grashow, A., & Linsky, M. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World.* Harvard Business Press.
3. Kegan, R., & Lahey, L. L. (2009). *Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization.* Harvard Business Review Press.
4. Sull, D., & Sull, C. (2022). *The Culture of Resilience: How Leaders Build Adaptive Organizations in Uncertain Times.* McKinsey Insights.

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Programme Name: Master of Business Administration				Semester: 2	
Course Name:	Emotional Intelligence & Resonant Leadership			Course Code: OMMBA1202L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70

Course Description: This course explores the dynamic interplay between emotional intelligence (EI) and leadership effectiveness in modern organizations. Using cutting-edge research, practical frameworks, and reflective exercises, learners will understand how resonant leaders inspire others by managing their own and others' emotions effectively. The course also emphasizes empathy, mindfulness, interpersonal influence, and cultural sensitivity—key to driving performance and creating emotionally intelligent organizations.

Course Objectives:

1. To understand the components of emotional intelligence and their role in managerial success.
2. To explore the principles of resonant leadership and its impact on team performance and engagement.
3. To develop strategies for managing emotions, building trust, and enhancing collaboration.
4. To examine real-world case studies of emotionally intelligent and resonant leaders.
5. To apply self-assessment and coaching tools for personal leadership growth.

Course Outcomes:

CO1: Describe the foundational concepts of emotional intelligence and resonant leadership. *(R)*
CO2: Explain the relevance of EI in managerial and leadership contexts across cultures. *(U)*
CO3: Apply EI tools to enhance self-awareness, empathy, and interpersonal communication. *(A)*
CO4: Analyze leadership behaviors using emotional intelligence models and case studies. *(An)*
CO5: Evaluate the role of emotional contagion, mindfulness, and empathy in building resonant teams. *(E)*
CO6: Create a personal leadership development plan based on EI assessments and feedback. *(C)*

Detailed Syllabus:

Unit	Description
1	**Foundations of Emotional Intelligence and Leadership** • Defining Emotional Intelligence (Goleman, Mayer & Salovey models) • Emotional Competency Frameworks • Self-awareness and self-regulation in managers • Link between EI and leadership effectiveness • Diagnostic tools: EI self-assessments and reflection
2	**Resonant Leadership in Action**

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	• What is Resonant Leadership? (Boyatzis & McKee) • Dissonant vs. Resonant leadership styles • Emotional contagion and climate creation • The role of empathy, optimism, and social intuition • Discussion: Leadership moments that matter
3	**Developing Emotional Agility and Relational Intelligence** • Emotional agility and decision-making under stress • Building strong leader-follower relationships • Empathy, influence, and conflict navigation • Psychological safety and team engagement • Case Study: Satya Nadella's leadership transformation at Microsoft
4	**Cultivating EI for Personal Leadership Growth** • Creating a Personal Vision for Resonant Leadership • The Intentional Change Theory (Boyatzis) • Coaching with compassion vs. compliance • Mindfulness practices and leadership presence • Developing a Personal Leadership Development Plan (PLDP)

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Boyatzis, R. E. (2024). The science of change: Discovering sustained, desired change from individuals to organizations and communities. Oxford University Press.
2. Goleman, D. (2006). *Emotional intelligence: Why it can matter more than IQ.* Bantam Books.
3. Boyatzis, R., & McKee, A. (2005). *Resonant leadership: Renewing yourself and connecting with others through mindfulness, hope, and compassion.* Harvard Business Review Press.
4. Bradberry, T., & Greaves, J. (2009). *Emotional Intelligence 2.0.* TalentSmart.

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SEMESTER- 3

Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Applied Business Research			Course Code: OMMBA2001L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course equips learners with both theoretical foundations and practical applications of business research methods. Covering the full research cycle—from problem identification, research design, and data collection to analysis and reporting—it provides exposure to both qualitative and quantitative approaches. Emphasis is placed on developing analytical skills using statistical and decision-making tools, time series analysis, and hypothesis testing. The course also integrates ethical considerations and teaches how to write impactful research reports that guide business decisions.

Course Objectives:

1. To introduce the fundamentals of business research and its relevance to managerial decision-making.
2. To develop competence in designing research frameworks using qualitative and quantitative methods.
3. To enable critical evaluation of literature and application of appropriate sampling and data techniques.
4. To train learners in hypothesis testing and statistical analysis for business insights.
5. To build the ability to write structured, ethical, and insightful research reports.

Course Outcomes:

CO1: Identify and differentiate between classic and contemporary research paradigms in business inquiry. *(R)*

CO2: Interpret patterns in real-world data and formulate problem-solving approaches using critical thinking. *(U)*

CO3: Apply appropriate techniques to summarize and derive insights from qualitative and quantitative data. *(A)*

CO4: Analyze and expand existing research to generate advanced insights benefiting business and society. *(An)*

CO5: Evaluate the suitability of research instruments, sampling methods, and statistical tools in business research. *(E)*

CO6: Design and construct research frameworks, adhering to ethical standards and structured reporting conventions. *(C)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Business Research**

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	• Meaning and significance of business research • Types of research: Exploratory, Descriptive, Causal, Applied vs. Basic • The business research process: Stages from problem definition to reporting • Managerial value of research • Contemporary trends in applied business research
2	**Research Design** • Meaning and need for research design • Characteristics of a good research design • Classification: Exploratory, Descriptive, Experimental, Diagnostic • Cross-sectional vs. longitudinal studies • Design considerations in qualitative vs. quantitative research
3	**Literature Review** • Purpose and importance of literature review • Sources of secondary data • Literature mapping and synthesizing prior research • Use of tools: Citation management (Zotero, Mendeley), keyword searches • Brief on annotated bibliography and concept mapping
4	**Introduction to Time Series Analysis** • Nature and components of time series: Trend, seasonal, cyclical, irregular • Stationarity: Meaning and testing for stationarity • Applications of time series in business forecasting • Introduction to univariate and multivariate time series • Tools: ADF test, autocorrelation, moving averages
5	**Decision Theory and Risk Analysis** • Decision making under certainty, risk, and uncertainty • Payoff tables, decision trees, expected value approach • Sensitivity analysis and scenario planning • Application of decision theory in managerial contexts
6	**Fundamentals of Qualitative Research** • Characteristics and epistemology of qualitative research • Differences from quantitative approaches • Common techniques: Interviews, focus groups, observations, ethnography • Data coding, categorization, and thematic analysis • Trustworthiness and rigor in qualitative studies
7	**Data and Sampling Techniques** • Types of data: Primary vs. secondary, qualitative vs. quantitative • Data sources in business research • Sampling techniques: Probability (SRS, stratified, cluster) vs. Non-probability (convenience, snowball, quota) • Determining sample size for qualitative and quantitative studies • Sampling bias and its mitigation
8	**Scaling Techniques and Questionnaire Design** • Measurement and scaling: Nominal, ordinal, interval, ratio • Attitude scales: Likert, Semantic Differential, Thurstone, Guttman

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	• Reliability and validity in measurement instruments • Steps in questionnaire design • Pretesting and pilot surveys • Ethics in questionnaire design and data collection
9	**Hypothesis and Hypothesis Testing** • Meaning and role of hypothesis in research • Types: Null and alternative, directional vs. non-directional • Characteristics of a good hypothesis • Steps in hypothesis testing • Errors in testing: Type I and Type II • Significance levels and p-values
10	**Parametric and Non-Parametric Tests** • Parametric tests: z-test, t-test, ANOVA (one-way), correlation, regression • Assumptions for parametric testing • Non-parametric tests: Chi-square, Mann-Whitney U, Wilcoxon, Kruskal-Wallis • Choosing the right statistical test • Tools: Use of Excel/SPSS/R for running tests
11	**Analysis and Interpretation of Data** • Univariate and bivariate data analysis • Descriptive statistics: Mean, median, mode, variance, skewness • Cross-tabulation and chi-square for categorical variables • Interpreting outputs from statistical software • Visualizing results for reports and presentations
12	**Research Report Writing and Ethical Considerations** • Structure and components of a business research report • Executive summary, introduction, methodology, findings, conclusion, references • Common formats: APA, MLA, Chicago • Graphical representation and dashboards • Plagiarism, ethical data handling, and confidentiality

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Aguinis, H. (2025). Research methodology: Best practices for rigorous, credible, and impactful research. SAGE
2. Kothari, C. R. (2016). *Research methodology: Methods & techniques* (3rd ed.). New Age International Publishers.
3. Cooper, D. R., Schindler, P. S., & Sharma, J. K. (2017). *Business research methods* (11th ed.). McGraw Hill Education.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Professional Ethics, Sustainability and Social Responsiveness			Course Code: OMMBA2003L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the ethical foundations of business conduct, the principles of sustainability, and the strategic role of corporate responsibility in creating long-term societal value. Learners will engage with concepts such as ethical decision-making, sustainability frameworks, corporate governance, and the Sustainable Development Goals (SDGs). Through Indian and global perspectives, this course equips learners to make responsible business decisions aligned with economic, environmental, and social imperatives.

Course Objectives:

1. Understand the ethical principles and values guiding professional and business conduct.
2. Analyze ethical dilemmas and apply structured resolution strategies in various business domains.
3. Evaluate corporate social responsibility (CSR) frameworks and governance practices within national and global contexts.
4. Explore the foundations of sustainability and their integration into business strategies.
5. Apply concepts of sustainable development and social responsiveness to real-world business scenarios.

Course Outcomes:

CO1: Describe key concepts and ideas within the field of ethics, including individual and organizational dimensions. *(R)*

CO2: Apply ethical frameworks to analyze issues in business and corporate social responsibility. *(A)*

CO3: Evaluate models of corporate governance and identify gap areas in current business practices. *(E)*

CO4: Outline principles of sustainability and interpret the significance of the Sustainable Development Goals (SDGs) in addressing global challenges. *(U)*

CO5: Formulate strategies for integrating sustainable practices into business operations by analyzing their environmental and societal impacts. *(C)*

CO6: Analyze the economic foundations and interconnectedness of SDGs by drawing on sustainable development principles. *(An)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Professional Ethics and Business Values** • Definition and evolution of business ethics • Importance of ethical practices in business • Core ethical values in Indian business contexts • Business ethics vs. personal ethics

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2	**Business Ethics in a Global and Indian Context** • Cross-cultural dimensions of business ethics • Global vs. local ethical frameworks • Components of business ethics management • Case examples of ethical misconduct across geographies
3	**Ethical Leadership and Setting Ethical Standards** • The role of leadership in fostering ethical behavior • Building an ethical culture • Ethical codes of conduct, policies, and standard setting • Examples of ethical leadership from Indian industry (e.g., Infosys Foundation)
4	**Ethical Dilemmas and Managerial Integrity** • Defining ethical dilemmas and types • The dilemma resolution process • Managerial integrity and ethical decision-making models • Dilemmas in functional business areas (marketing, HR, finance, etc.)
5	**Introduction to Sustainability and the Triple Bottom Line** • Definition and principles of sustainability • The Triple Bottom Line: Economic, Social, and Environmental dimensions • Why sustainability matters in business • Interlinking ethics and sustainability
6	**Economic Foundations of Sustainability and Circular Economy** • Market failures and environmental issues • Externalities and resource allocation inefficiencies • Property rights and the tragedy of the commons • Circular economy, resource efficiency, and sustainable economic development
7	**Corporate Social Responsibility (CSR) – Foundations and Planning** • What is CSR and why it matters • Historical evolution of CSR globally and in India • Identifying stakeholders: business, government, and society • Planning and implementing CSR activities
8	**CSR Frameworks, Indices, and Indian Context** • Global and national CSR frameworks and indices • CSR mandates under Indian law (e.g., Companies Act, 2013) • Evaluating CSR performance and impact • CSR success stories from Indian companies (e.g., Tata Group, ITC)
9	**Corporate Governance – Structures and Models** • Evolution of corporate governance globally and in India • Internal and external governance structures • Principles of transparency, accountability, and fairness • Practical cases of corporate governance (e.g., Satyam, Infosys, Vedanta)
10	**Corporate Governance Ratings and Business Excellence** • Corporate governance ratings and scorecards • Business excellence awards and global benchmarks • Interlinkages between ethical behavior, governance, and organizational performance

	• Governance best practices from top-rated firms
11	**Role of Business in Sustainable Development Goals (SDGs)** • Introduction to the SDGs and their significance • Mapping SDGs with business operations • Interconnectedness of SDGs • Business contributions to global sustainability (e.g., Unilever, Reliance)
12	**Corporate Strategy for Sustainability and Global Best Practices** • Challenges in implementing sustainable business models • Concept of sustainable enterprises • Long-term strategic decision-making for sustainability • Case studies from global and Indian businesses (e.g., Patagonia, Mahindra, IKEA)

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Weston, A. (2023). A 21st century ethical toolbox (5th ed.). Oxford University Press.
2. Lawrence, A. T., & Weber, J. (2018). *Business and society: Stakeholders, ethics, public policy* (14th ed.). McGraw Hill Education.
3. Atkinson, G., & Dietz, S. (2007). *Handbook of sustainable development*. Edward Elgar Publishing.
4. Coursera. (n.d.). *Driving business towards the Sustainable Development Goals*. Retrieved [insert date], from https://www.coursera.org/learn/sdgbusiness
5. Coursera. (n.d.). *Corporate sustainability: Understanding and seizing the strategic opportunity*. Retrieved [insert date], from https://www.coursera.org/learn/corp-sustainability

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Digital Transformation			Course Code: OMMBA2101L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70

Course Description: This course explores how digital technologies are reshaping industries, operating models, and leadership paradigms. Participants will learn how to align digital strategy with business objectives, lead transformation initiatives, leverage disruptive technologies, and foster a culture of innovation. Through real-world case studies, frameworks, and toolkits, the course equips learners with the skills to thrive in digitally enabled organizations and drive sustained competitive advantage.

Course Objectives:

1. Understand the strategic importance of digital transformation across industries.
2. Analyze the impact of emerging technologies on business models and value chains.
3. Apply frameworks to design and implement digital transformation strategies.
4. Evaluate cultural, structural, and leadership challenges in digital transitions.
5. Explore future trends such as AI, data-driven decision-making, and platform ecosystems.

Course Outcomes:

CO1: Define the key concepts and principles of digital transformation (R)
CO2: Explain how digital technologies influence organizational strategy and operations (U)
CO3: Apply digital frameworks to real-world business scenarios (A)
CO4: Analyze shifts in business models and consumer value creation in the digital economy (An)
CO5: Evaluate leadership approaches and cultural adaptations necessary for transformation (E)
CO6: Create a roadmap for digital innovation using emerging technologies (C)

Detailed Syllabus:

Unit	Description
1	**Foundations of Digital Transformation** • What is Digital Transformation? Myths vs. Reality • The shift from digitization to transformation: Key differences • Drivers of transformation: Customer behavior, tech disruption, global competition • Frameworks: MIT's Digital Maturity Model, McKinsey's 4Ds (Discover, Design, Deliver, De-risk) • Case Study: LEGO's digital reinvention
2	**Rethinking Strategy and Business Models in the Digital Age** • Digital business models: Platform-based, subscription, freemium, ecosystem-based • Industry disruption and reimagination: Retail, Healthcare, Finance, Education • Data-driven decision making and the power of analytics • Tools: Business Model Canvas in a digital context, Value Proposition Design • Case Study: Amazon Web Services (AWS) and strategic business model expansion

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3	**Leading Change and Building a Digital Culture** • Leadership competencies for digital transformation • Aligning digital vision with organization culture and structure • Change management challenges: Resistance, legacy systems, silos • Building agile and cross-functional teams • Case: Satya Nadella's cultural reboot at Microsoft
4	**Measuring Impact and Future-Proofing Digital Transformation** • KPIs and metrics for digital transformation success (financial, operational, customer experience) • Using digital dashboards and analytics tools for ongoing monitoring • Scaling transformation across business units and geographies • Anticipating future disruptions and preparing for next-gen technologies • Case Study: Tata Consultancy Services' continuous innovation and scaling model

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books: Rogers, D. L. (2024). The digital transformation roadmap: A guide for driving continuous organizational innovation. Columbia Business School Publishing.

1. Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Review Press.
2. Rogers, D. L. (2016). *The Digital Transformation Playbook: Rethink Your Business for the Digital Age*. Columbia Business School Publishing.
3. Kane, G. C. (2023). *The Technology Fallacy: How People Are the Real Key to Digital Transformation*. MIT Press

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SEMESTER- 4

Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Entrepreneurial Mindset and Innovation			Course Code: OMMBA2002L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the essential components of innovation and entrepreneurship to develop an entrepreneurial mindset and equip learners with practical tools to identify opportunities, build innovative solutions, and model successful ventures. Through frameworks such as design thinking, effectuation, and business model canvas, learners will examine the entire lifecycle from idea generation to opportunity evaluation and commercialization. The course also emphasizes intrapreneurship and the role of creativity in solving real-world problems using customer-centric approaches. It integrates contemporary approaches and encourages learners to think beyond conventional business boundaries in a rapidly changing environment.

Course Objectives:

1. To explain the nature, types, and barriers to innovation, and to introduce key innovation frameworks for managerial application.
2. To develop an entrepreneurial mindset by exploring creativity, motivation, and thinking styles of entrepreneurs and intrapreneurs.
3. To identify, screen, and evaluate ideas and transform them into business opportunities through structured approaches.
4. To apply design thinking principles and customer-centric strategies to innovate meaningful products and services.
5. To design business models and interpret them using tools like the Business Model Canvas for practical entrepreneurial decision-making.

Course Outcomes:

CO1: Appreciate the principles and practices related to design thinking, lean startups, and the business model canvas as applicable to emerging managers. *(U)*

CO2: Explain the innovation process, including the innovation value chain, role of champions, and commercialization; and identify ways of turning creativity into innovation. *(R)*

CO3: Examine the role of innovation in business strategy, operations, and launching startups. *(An)*

CO4: Distinguish between entrepreneurial, managerial, and intrapreneurial mindsets to assess different innovation pathways. *(E)*

CO5: Apply opportunity evaluation frameworks to analyze, prioritize, and refine business ideas. *(A)*

CO6: Create customer-centric solutions using business model canvas and design thinking tools to support entrepreneurial ventures. *(C)*

Detailed Syllabus:

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Unit	Description
1	**Understanding Innovation and Its Typologies** • Definition of Innovation • Types of Innovation (Product, Process, Disruptive, Incremental, Radical) • Difference between creativity, innovation, and commercialization • Role of innovation in managerial decision-making • Contemporary examples from Indian and global innovation contexts
2	**Barriers to Innovation and Overcoming Them** • Individual, organizational, and market-level barriers • Innovation fatigue, risk aversion, structural inertia • Leadership mindset and fostering an innovative culture • Mini case discussion: How successful companies overcame innovation hurdles
3	**Innovation Models and Frameworks** • Linear vs. Non-linear innovation models • Stage-gate model, Open Innovation, Doblin's 10 Types of Innovation • The Innovation Funnel • Application to product/service development in startups and corporates
4	**Introduction to Design Thinking** • Principles of Design Thinking • The "human-centered" innovation approach • Design thinking vs. traditional problem solving • Importance for managers, entrepreneurs, and product developers
5	**The Design Thinking Process – Empathy to Testing** • Empathize: Understanding users and their contexts • Define: Framing the real problem • Ideate: Generating wide-ranging creative solutions • Prototype: Creating low-fidelity versions of solutions • Test: Iteration and learning from feedback
6	**Cultivating an Entrepreneurial Mindset** • What is an entrepreneurial mindset? • Thinking styles: Innovative, Analytical, Lateral, Strategic • Entrepreneurial motivation and perseverance • Role of failure and resilience in entrepreneurial journeys

7	**Understanding the Entrepreneur's Role**
	• Differentiating entrepreneurs from:
	  ○ Small business owners
	  ○ Corporate managers
	  ○ Intrapreneurs
	• Real-world examples of each category
	• Implications for entrepreneurial decision-making

8	**Forms of Intrapreneurship and Corporate Entrepreneurship** • Concept and need for intrapreneurship in today's organizations • Strategic Renewal

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	• Internal Corporate Venturing • External Corporate Venturing • Corporate innovation labs and case insights
9	**Idea Identification and Environment Scanning** • Sources of new venture ideas (personal, professional, market-based) • Environment scanning for opportunity mapping • Defining the problem space • Crafting effective problem statements • Role of improvisation in early-stage ideas
10	**Effectuation and Bricolage in Early-Stage Innovation** • Understanding Effectuation: Bird-in-hand, Affordable Loss, Crazy Quilt, Lemonade Principles • Bricolage: Creating value using limited resources • Indian startup stories using these approaches (e.g., Frugal Innovation)
11	**Opportunity Evaluation and Entry Strategy** • Core process of opportunity recognition • Frameworks for opportunity evaluation (e.g., Timmons Model, 7 Domains) • Entry strategy: timing, positioning, and feasibility • Startup vs. corporate entry options
12	**Business Modelling and Customer Centricity** • Outside-in perspective: understanding customer context before solutions • Business Model Canvas: key elements (Value Proposition, Channels, Revenue Streams, etc.) • Iterating and validating business models • Final case-based discussion: End-to-end innovation to execution journey

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Schoeniger, G. G. (2024). The Entrepreneurial Mindset Advantage: The Hidden Logic That Unleashes Human Potential. Matt Holt Books
2. Brem, A., Viardot, E., & Nylund, P. A. (2018). *Entrepreneurial innovation and leadership: Preparing for a digital future*. Springer International Publishing. https://doi.org/10.1007/978-3-319-71782-8
3. Trott, P., Hartmann, D., van der Duin, P., Scholten, V., & Ortt, J. R. (2015). *Managing technology entrepreneurship and innovation*. Taylor & Francis.

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Programme Name: Master of Business Administration			Semester- 4		
Course Name:	Corporate Finance		Course Code: OMMBA2004L		
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	

Course Description: This course provides a comprehensive understanding of the principles, practices, and tools of corporate finance. It equips learners with the analytical frameworks necessary for sound financial decision-making in areas such as capital budgeting, cost of capital, capital structure, working capital management, dividend policy, valuation, and risk analysis. Emphasis is placed on aligning financial strategy with corporate goals and stakeholder expectations. Through real-world applications and case discussions, learners will gain the skills to evaluate investment decisions, manage financial resources, and understand how financial markets influence corporate performance.

Course Objectives:

1. To introduce learners to the core principles and functions of corporate finance in both theoretical and practical contexts.
2. To enable learners to analyze and evaluate investment and financing decisions using standard financial tools and techniques.
3. To foster the ability to assess risk, cost of capital, and capital structure decisions in alignment with corporate strategy.
4. To develop learners' understanding of working capital management and dividend decisions in modern business environments.
5. To equip learners with the capability to value firms, assess mergers and acquisitions, and understand the dynamics of financial markets and instruments.

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

CO1: Define the foundational concepts and scope of corporate finance, including the financial goals of a firm. *(R)*

CO2: Explain the process and importance of capital budgeting and evaluate investment proposals using tools like NPV and IRR. *(U)*

CO3: Apply risk and return principles to estimate cost of capital and make financing decisions. *(A)*

CO4: Analyze optimal capital structure decisions under different scenarios and assess their impact on firm value. *(An)*

CO5: Evaluate working capital strategies and dividend policies to ensure financial stability and shareholder value. *(E)*

CO6: Construct basic firm valuation models and assess merger/acquisition cases using discounted cash flow and relative valuation techniques. *(C)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Corporate Finance** • Scope and importance of corporate finance • Goals of financial management: Profit maximization vs. shareholder wealth maximization • Role of the finance manager in modern firms

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	• Financial decision areas: Investment, Financing, and Dividend • Agency problem and corporate governance
2	**Time Value of Money (TVM)** • Concept of future and present value • Compounding and discounting single sums and cash flows • Present value of annuities and perpetuities • Application of TVM in business decisions
3	**Capital Budgeting – Principles and Techniques** • Meaning and process of capital budgeting • Estimation of cash flows: initial, operating, and terminal • Techniques: Payback, Discounted Payback, NPV, IRR, Profitability Index • Mutually exclusive projects and capital rationing
4	**Risk and Return** • Types of risk: Systematic vs. Unsystematic • Risk-return trade-off and portfolio theory basics • Measurement of return and standard deviation • Beta, CAPM, and SML
5	**Cost of Capital** • Concept of cost of capital and its significance • Cost of equity (CAPM and Dividend Discount Model) • Cost of debt and preference shares • Calculation of WACC and marginal cost of capital
6	**Capital Structure Decisions** • Capital structure theories: NI, NOI, MM (with and without taxes), Trade-off, Pecking Order • Financial leverage and its impact on EPS and ROE • Optimal capital structure: theory vs. practice • Factors influencing capital structure decisions
7	**Dividend Decisions and Policy** • Relevance theories: Walter, Gordon • Irrelevance theory: MM Hypothesis • Stable vs. residual dividend policies • Cash dividends, stock dividends, and share repurchases • Dividend signaling and real-world dividend practices
8	**Working Capital Management** • Concepts and objectives of working capital • Operating cycle and cash conversion cycle • Estimating working capital needs • Approaches to working capital financing
9	**Cash and Liquidity Management** • Importance of cash budgeting and forecasting • Inventory and receivables management • Credit policy design and its financial impact • Techniques of cash management: Baumol and Miller-Orr models

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10	**Business Valuation** • Importance and objectives of valuation • Free Cash Flow (FCFF & FCFE) valuation models • Relative valuation methods: P/E, P/B, EV/EBITDA multiples • Adjusting for growth, risk, and capital structure
11	**Mergers, Acquisitions & Restructuring** • Types and motives: horizontal, vertical, conglomerate • Synergies and valuation in M&A • Due diligence and integration challenges • Financial restructuring: buybacks, spin-offs, LBOs
12	**Financial Strategy & Corporate Governance** • Linking corporate finance decisions to overall strategy • Role of financial planning and policy • Ethics in financial decision-making • Corporate governance mechanisms and transparency • ESG and sustainable finance trends

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Chew, D. H., Jr. (2025). The making of modern corporate finance: A history of the ideas and how they help build the wealth of nations. Columbia University Press.
2. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2019). *Corporate finance* (12th ed.). McGraw-Hill Education.
3. Damodaran, A. (2015). *Applied corporate finance* (4th ed.). Wiley.
4. Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw-Hill Education.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Managerial Skills			Course Code: OMMBA2102L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70

Course Description: This course is designed to develop essential managerial skills required to succeed in today's dynamic business landscape. It blends behavioral insights, leadership practices, and communication strategies with practical exercises to help learners manage teams, resolve conflicts, think critically, and lead change effectively. Emphasis is placed on real-world decision-making, personal mastery, and people management, preparing learners for both strategic thinking and operational execution in managerial roles.

Course Objectives:

1. Develop core managerial competencies including decision-making, time management, and problem-solving.
2. Enhance interpersonal communication, negotiation, and conflict resolution skills.
3. Build effective leadership habits for managing teams and self.
4. Apply emotional intelligence and feedback mechanisms to improve team dynamics.
5. Practice adaptive thinking and resilience for managing change and ambiguity.

Course Outcomes:

CO1: Describe the essential managerial competencies for self and team effectiveness (R)
CO2: Demonstrate communication and interpersonal skills required for workplace success (U)
CO3: Apply emotional intelligence and time management strategies in daily managerial tasks (A)
CO4: Analyze complex situations to make effective and ethical managerial decisions (An)
CO5: Evaluate leadership and team management strategies in changing environments (E)
CO6: Create a personal development plan for continuous managerial growth (C)

Detailed Syllabus:

Unit	Description
1	**Self-Management and Personal Effectiveness** • Understanding self-awareness and emotional intelligence (EI) in management • Goal-setting, prioritization, and time management for managers • Managing stress, mindfulness, and building resilience • Johari Window, SMART goals, and energy management • Activity: Self-reflection journal + Work-Life Integration Plan
2	**Communication and Interpersonal Influence** • Essentials of managerial communication: verbal, non-verbal, and written • Listening and assertiveness as tools for influence • Giving and receiving feedback effectively • Storytelling and persuasion in managerial contexts • Role-play: Difficult conversation simulation

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3	**Decision-Making and Problem-Solving in Managerial Contexts** • Types of decisions: Strategic, tactical, operational • Decision-making models: Rational, bounded rationality, intuitive • Common cognitive biases and heuristics in decision-making • Problem-solving techniques: Root Cause Analysis, Fishbone Diagram, 5 Whys
4	**Managing Teams, Conflict, and Change** • Building and managing high-performance teams • Leadership styles and situational adaptability • Conflict resolution strategies and negotiation basics • Leading teams through uncertainty and organizational change • Activity: Team simulation and debrief using Belbin/MBTI lens

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Munir, K., & Johansson, F. (2025). Developing managerial skills for global business success. IGI Global.
2. Whetten, D. A., & Cameron, K. S. (2022). *Developing Management Skills* (10th ed.). Pearson.
3. Robbins, S. P., & Hunsaker, P. L. (2020). *Training in Interpersonal Skills: TIPS for Managing People at Work* (6th ed.). Pearson.
4. Goleman, D. (2006). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam.

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Electives - Sales and Marketing

Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Understanding Consumers and Strategic Brand Management			Course Code: OMMBA2040L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the intricate relationship between consumer behavior and strategic brand management. Learners will develop an in-depth understanding of how individual and external influences shape consumer choices and how brands can effectively position themselves to build lasting equity. With a blend of behavioral insights and brand strategy frameworks, the course prepares learners to make informed marketing decisions, design brand architecture, and implement customer-centric initiatives in both traditional and digital environments.

Course Objectives:

1. To provide foundational knowledge of consumer behavior and its relevance to marketing decisions.
2. To analyze the internal and external factors influencing consumer decisions.
3. To equip learners with tools to assess and enhance customer satisfaction and value.
4. To introduce strategic frameworks for managing and sustaining brand equity.
5. To develop the ability to craft and evaluate brand strategies in dynamic and diverse markets.

Course Outcomes:

CO1: Recall the foundational concepts of consumer behaviour and strategic brand management, including key terminology and processes. (R)
CO2: Appreciate the interrelatedness of consumer behaviour in all marketing decisions by the end of this course. (U)
CO3: Identify and analyse the consumer behaviour-related issues and develop themselves as reflective practitioners; learning can be applied to various marketing decision-making scenarios. (An)
CO4: Apply consumer behaviour knowledge in real-life consumption scenarios and marketing decisions/strategies based on the understanding of consumers. (Ap)
CO5: Evaluate brand performance using customer mindset and market-based metrics; assess key branding decisions such as brand valuation, brand extensions, and managing equity over time. (E)
CO6: Create ethical, innovative, and globally adaptable branding strategies that align with evolving consumer needs and business expansion goals. (C)

Detailed Syllabus

Unit	Description
1	**Understanding Consumer Behaviour and Research** • Definition of Consumer Behaviour as a process and field

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	• Importance and scope in marketing • Overview of research paradigms: positivist vs interpretive • Strategies in consumer research: qualitative & quantitative
2	**Consumer Behaviour Research Process** • Designing a research plan for consumer behavior • Consumer-focused targeting and segmentation • Case illustrations of research-led marketing strategies
3	**The Consumer Decision-Making Process** • Buyer behavior stages: problem recognition, search, evaluation, decision, and post-purchase • Heuristics and decision rules • Impact of digital and social media on decision-making
4	**Post-Purchase Evaluation and Value Measurement** • Consumer satisfaction vs. dissatisfaction • Post-purchase dissonance • Metrics and tools to assess consumer value and loyalty
5	**Individual Determinants I – Self-Concept and Motivation** • Self-concept, ideal self, and brand image • Consumer needs and motivational theories (Maslow, McClelland) • Applications in branding and positioning
6	**Individual Determinants II – Personality, Perception, and Learning** • Theories of personality and consumer profiling • Perception and perceptual mapping • Classical and operant conditioning in advertising • Consumer learning and memory models
7	**Attitude Formation and Change** • Tri-component model of attitudes • Attitude change strategies in marketing • Application of Fishbein model and Elaboration Likelihood Model (ELM)
8	**External Influences on Consumer Behaviour** • Role of family, culture, reference groups, and opinion leaders • Cross-cultural consumer behavior • Influence of social media and influencers on purchase decisions
9	**Introduction to Strategic Brand Management** • Defining brands and brand equity • Strategic brand management process • Brand positioning: CBBE model and Brand Resonance Model
10	**Designing Brand Marketing Programmes** • Choosing brand elements (names, logos, symbols, slogans, jingles) • Integrated marketing communications and digital branding • Enhancing brand recall through storytelling and brand experiences
11	**Measuring and Managing Brand Equity**

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	• Capturing customer mindset and market performance • Brand tracking studies, brand audits, and KPIs • Brand valuation approaches (BAV, BrandZ, Interbrand)
12	**Brand Growth Strategies and Sustainability** • Brand architecture and extension strategies • Managing brands across geographic and cultural boundaries • Brand revitalization and lifecycle management • Ethical branding, purpose-driven branding, and new-age brand challenges

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Beverland, M., & Cankurtaran, P. (2024). Brand management: Co-creating meaningful brands (3rd ed.). SAGE Publications Ltd.
2. Mothersbaugh, D. L., & Hawkins, D. I. (2025). Consumer behavior: Building marketing strategy (15th ed.). McGraw Hill Education.
3. Tetteh, V. A. (2016). *Consumer behavior overview. Research Starters*, 1–5.
4. Lhuer, X., Olanrewaju, T., & Yeon, H. (2015). What it takes to deliver breakthrough customer experiences. *McKinsey Quarterly, November*, 1–6.
5. Magids, S., Zorfas, A., & Leemon, D. (2015). The new science of customer emotions. *Harvard Business Review, November.*
6. Deloitte University Press. (2015). *The thinker and the shopper: Four ways cognitive technologies can add value to consumer products.*
7. Kornberger, M. (2010). *Brand society: How brands transform management and lifestyle*. Cambridge University Press.
8. Panda, T. (2009). *Product and brand management* (1st ed.). Oxford University Press.
9. Dutta, K. (2012). *Brand management: Principles and practices.* Oxford University Press.
10. Aaker, D. A. (2000). *Brand asset management: Driving profitable growth through your brand.* Jossey-Bass

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Digital and Integrated Marketing Communications			Course Code: OMMBA2041L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the synergy between digital platforms and integrated marketing communication strategies to effectively engage and influence today's tech-savvy consumers. By blending the foundational principles of integrated marketing communications with the practical aspects of social media, mobile, and digital tools, the course enables learners to create, implement, and measure cohesive marketing campaigns that resonate across platforms. Real-world examples and case-based learning offer learners insights into audience behavior, content strategy, media planning, and ethical digital engagement.

Course Objectives:

1. To understand the foundational concepts of Integrated Marketing Communication (IMC) and social media platforms.
2. To explore consumer behavior and decision-making processes in the context of IMC and digital channels.
3. To develop strategic planning skills for digital and integrated campaigns including audience segmentation and message crafting.
4. To evaluate social media and mobile communication tools and use data-driven analytics to optimize campaigns.
5. To apply ethical considerations and crisis management strategies in digital communication contexts.

Course Outcomes:

CO1: Describe the key concepts and analytical tools used in social media management. (R)
CO2: Develop effective strategies for successful social media marketing. (C)
CO3: Evaluate ethical considerations in social media marketing and content practices. (E)
CO4: Analyze a situation using key principles of integrated marketing communication. (An)
CO5: Construct and implement objective-driven advertisement campaigns. (A)
CO6: Plan and assess a comprehensive promotional programme using performance metrics. (U)

Detailed Syllabus:

Unit	Description
1	**Introduction to IMC and Social Media Platforms** • Fundamentals of Integrated Marketing Communication • Overview of social media platforms and their audiences • Role of IMC in the marketing mix • Business and societal impact of social media
2	**Target Marketing and IMC Planning**

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	• The target marketing process and segmentation • Developing the marketing planning programme • Aligning social media goals with business objectives
3	**Consumer Decision-Making and Learning in IMC** • Consumer decision-making process • Consumer learning process • Environmental influences on behavior in IMC
4	**Strategic IMC Planning and Stakeholders** • Participants in the IMC process • Role and evaluation of advertising agencies • Intermediaries in digital and social ecosystems
5	**Social Media Strategy Development** • Business-aligned social media planning • Audience analysis and segmentation • Mapping objectives to campaign content
6	**Content Creation and Management for Social Media** • Creating engaging digital content • Visuals, videos, and storytelling • Influencers and audience-generated content • Developing content calendars for campaigns
7	**Cross-Platform Content Strategy** • Tailoring content for different platforms • Consistency in messaging across touchpoints • Leveraging digital formats: Reels, podcasts, short-form videos
8	**Media Strategy, Message Design, and Evaluation** • Creative Message Strategy: Planning and Development • Execution and evaluation of creative strategies • Media planning and channel selection in IMC
9	**Managing Digital Communication Channels** • Online marketing communication options • Integration of social media and mobile strategies • Advantages/disadvantages of digital marketing
10	**Mobile Marketing and Word-of-Mouth Strategies** • Scope and effectiveness of mobile marketing • Developing mobile campaigns across markets • Word-of-mouth marketing and buzz creation • Measuring effects of digital WOM
11	**Social Media Analytics and Campaign Optimization** • Tools: Google Analytics, Hootsuite, Sprout Social • Interpreting KPIs: engagement, reach, CTR, conversions • Using analytics to adjust digital campaigns
12	**Ethics, Crisis Management, and Legal Considerations** • Managing social media crises

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	• Digital privacy and data protection • Influencer transparency and disclosure • Ethical considerations in digital communication

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Integrated Marketing and Communication Strategies in the Digital Era: Big Data Driven and Brand Building. (2025, February 10). Scholar Publishing Group.
2. Ryan, D. (2014). *Understanding digital marketing: Marketing strategies for engaging the digital generation* (3rd ed.). Kogan Page.
3. Kingsnorth, S. (2019). *Digital marketing strategy: An integrated approach to online marketing* (2nd ed.). Kogan Page.
4. Belch, G. E., Belch, M. A., & Purani, K. (2017). *Advertising and promotion: An integrated marketing communications perspective* (9th ed.). McGraw Hill Education India.
5. Keller, K. L., Parameswaran, A. M. G., & Jacob, I. (2013). *Strategic brand management: Building, measuring, and managing brand equity* (4th ed.). Pearson.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Sales, Distribution, and Retail Management			Course Code: OMMBA2042L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the interconnected fields of sales, distribution, and retail management by equipping learners with conceptual foundations and strategic skills. It covers sales planning, personal selling, channel design, retail strategy, merchandise management, and the integration of digital tools for distribution. With a strong practical focus, the course emphasizes sales force automation, retail customer experience, and multi-channel strategies, offering comprehensive exposure to contemporary business practices.

Course Objectives:

1. To understand the evolution, structure, and strategic relevance of sales and retail management in today's marketplace.
2. To develop skills in personal selling, sales force planning, and customer relationship management.
3. To evaluate and design effective channel strategies for physical and digital distribution.
4. To examine the strategic planning process in retailing, including merchandise, pricing, and promotions.
5. To analyze and apply new-age tools and models in sales automation, e-commerce, and omnichannel retailing

Course Outcomes:

CO1: Understand the roles and responsibilities of sales managers and the integration of functions across advertising, salesforce, and channel members. *(U)*

CO2: Manage and enhance sales force productivity and performance through strategic planning and people management techniques. *(A)*

CO3: Plan and implement effective sales strategies and retail tactics aligned with organizational objectives. *(C)*

CO4: Evaluate current retailing trends in the context of changing consumer behaviors and competitive environments. *(E)*

CO5: Analyze the factors and tools used in merchandise planning, pricing, and selection decisions by modern retailers. *(An)*

CO6: Recognize key operational policies, methods, and global retailing practices that contribute to retail success. *R*

Detailed Syllabus:

Unit	Description
1	**Introduction to Sales and Retail Management** • Sales for the 21st Century • Evolution and Objectives of Sales Management • Overview of Retail Management • Retail Formats, Classifications, and Strategy

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2	**Personal Selling and Selling Strategies** • Theories of Selling, SPIN Selling • Buyer-Seller Dyads • Diversity of Personal Selling • Selling Skills and Personal Selling Process
3	**Organizing and Managing Sales Effort** • Sales Executive Functions • Sales Organization Structures • Centralization vs Decentralization • Sales Department Relations and Supervision
4	**Sales Forecasting, Quotas, and Territories** • Sales Potential & Forecasting Methods • Objectives and Setting Sales Quotas • Designing and Allocating Sales Territories • Use of IT in Territory Mapping
5	**Sales Force Management and Training** • Recruitment & Selection Process • Training Objectives, Challenges, and Methods • Motivation and Compensation Plans • Evaluating and Controlling Sales Force Performance
6	**Sales Force Automation & CRM** • Sales Process Automation Tools • Customer Relationship Management (CRM) • Electronic Data Interchange (EDI) • Sales Meetings and Sales Contests
7	**Channel Design and Distribution Strategy** • Channel Structures & Intermediaries • Distribution Functions and Value Addition • Internet as a Channel Alternative • Rural and Omnichannel Distribution
8	**Multi-Channel and E-Commerce Distribution** • Customer Decision Process in Channel Selection • Designing Channel Structures • E-Commerce Models and Impact on Distribution • Customer Journey Mapping for Channel Design
9	**Retail Planning and Strategy** • Understanding Retail Consumers • Retail Location Strategy • Strategic Retail Planning Process • Retail Situation Analysis
10	**Retail Operations and Organization** • Retail HRM and Organization Design • Operations Management in Retail

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	• CRM in Retail Settings • Managing Retail Teams and Experience Design
11	**Merchandise and Pricing Management** • Developing & Implementing Merchandise Plans • Inventory and Assortment Planning • Retail Pricing Strategies
12	**Integrated Communication & Customer Experience** • Retail Branding and Positioning • Promotional Strategies for Retail • Sales-Retail Channel Relationship Management • Managing Channel Conflict, Performance, and Incentives

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Levy, M., Weitz, B. A., & Grewal, D. (2024). Retailing management (11th ed.). McGraw-Hill Education
2. Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H. Jr., & Williams, M. R. (2024). Sales management: Analysis and decision making (11th ed.). Routledge
3. Venugopal, P. (2005). *Marketing channel management: A customer-centric approach*. Response Books.
4. Panda, T. K., & Sahadev, S. S. (2005). *Sales and distribution management*. Oxford University Press.
5. Venugopal, P. (2008). *Sales and distribution management: An Indian perspective*. SAGE Response.
6. Venugopal, P. (2012). *Marketing channel management: A customer-centric approach*. SAGE Response Business Books.
7. Spekman, R., & Farris, P. W. (2009). *Designing channels of distribution*. Harvard Business Publishing.
8. Pradhan, S. (2020). *Retailing management: Text and cases* (6th ed.). McGraw Hill Education India.
9. Gilbert, D. (2011). *Retail marketing management* (2nd ed.). Pearson.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Marketing Analytics and Sustainability			Course Code: OMMBA2043L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course equips learners with the analytical tools and frameworks essential for data-driven marketing decisions, while simultaneously embedding principles of sustainable marketing. Learners will master the use of R for customer segmentation, forecasting, pricing, advertising analytics, and text mining. Parallelly, they will engage with sustainability frameworks such as the Triple Bottom Line, Circular Economy, and Customer-Centric Service Design to understand how marketing strategies can drive long-term value for both businesses and society.

Course Objectives:

1. To build proficiency in using data analytics tools such as R for marketing insights and decision-making.
2. To evaluate and apply customer segmentation, CLV, and forecasting models to real-world marketing challenges.
3. To analyze sustainability frameworks and assess their integration into marketing strategies.
4. To understand how sustainable branding, stakeholder engagement, and customer experience can differentiate businesses.
5. To apply marketing analytics within a sustainability context for strategic advantage and responsible decision-making

Course Outcomes:

CO1: Understand the importance and use of various analytical techniques in the marketing context and decision-making. *(U)*

CO2: Familiarize with software and tools that enable the application of marketing analytics techniques. *(R)*

CO3: Solve a marketing analytics project end to end using appropriate models and frameworks. *(A)*

CO4: Analyze the impact of social, economic, and environmental changes on marketing practices and identify related opportunities and threats. *(An)*

CO5: Evaluate the link between sustainable business practices and the well-being of society and the environment. *(E)*

CO6: Create marketing strategies that integrate sustainability principles into marketing planning, stakeholder communication, and execution. *(C)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Marketing Analytics and R Studio** • Importance of marketing analytics in strategic decision-making • Overview of R and R Studio • Introduction to Conjoint Analysis: Products, attributes, and levels • Full-profile conjoint analysis application

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2	**Market Segmentation and Perceptual Mapping** • Analytics for segmentation and targeting • Positioning products/services using perceptual maps • Hands-on: Creating perceptual maps using Microsoft Excel • Introduction to Basic Customer Value Template
3	**Customer Lifetime Value and Sensitivity Analysis** • Understanding Varying Margins and Sensitivity Analysis • CLV Model construction and application • Introduction to customer valuation and loyalty metrics
4	**Forecasting for Existing and New Products** • Sales forecasting techniques: descriptive analytics • Models: Simple linear, multiple regression, Ratio to Moving Average, Winter's exponential smoothing • Introduction to forecasting new products using 'S' curves and Bass Diffusion Model
5	**Demand Estimation and Pricing Models** • Estimating demand curves: linear and power functions • Price optimization using Solver in Excel • Price bundling strategy and applications
6	**Marketing Mix Models and Advertising Analytics** • Adstock model: Ad effectiveness and lagged effects • Linear Media Allocation Model • Optimizing advertising spend through analytics
7	**Market Basket Analysis, RFM & Churn Modelling** • Market Basket Analysis: cross-selling and product association rules • RFM Analysis for customer segmentation • Predicting customer churn and CLV in R
8	**Text Mining and Sentiment Analytics** • Fundamentals of text mining in R Studio • Conducting sentiment analysis using marketing datasets • Visualizing insights from unstructured text data
9	**Introduction to Sustainable Marketing** • Definition and scope of sustainable marketing • Business context of climate change • Application of systems thinking to sustainability challenges
10	**Frameworks of Sustainability in Marketing** • Circular Economy and Cradle-to-Cradle design • Triple Bottom Line and its relevance to marketing • Building sustainable brands and stakeholder engagement
11	**Customer-Centric Service Design for Sustainability** • Designing service processes aligned with sustainability • Balancing demand and capacity • Crafting service environments for responsible consumption • Managing people for sustainable service advantage

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12	**CRM, Service Excellence & Integrated Sustainability Strategy** • Managing long-term customer relationships and loyalty • Complaint handling and service recovery • Building world-class service organizations • Integrating analytics with sustainable marketing strategies

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Hair, J. F., Harrison, D. E., & Ajjan, H. (2024). Essentials of marketing analytics. McGraw Hill Education.
2. Shams, S. M. R., Brown, D. M., & Hardcastle, K. (2024). Sustainable marketing: Strategic marketing for people, planet and profit. Springer Cham.
3. Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (2010). *Multivariate data analysis* (7th ed.). Pearson Education.
4. Abbott, D. (2017). *Applied predictive analytics: Principles and techniques for the professional data analyst*. Wiley.
5. Dawar, N. (2018). Marketing in the age of Alexa. *Harvard Business Review*, May–June. https://hbr.org/2018/05/marketing-in-the-age-of-alexa
6. Singh, A. K., & Mahanta, P. (n.d.). *Green marketing and sustainable development*. Mittal Publications.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Industrial and Services Marketing			Course Code: OMMBA2044L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the dynamics of marketing in both industrial (B2B) and services sectors. It equips learners with knowledge and tools to address the unique challenges and strategies involved in industrial marketing—such as organizational buying, key account management, and negotiation—and complements this with a deep understanding of service design, delivery, and excellence. The blended approach helps learners appreciate customer-centricity, relationship management, and digital disruption in both domains.

Course Objectives:

1. Understand the principles and strategies unique to Industrial (B2B) Marketing and Services Marketing.
2. Analyze organizational buying behavior and segmentation in industrial markets.
3. Examine customer interface management, service design, and service recovery models.
4. Apply pricing, branding, and distribution strategies in both industrial and service contexts.
5. Evaluate the role of digital platforms and customer relationship management (CRM) in driving marketing excellence

Course Outcomes:

CO1: Understand the fundamentals of industrial marketing (B2B), including differences with B2C, organizational buying behavior, segmentation strategies, and ethical considerations in buyer-seller relationships. *(U)*

CO2: Analyze key strategic issues in B2B marketing, including global perspectives, key account management, industrial services, product and pricing strategies, and the importance of branding. *(An)*

CO3: Apply concepts of sales force management, channel design, and digital strategies (e-commerce and social media) in the B2B marketing context to develop effective go-to-market approaches. *(A)*

CO4: Explain the distinctive characteristics of services marketing by evaluating the 7 Ps (product, price, place, promotion, process, physical evidence, and people), and the impact of multicultural and ethical factors on services. *(E)*

CO5: Create and evaluate customer relationship strategies including CRM, service recovery, and loyalty programmes to enhance customer satisfaction and long-term service excellence. *(C)*

CO6: Design a service blueprint and conduct a service audit plan that incorporates technology integration, quality measurement tools, and productivity metrics for service improvement. *(S)*

Detailed Syllabus:

Unit	Description
1	**Introduction to B2B Marketing** • Basics and principles of B2B marketing • Evolution and scope of industrial marketing • Differences between B2B and B2C marketing • Market sensing and the Satisfaction Index Model

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2	**Understanding Industrial Customers** • Concept of Value-in-Use • Buying center roles and organizational buying behavior • Relationship marketing in industrial contexts • Real-world industrial buyer personas
3	**Segmentation, Strategy & Market Offerings** • Segmentation in business markets • Strategic marketing in B2B environments • Global aspects of B2B marketing • Market Orientation Models: Realization Strategy, Market-oriented Realization
4	**Managing Industrial Sales and Negotiations** • Prospecting, Deal Making & Managing RFPs • Understanding decision-making in client organizations • Tools: Miller & Hyman's Blue Sheet • Key Account Management (Hierarchy of Effects)
5	**Industrial Branding, Pricing & Product Management** • Branding strategies in B2B markets • Pricing models and strategies for industrial products/services • Managing industrial product and service portfolios • Role of sales function in industrial marketing
6	**Digital Influence in B2B Marketing** • Role of e-commerce and digital tools in B2B • B2B applications of social media and CRM tools • Case examples: Google's DoubleClick, LinkedIn for B2B • Emerging trends and online buyer engagement
7	**Foundations of Services Marketing** • Service characteristics: intangibility, inseparability, variability, perishability • Creating value in the service economy • Positioning services in competitive markets • Service blueprinting and customer touchpoints
8	**Understanding the Service Consumer** • Consumer decision-making in services • Factors influencing service expectations and perceptions • Gaps model of service quality • Case illustrations on service consumption behavior
9	**Pricing, Distribution & Branding in Services** • Pricing strategies for services • Role of location and distribution in services • Branding service offerings for differentiation • Value-based pricing and yield management
10	**Service Process & Environment Design** • Designing service delivery processes • Balancing demand and capacity • Crafting the service environment: physical evidence and ambiance

	• People management and service advantage
11	**Customer Relationship Management in Services** • Building long-term customer relationships • CRM tools for loyalty and retention • Handling complaints and service recovery strategies • Emotional intelligence in service interactions
12	**Service Excellence and World-Class Delivery** • Models of service excellence (e.g., SERVQUAL, Kano Model) • Continuous improvement and productivity in service delivery • Designing service culture and employee engagement • Global benchmarks in service excellence (e.g., Ritz-Carlton, Marriott)

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Brennan, R., Canning, L., & McGrath, H. (2024). Business-to-business marketing (6th ed.). SAGE Publications Ltd.
2. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Mende, M. (2024). Services marketing: Integrating customer focus across the firm (8th ed.). McGraw Hill
3. Hutt, M. D., Sharma, D., & Speh, T. W. (2014). *Business marketing: Concepts and cases in B2B marketing – A South-Asian perspective*. Cengage Learning.
4. Shanker, R. (2002). *Services marketing.* Excel Books.

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Electives - Human Resource Management

Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Talent Acquisition and Workforce Planning			Course Code: OMMBA2045L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides learners with a comprehensive understanding of Talent Acquisition (TA) and Workforce Planning (WFP) as critical functions in strategic Human Resource Management. Learners will explore the entire talent acquisition lifecycle—ranging from planning, sourcing, and assessment to onboarding and retention. The course integrates traditional principles with contemporary trends such as data-driven recruitment, virtual hiring, employer branding, and inclusive hiring. By incorporating workforce analytics, strategic workforce planning, and competency mapping, learners will be prepared to design future-ready TA strategies and align them with long-term organizational goals.

Course Objectives:

1. To explain the evolving role of Talent Acquisition and Workforce Planning in modern organizations.
2. To analyze the differences between recruitment, talent acquisition, and talent management.
3. To design strategic and competency-based approaches to talent acquisition and onboarding.
4. To evaluate emerging trends such as employer branding, remote hiring, and inclusive recruitment practices.
5. To apply data-driven tools and workforce planning methods for building robust talent pipelines

Course Outcomes:

CO 1: Explain the different concepts and key success factors for effective Talent acquisition and management. *(U)*

CO 2: Identify critical issues and frame strategies and scenarios required to develop Talent acquisition skills. *(An)*

CO 3: Apply the principles and best practices of Talent management in organizational settings. *(A)*

CO 4: Develop inclusive and data-driven recruitment strategies for building a diverse and high-performing workforce. *(C)*

CO 5: Evaluate the effectiveness of talent acquisition practices using appropriate analytics and performance metrics. *(E)*

CO 6: Recall fundamental frameworks, terminologies, and models relevant to workforce planning and talent acquisition. *(R)*

Detailed Syllabus:

Unit	Description
1	**Fundamentals of Talent Acquisition & Evolving Role** • Definition, scope, and importance of Talent Acquisition • Difference between recruitment, talent acquisition, and talent management • Benjamin Schneider's Pillars of Talent Acquisition • Role of TA in driving organizational performance

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2	**High Potentials vs High Performers & 9-Box Grid** • Concept of HiPos and HiPers • Succession planning using the 9-Box Talent Grid • Talent segmentation: implications for acquisition and retention strategies
3	**Workforce Planning for TA** • Internal vs. external hiring: when and why • Introduction to workforce planning and its integration with TA • Demand forecasting: skills gap analysis, supply analysis
4	**Data-Driven Talent Acquisition** • Talent Acquisition analytics and metrics • Recruitment funnel: source of hire, time-to-fill, cost-per-hire, offer acceptance rate • Dashboards and analytics in workforce planning
5	**Types of Employees and the KASH Model** • KASH (Knowledge, Attitude, Skills, Habits) model in hiring decisions • Full-time, part-time, gig, contractual: types of employment • Emerging trends in hiring models (remote, hybrid, global talent sourcing)
6	**Role of Managers in Talent Strategy** • Managerial role in building TA strategy • Poaching, raiding, and ethical considerations • Talent pool and talent pipeline creation • Strategic employee engagement during hiring
7	**Competency Mapping for Talent Acquisition** • Competency frameworks and mapping tools • Linking job roles to organizational goals • Behavioral indicators and use in assessment
8	**Competency-Based Assessments** • Assessment centers, psychometric tools, and structured testing • Job simulations, case study evaluations, cognitive testing • Role of AI in candidate screening and assessment
9	**Strategic Onboarding of Acquired Talent** • Preboarding vs onboarding • Building 30-60-90 day plans • Best practices for remote and hybrid onboarding • Measuring onboarding effectiveness and early attrition
10	**Interviewing Techniques and Fit Analysis** • Behavior-based and situation-based interview questions • STAR technique and its application • Person-Job Fit (P-J Fit) and Person-Organization Fit (P-O Fit) • Reducing unconscious bias in interviews and selection
11	**Employer Branding and EVP** • Difference between employer brand and corporate brand • Crafting compelling Employee Value Propositions (EVPs) • Internal brand alignment and audits

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	• Addressing brand misalignment and negative employer reviews (e.g., Glassdoor impact)
12	**Emerging Trends: Virtual Hiring, DEI, and Mentoring** • Virtual recruitment tools and platforms • Strategies for hiring in hybrid/remote environments • Diversity and inclusion in hiring pipelines (gender, age, neurodiverse, etc.) • Modern mentoring techniques (reverse mentoring, digital mentoring) • Linking mentoring to long-term talent retention

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Klosk, R. (2025). Talent prophecy: Creating strategic impact through workforce planning and acquisition. Independent Publishing
2. Morgan, J. (2017). *The employee experience advantage: How to win the war for talent by giving employees the workspaces they want, the tools they need, and a culture they can celebrate*. Wiley.
3. Eikenberry, K. (2013). *Employee engagement 2.0: How to motivate your team for high performance*. Remarkable Leadership Press.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Learning and Development			Course Code: OMMBA2046L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the theories, strategies, and evolving practices in Learning and Development (L&D) within organizations. It begins with foundational concepts of L&D, moves into the design and delivery of training, and culminates with future-forward practices such as digital learning, microlearning, and the integration of learning analytics. The course is tailored to prepare learners for strategic L&D roles in modern organizations by combining classic theories with technology-driven trends.

Course Objectives:

1. Understand the core concepts and frameworks of Learning and Development in an organizational context.
2. Conduct effective training needs analysis and design outcome-driven learning programmes.
3. Apply instructional design principles and evaluate training effectiveness using models like Kirkpatrick and Phillips ROI.
4. Integrate modern learning modalities such as e-learning, blended learning, and mobile learning into corporate training programmes.
5. Examine emerging trends like learning transfer, digital learning platforms, AI-based learning personalization, and the role of L&D in talent development and organizational performance.

Course Outcomes:

CO1: Explain and propose different methods to assess the processes and outcomes of learning. *(U)*
CO2: Recall foundational concepts related to various methods of learning delivery. *(R)*
CO3: Evaluate key metrics that will demonstrate learning outcomes and results. *(E)*
CO4: Apply instructional design models to develop effective learning interventions. *(A)*
CO5: Analyze the impact of technology and learning transfer mechanisms in achieving organizational performance. *(An)*
CO6: Create a comprehensive L&D strategy aligned with organizational goals, using both classic and contemporary approaches. *(C)*

Detailed Syllabus:

Unit	Description
1	**Foundations of Learning and Development** • Definition and scope of Learning and Development • Importance of L&D in achieving strategic goals • Historical evolution: from training to talent enablement • Key terminologies: learning, development, education, training • Role of L&D professionals
2	**Elements and Approaches to L&D** • The four key elements: learning needs, design, delivery, evaluation • Learning approaches: instructor-led, self-directed, coaching/mentoring

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	• The 70:20:10 model • Role of L&D in employee engagement
3	**Modes of Learning – E-Learning, Blended Learning, and Microlearning** • Rise of online learning platforms (Coursera, LinkedIn Learning, LMS) • Blended learning models and success factors • Microlearning: concept and applications in corporate settings • Gamification and interactive learning formats
4	**Self-Directed Learning and Personal Development Planning** • Motivation and autonomy in adult learning • The role of self-assessment tools (SWOT, 360-degree feedback) • Setting development goals and career growth • Creating personal learning plans and IDPs (Individual Development Plans)
5	**Training Needs Analysis (TNA)** • Types of training needs: organizational, task, individual • TNA methods: surveys, interviews, focus groups, performance data • Aligning training needs with strategic objectives • TNA as the foundation for training success
6	**Instructional Design and Training Programme Design** • ADDIE and SAM models of instructional design • Setting learning objectives (Bloom's Taxonomy) • Designing engaging content and activities • Inclusive training design (accessibility and DEI considerations)
7	**Training Delivery Methods and Facilitation Skills** • Classroom training, virtual training, simulations, and role-play • Synchronous vs. asynchronous learning • Trainer competencies and delivery excellence • Managing group dynamics and learning climates
8	**Training Evaluation and ROI** • Kirkpatrick's 4-Level Evaluation Model • Phillips ROI model for L&D • Measuring learning outcomes, behavior change, and business results • Use of feedback tools and post-training assessments
9	**Transfer of Learning and Reinforcement Techniques** • Barriers to learning transfer • Designing for transfer: pre-training, during training, post-training strategies • Manager's role in learning application • Tools to support transfer: job aids, coaching, learning communities
10	**L&D and Performance Management** • Connecting L&D with performance appraisals and KPIs • Competency mapping and learning interventions • Identifying high-potential talent through learning data • Succession planning through development programmes
11	**Technology in Learning and the Future of L&D**

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	• Use of AI, VR, AR, and chatbots in training • Adaptive learning technologies and learning analytics • MOOCs, Nano degrees, and digital badges • Predictive analytics for learning interventions
12	**Strategic Role of L&D in Organizational Development** • Building a learning culture • The CLO role and L&D governance • Agile learning organizations

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Parry-Slater, M. (2023). The Learning & Development Handbook. Bloomsbury—Kogan Page. ([synthesia.io's curated list recommended it for modern L&D strategies]
2. Emerson, T., & Stewart, M. (2011). *The Learning & Development Book*. Alexandria, VA: ATD Press.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Compensation, Benefits, and Performance Management			Course Code: OMMBA2047L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive understanding of how compensation, benefits, and performance management systems influence employee motivation, retention, and organizational effectiveness. Learners will explore the conceptual foundations of compensation and reward systems, legislative frameworks, salary structuring, and the strategic alignment of performance management with organizational goals. The course includes contemporary practices such as performance-linked compensation, remote performance management, and green HRM, equipping learners with analytical and practical skills for effective HR decision-making.

Course Objectives:

1. To explain the conceptual and practical frameworks of compensation and benefits systems.
2. To analyze how performance management aligns with organizational strategy and employee development.
3. To evaluate the impact of legislative compliance and psychological theories on compensation decisions.
4. To design effective performance-linked compensation models using real-world metrics and tools.
5. To apply contemporary themes such as remote performance, green HRM, and total rewards for talent retention.

Course Outcomes:

CO1: Describe the principles, theories, and practices of compensation and reward management, including job evaluation, pay structures, and benefits. *(R)*
CO2: Interpret performance management framework in the context of the business environment. *(U)*
CO3: Apply compensation theories to analyze organizational strategies and develop appropriate pay structures and incentive plans. *(A)*
CO4: Analyze performance goals of employees in alignment with the organizational goals. *(An)*
CO5: Evaluate effective compensation plans that align with organizational goals and promote employee motivation and retention. *(E)*
CO6: Create a performance-linked compensation strategy aligned with employee and organizational goals. *(C)*

Detailed Syllabus:

Unit	Description
1	**Foundations of Compensation and Reward Management** • Concept and scope of compensation • Difference between compensation, wages, and salary

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	• Dimensions of compensation • Key components of financial and non-financial rewards
2	**Strategic Role of Compensation in Organizations** • Compensation's role in motivation and retention • Introduction to total reward systems: concept and components • Trends in compensation: work-life balance, flexible benefits
3	**Compensation Systems and Structures** • Overview of organizational and market context • Different types of compensation systems • Job analysis and job evaluation techniques
4	**Legal Frameworks and Compensation Theories** • Overview of Minimum Wages Act, 1948 • Importance of legal compliance in compensation • Application of Equity Theory and Expectancy Theory in compensation
5	**Salary Structure and Gratuity Systems** • Salary breakdown: Basic pay, HRA, PF, ESI • Gross vs. Net salary • Gratuity calculation and rules • Strategic implications of salary structuring
6	**Introduction to Performance Management Systems (PMS)** • Defining performance and its influencing factors • Characteristics of an effective PMS • Aligning PMS with business strategy • Role of line managers in PMS
7	**Goal Setting and Competency-based Performance Planning** • SMART goals and OKR framework • Excel-based goal sheet preparation • Competency identification and assessment
8	**Performance Appraisal Methods and Pitfalls** • Types of performance assessment: Result-based and behavior-based • Common appraisal errors • Comparative analysis of appraisal methods
9	**Feedback, Coaching, and Performance Review** • Performance review techniques • Feedback models • Role of mentoring and coaching in performance enhancement
10	**Linking Performance to Compensation** • Components of compensation: monetary and non-monetary • Performance-linked pay: design and implementation • Key metrics for assessing performance-based rewards
11	**Contemporary Issues in Performance & Compensation** • Managing performance in remote work environments • Green performance and compensation practices

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	• Talent management through rewards
12	**Emerging Trends in Compensation and Performance Management** • Gamification in performance rewards and recognition • Role of AI and analytics in compensation benchmarking • Evolving pay transparency norms and their implications • Integrating DEI goals into compensation and appraisal systems

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Aguinis, H. (2023). Performance management (5th ed.). Chicago Business Press.
2. WorldatWork. (2024). The WorldatWork handbook of compensation, benefits and total rewards (2nd ed.). Wiley.
3. Morgan, J. (2017). The employee experience advantage: How to win the war for talent by giving employees the workspaces they want, the tools they need, and a culture they can celebrate. Wiley.
4. Eikenberry, K. (2012). Employee engagement 2.0: How to motivate your team for high performance. Remarkable Leadership Press.
5. Aguinis, H. (2018). Performance management (3rd ed.). Pearson Education.
6. Sahu, R. K. (2009). Competency mapping. Excel Books.
7. Armstrong, M. (2010). Armstrong's handbook of performance management. Kogan Page India.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Strategic HRM and Organizational Change			Course Code: OMMBA2048L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the integration of strategic human resource management (SHRM) with organizational change and transformation. Learners will understand how strategic HR practices align with organizational goals and how HR can become a driver of change. The course examines foundational theories of SHRM, functional HR processes, and their strategic implications. Simultaneously, it addresses the dynamics of organizational change, models for managing transformation, and the role of HR in navigating disruption, fostering innovation, and building resilient organizations. With a blend of theoretical frameworks and real-world practices, learners are equipped to lead HR initiatives that support sustainable growth and continuous improvement.

Course Objectives:

1. Understand the evolution and core principles of Strategic Human Resource Management and its alignment with business strategy.
2. Develop and evaluate HR strategies related to workforce planning, performance, and rewards.
3. Examine the drivers, types, and models of organizational change and assess their application in varied business contexts.
4. Apply interventions and tools for managing resistance, fostering innovation, and leading organizational change.
5. Integrate SHRM and change strategies to build resilient, agile, and future-ready organizations

Course Outcomes:

CO1: Explore the significance of human resource management as a strategic tool in organizations. *(U)*
CO2: Develop capability to understand strategic HR issues in organizations and make appropriate choices in dynamic business environment. *(A)*
CO3: Acquire an in-depth understanding of how aligning HR strategically with business can be a competitive and sustainable advantage. *(An)*
CO4: Outline the nature and reasons for organizational change. *(R)*
CO5: Create a strategic plan for managing organizational transformation using OD interventions. *(C)*
CO6: Evaluate the effectiveness of organization development techniques in different business contexts. *(E)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Strategic HRM** • Definition and importance • Evolution from traditional HRM to SHRM • Strategic fit and HR as organizational assets • Theoretical perspectives on SHRM • Indian context and challenges

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2	**Human Resource Environment and Alternative Strategies** • Human resource evaluation frameworks • External and internal environmental influences • Alternative HR strategies (e.g., cost leadership, innovation, quality) • Case snippets: Indian firms adapting HR strategies to changing environments
3	**Strategic Workforce Planning & Talent Acquisition** • Workforce planning and forecasting • Acquiring human resources: make vs. buy decisions • Aligning recruitment with long-term strategy • Employer branding and internal labor market models
4	**Learning, Performance, and Compensation Strategy** • Strategic training and development • Designing performance management systems • Compensation and reward management • Linking performance and rewards to business outcomes
5	**Managing Careers and Work-Life Integration** • Strategic career management frameworks • Mentoring and succession planning • Work-life balance: policy vs. practice • Retaining top talent: Indian and global perspectives
6	**Strategic HR in a Global Context** • International HRM practices • Managing expatriates and repatriates • Cultural differences and global HR strategy • SHRM in MNCs vs. Indian firms
7	**Introduction to Change Management** • Definition and types of change (transformational, incremental, strategic) • Identifying the need for change: SWOT and PESTLE analysis • Drivers of change: internal and external • Exercise: Map real-world organizations experiencing change
8	**Change Models and Frameworks** • Lewin's 3-step model • Kotter's 8-step model • ADKAR and McKinsey 7S • Caselet discussion: Successful change implementation
9	**Leading Change and Overcoming Resistance** • Role of leadership in change • Understanding resistance: individual and organizational sources • Tools to assess readiness and effectiveness • Metrics and diagnostic tools for change assessment
10	**Data-Driven Change and the Future of Work** • Techniques and tools for data collection (surveys, interviews, metrics)

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	• Change communication and stakeholder mapping • Future of work and themes in organizational change • Panel discussion or guest lecture on digital change management
11	**OD Interventions and Learning Organizations** • Process consultation, team-building, coaching • Role of leadership coalitions • Senge's Learning Organization
12	**Innovation, Digital Transformation, and Agility** • Creating a culture of innovation • Leading digital transformation • Agile organizations and design thinking • Diversity and Inclusion in organizational transformation

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Mello, J. A. (2024). Strategic human resource management (6th ed.). Cengage Learning.
2. Rees, G., & Smith, P. (2022). *Strategic Human Resource Management: An International Perspective*. Sage Publications.
3. Greer, C. R. (n.d.). *Strategic Human Resource Management*. Pearson.
4. Entrekin, L., & Scott-Ladd, B. (2014). *Human Resource Management and Change: A Practising Manager's Guide*. Routledge.
5. Yukl, G., & Uppal, N. (2019). *Leadership in Organizations* (3rd ed.). Pearson Education.
6. Mittal, R. (2015). *Leadership: Personal Effectiveness and Team Building*. Vikas Publishing House.
7. Northouse, P. G. (2011). *Leadership: Theory and Practice* (6th ed.). Sage Publications.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Employee Relations and HR Analytics			Course Code: OMMBA2049L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive understanding of the dual pillars of modern HR—Employee Relations (ER) and HR Analytics. The first half delves into employee engagement, statutory compliance, industrial disputes, and negotiation techniques, while the latter half equips learners with analytical tools, metrics, and real-world case studies to enhance data-driven HR decisions. The integration of classic ER concepts with modern analytics prepares learners for a holistic HR role in a digitally transforming workplace.

Course Objectives:

1. To examine the core principles, functions, and legal frameworks of Employee Relations Management (ERM).
2. To understand statutory provisions and practices related to wages, bonus, and industrial disputes.
3. To apply conflict resolution and negotiation models effectively in the workplace.
4. To explore the fundamentals of HR metrics, big data analytics, and HR dashboards.
5. To develop the ability to apply HR analytics in practical HR functions like recruitment, selection, training, and compensation.

Course Outcomes:

CO1: Recall key organizational and employee objectives relevant to improving organizational effectiveness. (R)
CO2: Understand the rules, regulations, and policies applied in employee relations functions. (U)
CO3: Apply employee relations initiatives to enhance the quality of work-life. (A)
CO4: Analyze HR metrics and data to assess recruitment, retention, and performance. (An)
CO5: Evaluate forecasting techniques and HR dashboards for data-driven decisions. (E)
CO6: Create data solutions using tools like SPSS and RapidMiner for HR analytics challenges. (C)

Detailed Syllabus:

Unit	Description
1	**Introduction to Employee Relations and ERM** • Concept and nature of Employee Relations • Principles and functions of Employee Relations Management (ERM) • Aims and barriers of ERM • Factors influencing ERM in the workplace
2	**Statutory ER – Wage and Bonus Laws** • Concepts and levels of wages • The Payment of Wages Act, 1936 • The Minimum Wages Act, 1948

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	• The Payment of Bonus Act, 1965
3	**Understanding Industrial Disputes** • Concept and forms of industrial action • Types of disputes and strikes • Causes of industrial disputes • Measures to improve industrial relations
4	**Statutory ER – Conflict Prevention & Industrial Laws** • The Industrial Disputes Act, 1947 • The Industrial Employment (Standing Orders) Act, 1946 • The Trade Unions Act, 1926 • Organizational conflict prevention mechanisms
5	**Negotiation and Conflict Resolution in ER** • Basic concepts of conflict and negotiation • The Approach-Avoidance Continuum • The Dual Concern Model • Types and process of negotiation • Application of negotiation in HR contexts
6	**Introduction to HR Metrics and Analytics** • Role of HR analytics in modern organizations • Metrics vs. measurement vs. insight • Process of analytics and sources of HR data • From metrics to insight: Performance, recruitment, and retention
7	**Big Data, Hadoop, and HR Analytics Tools** • Big data in HR • Introduction to Hadoop in HR Analytics • HR analytics tools: Time to Fill, Time to Hire, Cost per Hire, etc. • Quality of Hire and Offer Acceptance Rate
8	**Forecasting and Predictive Metrics** • Markov Analysis • Sensitivity (What-if) Analysis • HR dashboards and visual analytics using Excel • Retention metrics and turnover modelling
9	**Performance Analytics and HRIS** • Performance metrics: Revenue per employee, Profit per FTE • Correlation and causation in HR performance data • HR Information Systems (HRIS) • Importance and design of HR dashboards
10	**Understanding Recruitment & Selection Analytics:** • Key metrics: Time to fill, time to hire, quality of hire, offer acceptance rate • Interpreting the recruitment funnel • Role of analytics in predicting candidate success • Yield ratios, selection ratios, and validity of selection tools • Predictive indicators for high-performance candidates

	• Integrating ATS (Applicant Tracking Systems) with analytics
11	**Foundations of Analytics in Training, Talent, and Engagement** • Evaluating training effectiveness using Kirkpatrick's Four Levels • ROI of training programmes • Learning analytics and LMS data • Succession planning metrics • Internal mobility and career path tracking • Identifying high-potential employees through data
12	**Strategic Integration and Presentation** • Reflection on learning outcomes from both ER and HR analytics domains • Role of HR leaders in integrating analytics with ERM • Future trends: AI in HR, predictive ER tools, data privacy in ER • Ethical considerations in employee data monitoring

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Falletta, S. V. (2025). People metrics and analytics in HR service delivery: Measuring what matters for employee relations and organizational impact. Wiley.
2. Sahoo, D. P. (2020). *Employee relations management: Text and cases*. SAGE Publications.
3. Bassi, L., Carpenter, R., & McMurrer, D. (2010). *HR analytics handbook*. McBassi & Company.
4. Pease, G., Boyce, A. S., & Fitz-Enz, J. (2015). *Human capital analytics: How to harness the potential of your organization's greatest asset* (1st ed.). Wiley.
5. Bhattacharyya, D. K. (2016). *Human resource research methods* (1st ed.). Oxford University Press.
6. Soundararajan, R., & Singh, K. (2016). *Winning on HR analytics: Leveraging data for competitive advantage* (1st ed.). Sage Publications

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Electives - Business Analytics

Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Programming for Analytics			Course Code: OMMBA2050L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course equips learners with hands-on programming skills in R and Python for data analytics. It covers core concepts such as data structures, data management, statistical analysis, and data visualization. The course is designed to develop the technical foundation necessary for analytical problem-solving and decision-making in business environments using real-world datasets. Both R and Python—two of the most powerful open-source programming languages for data analytics—are explored through practical applications and case-based learning.

Course Objectives:

1. To introduce learners to foundational concepts in R and Python programming relevant to data analytics.
2. To equip learners with the ability to manage, clean, manipulate, and merge datasets for analysis.
3. To develop the ability to use statistical methods and visualizations for business insights.
4. To apply predictive analytics techniques such as regression and time series in a business context.
5. To enhance proficiency in interpreting, visualizing, and communicating data-driven results.

Course Outcomes:

CO1: Demonstrate various data mining and related concepts of data science using R and Python programming languages. *(A)*

CO2: Apply data science algorithms for finding efficient solutions for business and management problems using historical and real-time data. *(A)*

CO3: Implement various concepts of data science. *(U)*

CO4: Analyze data-driven insights to support evidence-based managerial decision-making. *(An)*

CO5: Evaluate the suitability of R and Python tools for solving specific analytics problems in business contexts. *(E)*

CO6: Create predictive and visual solutions using integrated approaches from R and Python. *(C)*

Detailed Syllabus:

Unit	Description
1	**Introduction to R and RStudio Environment** • Overview of R software and interface • Installation, package management • RStudio navigation and workspace • Writing your first R script
2	**R Data Structures and Data Import/Export** • Vectors, matrices, arrays, lists, and data frames • Reading and writing data from various formats (CSV, Excel, JSON)

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	• Data types and conversions
3	**Data Management in R** • Variable creation and recoding • Renaming variables, missing values handling • Subsetting, sorting, and merging datasets • Type conversions and basic data cleaning
4	**Programming Constructs in R** • Control flow: if-else, for, while, repeat • Writing custom functions • Aggregation and restructuring using reshape and dplyr • Introduction to tidyverse
5	**Visualization Techniques in R** • Graphical parameters: symbols, lines, colors • Bar plots, histograms, pie charts, boxplots • Customizing axes, legends, annotations • Using ggplot2 for advanced visualizations
6	**Statistical Analysis Using R** • Descriptive statistics and correlation • T-tests and non-parametric tests • One-way and two-way ANOVA • Linear regression model in R
7	**Introduction to Python for Analytics** • Python environment setup (Anaconda, Jupyter) • Basic data types, operators, and expressions • Control structures and functions • File handling and working with external libraries
8	**Data Structures and Libraries in Python** • Lists, tuples, dictionaries, and sets • Introduction to NumPy: arrays, broadcasting, indexing • File input-output and data loading • Working with different data formats
9	**Data Cleaning and Manipulation in Python** • Using pandas for data frames • Handling missing data, duplicates, outliers • Merging, grouping, filtering datasets • Data transformation and reshaping
10	**Data Visualization in Python** • Plotting with matplotlib and seaborn • Customizing charts: labels, grids, color maps • Histograms, scatter plots, boxplots, line plots • Visual storytelling with dashboards using plotly

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11	**Predictive Analytics with Python** • Regression models (linear and logistic) • Model evaluation metrics (RMSE, MAE, R^2) • Time series forecasting basics using statsmodels • Business application examples (sales prediction, churn analysis)
12	**Integrating R and Python for Business Analytics** • Comparative strengths of R and Python in business analytics • Use of reticulate and rpy2 for cross-language functionality • Data exchange workflows between R and Python • Performing end-to-end business analytics tasks using both languages

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Blondel, M., & Roulet, **V.** (2024). *The elements of differentiable Programming*. Springer Nature. https://doi.org/10.48550/arXiv.2403.14606
2. VanderPlas, J. (2016). Python Data Science Handbook: Essential Tools for Working with Data. O'Reilly Media, Inc.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Text Mining, Data Mining, and Visualization			Course Code: OMMBA2051L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course equips learners with comprehensive skills in analyzing, interpreting, and visualizing data using cutting-edge techniques in text mining, sentiment analysis, data mining, and visualization tools. The course covers foundational and advanced concepts in natural language processing, classification, clustering, and social media analytics. Additionally, learners will learn hands-on visualization using Tableau, enabling effective data storytelling for strategic decision-making.

Course Objectives:

1. To understand the principles of natural language processing and text pre-processing.
2. To apply machine learning techniques for text classification and clustering.
3. To explore sentiment analysis and social media data mining methods.
4. To develop competencies in data mining for business insights and predictions.
5. To create interactive dashboards and visualizations using Tableau.

Course Outcomes:

CO1: Identify the role and significance of text and data mining in supporting business decision-making. *(R)*

CO2: Demonstrate expertise in pre-processing and preparing text data for analysis. *(U)*

CO3: Apply appropriate data mining and text analysis techniques to extract actionable insights from structured and unstructured data. *(A)*

CO4: Analyze social media and user-generated content using modern tools for research and strategic development. *(An)*

CO5: Evaluate the effectiveness of various data mining techniques across different business contexts and use cases. *(E)*

CO6: Create interactive and insightful data visualizations using specialized software to enhance communication of analytical results. *(C)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Text Mining & NLP** • Basics of Natural Language Processing • Text mining vs. traditional data mining • Introduction to textual data and its structure • Applications in business and management
2	**Text Pre-processing Techniques**

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	• Text tokenization and normalization • Part-of-speech tagging • Transforming chunks and trees • Creating and managing custom corpora
3	**Feature Engineering in Text Mining** • Bag of Words (BoW) model • TF-IDF Model • Advanced vectorization models • Construction of feature matrix
4	**Text Classification Algorithms** • Introduction to supervised learning in text mining • Multinomial Naïve Bayes classifier • Support Vector Machine (SVM) for text classification • Model evaluation techniques
5	**Topic Modelling and Keyphrase Extraction** • Latent Dirichlet Allocation (LDA) • Key phrase extraction techniques • Use cases and applications of topic modeling • Interpreting and visualizing topic models
6	**Text Similarity and Document Clustering** • Text similarity measures (cosine, Jaccard, Euclidean) • Document clustering: K-Means, hierarchical, affinity propagation • Analyzing semantic and syntactic similarities • Visualization of clusters
7	**Sentiment and Semantic Analysis** • Overview of sentiment analysis techniques • Lexicon-based and machine learning approaches • Semantic analysis fundamentals • Use cases in business intelligence and marketing
8	**Social Media Data Analysis – Foundations** • Introduction to social media analytics • Types of social media data and analytical approaches • Tools for social media text analytics • Intent mining and trend mining overview
9	**Social Media APIs and Practical Access** • Introduction to APIs (Twitter/Facebook) • Accessing and extracting data via APIs • Handling JSON/XML outputs • Practical issues in social media data collection
10	**Foundations of Data Mining** • Data mining concepts, tasks, and applications • Supervised vs. unsupervised learning • Issues and challenges in data mining • Role of BI in data mining projects

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11	**Data Mining Techniques for Prediction and Clustering** • Frequent pattern mining: Apriori algorithm • Association and correlation rules: Market Basket Analysis • Decision trees and pruning • Classical clustering techniques and use cases
12	**Data Visualization with Tableau and R** • Installing Tableau Public and connecting with R • Importing and managing data • Chart types: bar, line, tree map, pie • Dashboards: creation, interactions, formatting

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Qamar, U., & Raza, M. **S.** (2024). *Applied text mining*. Springer Cham. https://doi.org/10.1007/978-3-031-51917-8
2. Zhao, Y. (2012). *R and data mining: Examples and case studies*. Elsevier.
3. Shmueli, G., Patel, N. R., & Bruce, P. C. (2011). *Data mining for business intelligence: Concepts, techniques, and applications in Microsoft Office Excel with XLMiner* (2nd ed.). Wiley.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	AI, Machine Learning, and Deep Learning			Course Code: OMMBA2052L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive overview of Artificial Intelligence (AI), Machine Learning (ML), and Deep Learning (DL) with an emphasis on practical business applications. It covers foundational theories, essential algorithms, and advanced neural network architectures. The course equips learners with the ability to collect and preprocess data, apply machine learning models, interpret results, and strategically integrate deep learning solutions to address real-world business challenges

Course Objectives:

1. To understand the fundamental concepts and business applications of AI, ML, and DL.
2. To develop proficiency in data collection, cleaning, transformation, and feature engineering.
3. To apply supervised, unsupervised, and tree-based machine learning algorithms.
4. To design, train, and evaluate neural networks using frameworks like TensorFlow, Keras, and PyTorch.
5. To formulate and justify deep learning strategies for solving business problems and enhancing ROI.

Course Outcomes:

CO1: Develop an understanding of the techniques of Artificial Intelligence, Machine Learning, and Deep Learning for informed business decision-making. *(U)*

CO2: Explore the various applications of AI, ML, and DL in solving business and managerial problems across domains. *(R)*

CO3: Analyze ubiquitous data to make data-driven decisions using appropriate AI/ML tools and workflows. *(An)*

CO4: Apply Python libraries such as Keras and TensorFlow to implement machine learning and deep learning solutions. *(A)*

CO5: Evaluate the effectiveness of neural networks, image classification, and other DL techniques in solving real-world business challenges. *(E)*

CO6: Critically examine ethical considerations and implementation challenges associated with AI technologies in modern enterprises. *(C)*

Detailed Syllabus

Unit	Description
1	**Foundations of AI and Machine Learning** • Definitions and evolution of AI and ML • Core components and goals of intelligent systems

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	• Role of AI/ML in business functions • Case examples of AI in finance, marketing, operations
2	**Business Applications and Impact of AI** • AI-driven transformation across industries • AI in customer service and personalization • Risks, ethics, and governance in AI deployment • Impact on workforce and future of work
3	**Data Collection and Acquisition for AI/ML** • Sources of data: structured, semi-structured, unstructured • Data acquisition tools and methods • Web scraping, APIs, and business databases • Data warehousing for machine learning
4	**Data Pre-processing Techniques** • Data cleaning: outlier treatment, handling missing values • Feature engineering and type transformation • Encoding categorical data, scaling and normalization • Exploratory Data Analysis (EDA) and data visualization
5	**Introduction to Machine Learning Models** • Overview of supervised vs. unsupervised learning • Linear regression and logistic regression • Classification metrics (accuracy, precision, recall, F1-score) • Predictive modeling for churn
6	**Tree-Based and Ensemble Models** • Decision trees and pruning • Random Forest and Gradient Boosting Machines • Feature importance and interpretability • Credit scoring using Random Forest
7	**Clustering and Dimensionality Reduction** • K-Means, Hierarchical Clustering • Choosing the right number of clusters • PCA and t-SNE for feature reduction and visualization • Applications in market segmentation
8	**Introduction to Neural Networks** • Foundations of deep learning • Anatomy of an artificial neural network • Activation functions and loss functions • Binary classification using ANN in Python
9	**Deep Learning Frameworks and Tools** • Introduction to TensorFlow, Keras, and PyTorch • Building models using Keras and TensorFlow • Model training, testing, and evaluation
10	**Deep Learning for Computer Vision** • CNN architecture and components

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	• Pooling layers and data augmentation • Handwritten digit classification using CNN • Performance improvement strategies for vision models
11	**RNN, LSTM, and Sequence Modeling** • Structure and use of Recurrent Neural Networks • Backpropagation through time • Long Short-Term Memory (LSTM) networks • Time-series forecasting with RNN
12	**Strategic Integration of Deep Learning in Business** • Identifying business problems solvable by deep learning • ROI and cost-benefit analysis • Developing an enterprise-level DL strategy

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Chen, K., Bi, Z., Liu, J., Wen, Y., Feng, P., Niu, Q., & Liu, M. (2024). *Deep learning and machine learning: Advancing big data analytics and management with design patterns*. Springer. https://doi.org/10.1007/978-3-031-50672-3
2. Chollet, F. (2018). *Deep learning with Python*. Manning Publications.
3. Goodfellow, I., Bengio, Y., & Courville, A. (2018). *Deep learning*. MIT Press.
4. Kulkarni, P., & Joshi, P. (2015). *Artificial intelligence: Building intelligent systems*. PHI Learning.
5. Jackson, P. C. (2019). *Introduction to artificial intelligence* (3rd ed.). Dover Publications.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Applied Operations and Supply Chain Analytics			Course Code: OMMBA2053L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course offers a comprehensive overview of how analytics can be effectively applied to both service operations and sustainable supply chain management. By combining analytical techniques with sustainability imperatives and service-oriented strategies, the course equips learners with data-driven decision-making skills across multiple domains such as service process design, demand forecasting, sustainable transportation, inventory control, and closed-loop logistics.

Course Objectives:

1. To understand the nature and role of analytics in modern service operations and sustainable supply chains.
2. To apply forecasting and simulation techniques for demand, capacity, and inventory planning in service systems.
3. To evaluate and design data-driven strategies for improving sustainability in supply chain operations.
4. To utilize queuing theory and other operational models to improve service performance and customer satisfaction.
5. To implement analytics-based solutions for green sourcing, transportation, and closed-loop supply chain management.

Course Outcomes:

CO1: Understand the specific attributes of different kinds of services and the importance of sustainability in modern supply chains. *(U)*

CO2: Analyze unique challenges in managing service operations and designing efficient, sustainable supply chain networks. *(An)*

CO3: Apply analytical tools and simulation techniques to optimize demand forecasting, service design, and inventory planning. *(A)*

CO4: Evaluate analytical models and queuing systems to improve service quality and manage waiting lines effectively. *(E)*

CO5: Design and implement sustainable practices in transportation, sourcing, warehousing, and supply chain network optimization. *(C)*

CO6: Critically assess tools and strategies used in waste management, recycling, and reverse logistics to improve environmental performance. *(R)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Service Operations & Sustainable Supply Chains** • Importance of services in a globalized economy

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	• Nature of services and introduction to service strategies • Introduction to sustainable supply chain management • Greenhouse gas emissions trends, UNFCCC reports, Kyoto Protocol, Paris Agreement
2	**Technology in Services & Digital Supply Chains** • Role of technology in services • Service supply relationships • Benefits and risks of outsourcing services • Digital supply chain management, supply chain resilience, and agility
3	**Service Process Design and Analysis** • Taxonomy and approaches for service process design • Service process analysis • Measuring service quality • Introduction to Little's Law
4	**Service Facility Location & Risk in Supply Chains** • Service facility location analysis • Introduction to supply chain risk and uncertainty • Designing for resilient supply chains
5	**Managing Demand in Services** • Subjective forecasting models: Delphi method, cross-impact analysis • Causal models: regression models • Time series models • Strategies for managing demand in services
6	**Managing Capacity in Services** • Strategies for managing capacity • Yield management essentials • Introduction to Monte Carlo and discrete event simulations
7	**Managing Waiting Lines and Queuing Systems** • Queuing theory fundamentals: General relationship between queuing system characteristics • Analytical queuing models: M/M/1, finite-queue M/M/1, M/M/c • General self-service model • Capacity planning criteria: Average customer waiting time, cost minimization
8	**Sustainability in Transportation and Emission Analysis** • Sustainable transportation: classification and impact • Technological and regulatory initiatives in green transportation • Vehicular emission analysis • Decision models for transportation mode selection
9	**Route Optimization and Urban Transport Planning** • Analytics for route optimization • Low carbon transport planning in the urban sector • Tools and techniques in sustainable transportation analytics
10	**Green Sourcing & Life Cycle Costing**

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	• Green purchasing principles and life cycle cost assessment • Analytics for life cycle costing and spend analysis • Introduction to simulation for inventory planning
11	**Inventory and Warehousing Analytics** • Simulation for inventory planning and control • Sustainable supply chain network optimization • Warehousing analytics and applications
12	**Closed-Loop Supply Chain and Reverse Logistics** • Reverse logistics and applications • Heuristics for waste collection, disposal, and recycling • Improving social and environmental performance in global supply chains

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Bhattacharya, R., & Maitra Bhattacharyya, A. M. (2025). *Supply chain and operations analytics: Areas, analytics, formulations and results*. Routledge. https://doi.org/10.4324/9781032626543
2. Johnston, R., Clark, G., & Shulver, M. (2012). *Service operations management: Improving service delivery* (5th ed.). Pearson.
3. Parker, D. W. (2012). *Service operations management: The total experience*. Eastern Economy Edition.
4. Slack, N., Chambers, S., & Johnston, R. (2007). *Operations management* (5th ed.). Prentice Hall/Financial Times.
5. Morana, J. (2013). *Sustainable supply chain management*. Wiley.
6. Krmac, E. (2016). *Sustainable supply chain management*. IntechOpen.
7. Slack, N., Chambers, S., & Johnston, R. (2007). *Operations management* (5th ed.). Prentice Hall/Financial Times.
8. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava, S. K. (2015). *Operations management: Processes and supply chains* (9th ed.). Pearson Education.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	AI-Driven Business Analytics and Digital Modelling			Course Code: OMMBA2054L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive understanding of artificial intelligence techniques and their integration with modern digital business models. Learners will explore data analytics fundamentals, predictive and prescriptive analytics, deep learning, robotics, IoT, and ethics in AI. Simultaneously, they will learn how digital businesses create, deliver, and capture value through innovative platform-based models, e-commerce strategies, and crowd-based innovation. The course bridges technical know-how with business strategy, preparing learners to lead data-driven digital transformations.

Course Objectives:

1. To introduce the fundamentals of Artificial Intelligence and its applications in data analytics and digital environments.
2. To equip learners with machine learning, time series, and deep learning methods for business forecasting and insights.
3. To analyze the architecture and logic of digital business models and digital platforms.
4. To enable learners to integrate prescriptive analytics, big data, IoT, and cloud computing into business decision-making.
5. To evaluate the ethical, societal, and organizational impacts of deploying AI-driven digital platforms.

Course Outcomes:

CO1: Understand the fundamental concepts of AI-driven analytics and digital business models, including their categorization, structure, and impact. (U)

CO2: Apply machine learning, NLP, and time series algorithms to solve analytical problems in business contexts. (A)

CO3: Analyze how digital business models and platforms like Google, Amazon, and Uber influence market behavior, user interaction, and competition. (An)

CO4: Evaluate prescriptive analytics techniques, optimization models, and simulation tools for strategic business decision-making. (E)

CO5: Create a digital platform blueprint by integrating variables such as participants, sides, network effects, and platform launch strategies. (C)

CO6: Critically assess the organizational, ethical, and societal implications of deploying AI and digital platform solutions in the Indian and global markets. (R)

Detailed Syllabus:

Unit	Description
1	**Introduction to AI and Analytics** • Overview of Artificial Intelligence • Importance of AI in Analytics

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	• Applications of AI in real-world business scenarios
2	**Fundamentals of Data Analysis** • Exploratory Data Analysis (EDA) • Data Visualization Techniques • Descriptive and Inferential Statistical Analysis
3	**Predictive Analytics and Machine Learning – I** • Data Mining Process and Algorithms • Regression and Classification Algorithms • Clustering Techniques (e.g., K-Means, Hierarchical)
4	**Predictive Analytics and Machine Learning – II** • Ensemble Methods (Random Forest, Gradient Boosting) • Time Series Analysis: Characteristics and Forecasting Techniques • Anomaly Detection in Time Series
5	**Social, Text and Reinforcement Analytics** • Text Mining and Sentiment Analysis • Social Analytics Tools • Reinforcement Learning Basics and Markov Decision Processes • Use Cases in Analytics
6	**Deep Learning and Cognitive Computing** • Introduction to Deep Learning • Neural Networks and Applications • Basics of Cognitive Computing • AI Tools and Frameworks (e.g., TensorFlow, Keras)
7	**Prescriptive Analytics and Big Data Integration** • Optimization Techniques and Simulation Models • Prescriptive Analytics in Action • Introduction to Big Data Analytics and Architecture
8	**Cloud Computing, IoT, and Location Analytics** • Concepts of Cloud Computing in Analytics • Internet of Things (IoT) for Data Generation • Location Analytics Applications in Business
9	**Robotics, Knowledge Systems, and Automation** • Industrial and Consumer Applications of Robotics • Knowledge Management Systems • Role of Robotics in Digital Transformation
10	**Digital Business Models and Value Creation** • Traditional vs. Digital Value Models • Rise of Internet-based Business Models • Role of Developers in Building Digital Business Models
11	**Digital Platforms, Competition, and Market Dynamics** • Types of Digital Platforms (E-commerce, Innovation, Transaction) • Network Effects, Homing Strategies, and Barriers to Entry

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	• Case Studies: Uber, Swiggy, Myntra
12	**Platform Design, Crowdsourcing, and Ethical Issues in AI** • Designing a Successful Digital Platform • Addressing the Chicken-and-Egg Problem • Role of Crowdsourcing in Business Innovation • Ethics and Privacy in AI-Driven Platforms • Organizational and Societal Impact

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Davenport, T. H. (2025). *Agentic artificial intelligence: Harnessing AI agents to reinvent business, work, and life*. Harvard Business Review Press.
2. Kulkarni, P., & Joshi, P. (2015). *Artificial Intelligence: Building Intelligent Systems*. PHI Learning.
3. Jackson, P. C. (2019). *Introduction to Artificial Intelligence* (3rd ed.). Dover Publications.
4. Gawer, A. (Ed.). (2011). *Platforms, markets and innovation*. Edward Elgar Publishing.
5. Jullien, B., & Sand-Zantman, W. (2021). The economics of platforms: A theory guide for competition policy. *Information Economics and Policy, 54*, 100880. https://doi.org/10.1016/j.infoecopol.2020.100880
6. Kenney, M., & Zysman, J. (2016). The rise of the platform economy. *Issues in Science and Technology, 32*(3), 61–69.
7. McIntyre, D. P., & Srinivasan, A. (2017). Networks, platforms, and strategy: Emerging views and next steps. *Strategic Management Journal, 38*(1), 141–160. https://doi.org/10.1002/smj.2596
8. Rietveld, J., & Schilling, M. A. (2021). Platform competition: A systematic and interdisciplinary review of the literature. *Journal of Management, 47*(6), 1528–1563. https://doi.org/10.1177/0149206320969791

Yoffie, D. B., Gawer, A., & Cusumano, M. A. (2019). A study of more than 250 platforms reveals why most fail. *Harvard Business Review*. https://hbr.org/2019/05/a-study-of-more-than-250-platforms-reveals-why-most-fail

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Electives - Finance

Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Financial Analysis and Business Valuation			Course Code: OMMBA2055L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course offers an in-depth exploration of financial statement analysis and business valuation techniques essential for making informed financial decisions. It introduces learners to the core financial statements, analytical tools like ratio and trend analysis, and financial reporting standards. It also equips learners with the ability to conduct accurate company valuations using both absolute and relative valuation models, with an emphasis on real-world applications in investment and strategic decision-making.

Course Objectives:

1. To understand the nature, objectives, and components of financial statements and their role in financial decision-making.
2. To apply various financial analysis techniques including ratio, common size, and DuPont analysis for performance assessment.
3. To evaluate the quality of financial reporting and the regulatory frameworks governing it.
4. To analyze historical financial performance to assess business strategies and investment quality.
5. To perform business valuations using DCF and relative valuation techniques for real-world applications.

Course Outcomes:

CO1: Describe the structure and components of financial statements, including the balance sheet, income statement, and statement of cash flows. *(R)*

CO2: Apply financial ratios and analytical tools such as DuPont, trend, and common-size analysis to assess a company's performance, liquidity, solvency, and operational efficiency. *(A)*

CO3: Explain the importance of financial reporting standards and their role in ensuring transparency, consistency, and reliability in corporate disclosures. *(U)*

CO4: Evaluate a company's financial position and future outlook using comprehensive financial statement analysis for investment and credit decisions. *(E)*

CO5: Analyze different business valuation methods, including Discounted Cash Flow (DCF) and Relative Valuation, to determine the intrinsic value of a firm. *(An)*

CO6: Construct well-informed financial decisions by integrating financial analysis with strategic insight into how companies create, sustain, or erode value. *(C)*

Detailed Syllabus:

Unit	Description

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1	**Introduction to Financial Statements** • Nature and objectives of financial statements • Balance Sheet, Income Statement, and Cash Flow Statement • Uses and limitations in assessing performance and position • Importance of financial statement analysis in decision-making
2	**Understanding and Interpreting Financial Statements** • Role of each financial statement in business evaluation • Linkages between financial statements • Overview of financial performance indicators • Real-life corporate financial statement walkthrough
3	**Common Size and Comparative Analysis** • Preparing and interpreting common size statements • Horizontal and vertical analysis • Comparative financial statement analysis • Limitations and caution in interpretation
4	**Trend Analysis and Financial Forecasting Basics** • Trend identification techniques • Growth rate calculation and interpretation • Limitations of trend analysis • Forecasting financial data using past trends
5	**Ratio Analysis – Liquidity, Solvency, and Profitability** • Categories of financial ratios: Liquidity, Leverage, Efficiency, Profitability, and Market • In-depth interpretation of ratios and cross-industry benchmarks • Application in creditworthiness and investment assessment
6	**Advanced Ratio Analysis – DuPont Analysis** • Structure of the DuPont Model • Disaggregating Return on Equity (ROE) • Identifying drivers of profitability and financial health • Corporate examples and practical exercises
7	**Financial Reporting Standards and Regulatory Environment** • Overview of IFRS, GAAP, and convergence • Role of IASB and other standard-setting bodies • Legal framework and reporting compliance • Importance of transparency and comparability
8	**Assessing Financial Reporting Quality** • Quality of earnings, cash flows, and assets/liabilities • Creative accounting practices and red flags • Indicators of aggressive vs conservative reporting • Tools for detecting earnings manipulation
9	**Strategy and Investment Analysis using Financial Statements** • Using historical performance to understand strategy • Assessing debt investment (credit quality) • Screening for equity investment opportunities • Case discussion on strategic insights from financial analysis

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10	**Introduction to Business Valuation – Concepts and Foundations** • Purpose and types of business valuation • Overview of valuation contexts: mergers, investments, IPOs • Role of valuation in strategic decision-making • Introduction to enterprise value and equity value
11	**DCF and Relative Valuation Techniques** • Time value of money and free cash flows • DCF valuation: steps and assumptions • Relative valuation: price multiples (P/E, EV/EBITDA) • Advantages and limitations of both approaches
12	**Practical Applications of Business Valuation** • Performing valuation for live or simulated cases • Integrating financial statement analysis into valuation • Sensitivity and scenario analysis • Valuation-based decision making in M&A, VC, and strategy

Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Easton, G. S., McAnally, M. L., Crawford, A. J., & Sommers, G. A. (2025). Financial statement analysis & valuation (7th ed.). Cambridge Business Publishers.
2. Penman, S. H. (2006). *Financial statement analysis and security valuation* (3rd ed.). McGraw-Hill.
3. Bhattacharyya, A. K. (2019). *Corporate financial reporting and analysis* (2nd ed.). PHI Learning.
4. Titman, S., & Martin, J. D. (2015). *Valuation: The art and science of corporate investment decisions* (2nd ed.). Pearson.
5. Koller, T., Goedhart, M., & Wessels, D. (2005). *Valuation: Measuring and managing the value of companies* (4th ed.). Wiley.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Investment Analysis and Portfolio Management			Course Code: OMMBA2057L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive understanding of investment analysis and portfolio management by combining theoretical concepts with real-world applications. Learners will explore the fundamentals of securities, risk-return analysis, portfolio construction, and evaluation strategies, including in-depth coverage of equity and fixed-income investments. The course also integrates modern tools and techniques used in both traditional and contemporary financial markets to help learners make informed investment decisions and manage portfolios efficiently.

Course Objectives:

1. To understand the structure and functioning of financial markets and various investment avenues.
2. To develop analytical skills for evaluating risk-return profiles of securities using fundamental and technical analysis.
3. To apply modern portfolio theory and valuation techniques for efficient asset allocation and security selection.
4. To analyze and manage fixed-income securities including bond pricing, yield curves, and duration.
5. To evaluate and revise investment portfolios using performance metrics and asset allocation strategies.

Course Outcomes:

CO1: Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets. *(U)*

CO2: Design and manage bond and equity portfolios in the real world, value equity & debt instruments, manage mutual funds, and measure portfolio performance. *(A)*

CO3: Apply different valuation models to evaluate fixed income securities and stocks and use derivative securities to manage investment risks. *(Ap)*

CO4: Evaluate the benefits of diversification through a portfolio of assets and the role of the market portfolio. *(E)*

CO5: Identify the key features of fixed income securities, including bonds, debentures, and notes. *(R)*

CO6: Formulate strategies to invest in fixed income securities after assessing their returns and associated risks. *(C)*

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Detailed Syllabus:

Unit	Description
1	**Introduction to Investment and Portfolio Management** • Nature and scope of investment management • Investment vs. speculation • Investment alternatives and their evaluation • Role of portfolio management in domestic and international markets • Common errors in investment decision-making • Qualities of successful investors
2	**Understanding Financial Markets and Investment Approaches** • Basics of stock markets and instruments • Types of financial markets • Portfolio management process • Approaches to investment decision-making • Portfolio management practices in global markets
3	**Risk and Return – Concepts and Calculations** • Historical vs. expected return • Risk: standard deviation and variance • Risk-return trade-off • Real vs. nominal returns • Diversification and systematic vs. unsystematic risk
4	**Fundamental and Technical Analysis** • Fundamental Analysis: economic, industry, and company analysis • Technical Analysis: Dow theory, chart patterns, support/resistance • Trend lines, candlesticks, Elliot Wave Theory • Efficient Market Hypothesis and its implications
5	**Modern Portfolio Theory – Diversification and Optimization** • Risk-return of a portfolio • Measuring co-movements: covariance, correlation • Efficient frontier and optimal portfolio • Introduction to mean-variance optimization
6	**Asset Pricing Models** • Capital Asset Pricing Model (CAPM): assumptions and application • Capital Market Line (CML) and Security Market Line (SML) • Arbitrage Pricing Theory (APT) • Fama-French Three Factor Model and limitations
7	**Introduction to Fixed Income Securities** • Overview of debt and fixed income securities • Key features: coupon, maturity, yield • Types of bonds: corporate, municipal, sovereign • Callable and puttable bonds

8	**Bond Pricing, Yield, and Term Structure** • Bond price-yield relationship • Pricing of straight and zero-coupon bonds • Spot and forward rates • Yield curves: par, zero, and spot curves • Theories of term structure of interest rates • Yield curve fitting and estimation
9	**Bond Risks and Duration Analysis** • Duration and modified duration • Convexity and bond price volatility • Interest rate risk, default risk, call and reinvestment risk • Purchasing power risk • Using duration and convexity to manage bond portfolios
10	**Equity and Bond Valuation Models** • Book value, liquidation value, replacement cost • DDM (Dividend Discount Model), Free Cash Flow model • Price-earnings, price-book, price-sales valuation ratios • Yield to maturity (YTM), yield to call (YTC)
11	**Portfolio Construction and Asset Allocation** • Identifying investment objectives and constraints • Asset mix selection: equity, debt, cash • Security selection and formulation of portfolio strategy • Portfolio execution and revision techniques • Strategic vs. tactical asset allocation
12	**Portfolio Performance Evaluation and Bond Portfolio Management** • Sharpe, Treynor, and Jensen performance measures • Bond portfolio strategies: immunization, active vs. passive • Evaluation techniques for fixed-income portfolios • Integrating equity and bond performance for total portfolio assessment

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Reilly, F. K., & Brown, K. C. (2024). Investment analysis and portfolio management (12th ed.). Cengage Learning
2. Fabozzi, F. J. (2007). *Bond markets: Analysis and strategies* (5th ed.). Pearson Education India.
3. Petitt, B. S., Pinto, J. E., & Pirie, W. L. (2015). *Fixed income analysis*. Wiley.
4. Sahu, R. C., Senapati, S. E., & Khatri, E. K. (2002). Designing and implementing the portfolio management process: Some thoughts and tips before you charge in.
5. Lo, A. W. (2006, March). Survival of the richest. *Harvard Business Review.* https://hbr.org/2006/03/survival-of-the-richest
6. Nichols, N. A. (1993, March). Efficient? Chaotic? What's the new finance? *Harvard Business Review.* https://hbr.org/1993/03/efficient-chaotic-whats-the-new-finance

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7. Harvard Business Press. *Placing strategic bets: The portfolio approach—Measuring and managing innovation risk.*
8. Luehrman, T. A. (2017). Finance reading: Risk and return 2—Portfolio theory. *Harvard Business Review.* https://hbr.org/product/finance-reading-risk-and-return-2-portfolio-theory/8603-PDF-ENG.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	International Finance			Course Code: OMMBA2056L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides an in-depth understanding of financial decision-making in an international context. It equips learners with the knowledge and tools necessary to manage financial operations across borders, assess risks arising from currency fluctuations, and make investment and financing decisions in a global marketplace. The course emphasizes the behavior of exchange rates, the structure of international financial markets, cross-border financial risk management, and both short-term and long-term asset and liability strategies of multinational corporations

Course Objectives:

1. To understand the international financial environment and its implications for multinational financial management.
2. To explore the behavior of exchange rates and the economic variables that influence them.
3. To analyze the tools and techniques used to manage exchange rate risk in multinational corporations.
4. To evaluate long-term financial decision-making, including capital budgeting, governance, and financing strategies.
5. To manage short-term financial operations like trade finance, cash management, and working capital in international contexts.

Course Outcomes:

CO1: *Explain* the foreign exchange market and how exchange rates are determined. (U)
CO2: *Apply* foreign exchange derivatives and techniques to manage firms' foreign exchange exposures. (A)
CO3: *Analyze* key issues related to multinational financing and investment decisions. (An)
CO4: *Evaluate* global financial information to address international finance theories and decision-making. (E)
CO5: *Create* appropriate risk management strategies for transaction, economic, and translation exposures. (C)
CO6: *Recall* the role of international financial markets and policy environments in multinational decision-making. (R)

Detailed Syllabus:

Unit	Description
1	**Introduction to Multinational Financial Management** • Overview of International Finance and Globalization • Goals of MNCs and Conflicts of Interest • Agency Problems and Corporate Governance in International Firms

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2	**International Flow of Funds** • Balance of Payments Framework • Current Account and Capital Account • International Economic Linkages and Flow Dynamics • Capital Flow Trends and Policy Implications
3	**International Financial Markets** • Foreign Exchange Market Structure • International Money Markets and Capital Markets • Eurocurrency Market, Offshore Markets • Role of Financial Institutions in Global Markets
4	**Exchange Rate Determination and Currency Derivatives** • Factors Affecting Exchange Rates (Supply, Demand, Speculation) • Theories of Exchange Rate Determination: PPP, IFE, IRP • Currency Futures, Forwards, Options, and Swaps: Mechanics and Usage
5	**Government Influence on Exchange Rates** • Exchange Rate Regimes: Fixed, Floating, Pegged • Central Bank Intervention (Direct and Indirect) • Currency Boards, Dollarization, and Capital Controls
6	**Arbitrage and Parity Relationships** • Types of Arbitrage: Locational, Triangular, Covered Interest • Interest Rate Parity (IRP) and Uncovered Interest Parity (UIP) • Real vs. Nominal Interest Rate Relationships • Implications for Investors and MNCs
7	**Inflation, Interest Rates, and Exchange Rate Linkages** • Fisher Effect and International Fisher Effect • Relationship Among Monetary Policy, Inflation, and Currency Values • Empirical Evidence on Linkages
8	**Forecasting Exchange Rates** • Techniques: Technical, Fundamental, and Market-Based Forecasting • Forecast Accuracy and Evaluation • Challenges in Predicting Exchange Rate Movements
9	**Managing Exposure to Exchange Rate Fluctuations** • Types of Exposure: Transaction, Economic, Translation • Tools for Measuring Exposure • Hedging Tools: Forward Contracts, Options, Natural Hedges
10	**Strategic Exchange Rate Risk Management** • Managing Transaction and Translation Exposure • Managing Economic Exposure Through Operational Strategies • Case Study: Exchange Rate Risk at MNCs (e.g., Unilever, Maruti Suzuki)
11	**Long-Term Asset and Liability Management** • Direct Foreign Investment (DFI) Decisions and Political Risk • Multinational Capital Budgeting Techniques (APV, NPV, IRR)

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	• Global Cost of Capital and Optimal Capital Structure • International Corporate Governance and Control Mechanisms
12	**Short-Term Asset and Liability Management** • Trade Financing Instruments: Letters of Credit, Bills of Exchange • Short-Term Global Financing Alternatives (Eurocredit, Commercial Paper) • International Cash Management and Centralized vs. Decentralized Treasury • Working Capital Optimization in Multinationals

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Madura, J., & Zipfel, C. (2025). International Financial Management (15th ed.). Cengage Learning.
2. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2003). *Multinational business finance* (10th ed.). New Delhi: Addison-Wesley.
3. Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2013). *Fundamentals of multinational finance* (4th ed.). United Kingdom: Pearson Education.
4. Shapiro, A. C., & Sarin, A. (2014). *Multinational financial management* (10th ed.). Hoboken, NJ: Wiley.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Behavioral Finance and Wealth Management			Course Code: OMMBA2058L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course blends the foundational and advanced concepts of Behavioral Finance with contemporary Wealth Management strategies. Learners will explore the psychological underpinnings of investor behavior, the evolution of behavioral finance theories, and cognitive/emotional biases. Simultaneously, they will gain practical knowledge of financial planning, asset allocation, investment products, taxation, and risk management. This integrated course equips learners with the ability to make rational investment decisions while understanding the behavioral drivers that often disrupt rationality.

Course Objectives:

1. To introduce learners to the foundational theories and historical development of behavioral finance.
2. To enable learners to identify and apply various behavioral biases in real-world investment decisions.
3. To equip learners with practical tools for financial planning, risk profiling, and goal-based wealth management.
4. To develop competence in analyzing investment instruments—equity, debt, and alternative assets—with behavioral insights.
5. To examine the tax implications of different investment products and integrate this knowledge into comprehensive financial plans.

Course Outcomes:

CO1: *Explain* the core principles and scope of behavioural finance. (U)
CO2: *Classify* various behavioural biases and demonstrate an understanding of their categorization. (R)
CO3: *Critically evaluate* real-life case studies to identify behavioural biases and assess strategies for rational financial decision-making. (E)
CO4: *Illustrate* the fundamentals of financial planning and wealth management in the Indian context. (U)
CO5: *Apply* appropriate tools, techniques, and processes of financial planning and wealth management. (A)
CO6: *Compare and reflect on* international best practices in the domain of financial planning and wealth management. (An)

Detailed Syllabus:

Unit	Description
1	**Introduction to Behavioral Finance** • What is Behavioral Finance? • Origins and evolution of Behavioral Finance • Link between psychology and economics

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	• Modern Behavioral Finance vs. Traditional Finance • Relevance of psychographic models in investing
2	**Behavioral Biases – Categorization and Foundations** • Definition and classification of behavioral biases • Belief perseverance vs. information processing biases vs. emotional biases • How biases impact individual and institutional investors
3	**Belief Perseverance Biases** • Cognitive Dissonance Bias • Conservatism Bias • Confirmation Bias • Representativeness Bias • Illusion of Control Bias • Hindsight Bias • Practical applications and case examples
4	**Information Processing Biases** • Mental Accounting Bias • Anchoring and Adjustment Bias • Framing Bias • Availability Bias • Self-Attribution Bias • Outcome Bias • Recency Bias • Application in investment decisions
5	**Emotional Biases and Their Investment Impacts** • Loss Aversion Bias • Overconfidence Bias • Self-Control Bias • Status Quo Bias • Endowment Bias • Regret Aversion Bias • Affinity Bias • Use of real-world investor scenarios
6	**Behavioral Finance Applications in Asset Allocation** • Guidelines for applying behavioral finance in portfolio decisions • Investor profiling and behavioral tendencies • Behavioral factors in strategic vs. tactical asset allocation • Behavioral segmentation of investors
7	**Introduction to Financial Planning and Process** • Role and responsibilities of a financial planner • Financial planning process: Data gathering, goal setting, plan creation • Client profiling, wealth cycle, and life cycle analysis • Introduction to risk profiling and asset allocation

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8	**Equity and Debt Instruments in Wealth Management** • Role of equity in financial planning • Passive vs. active exposure (e.g., S&P CNX Nifty) • Sectoral diversification • Role of debt instruments, deposits, debt securities • Interest rate risk and debt returns
9	**Alternate Investment Assets** • Gold as an investment: Roles and routes • Real estate investment routes and indices • Behavioral tendencies with alternative assets • Integrating alternative assets into behavioral portfolios
10	**Risk Profiling and Asset Allocation in Wealth Management** • Risk-return framework • Understanding standard deviation, beta, Sharpe ratio, Treynor ratio, alpha • Creating client risk profiles and matching with asset allocation • Strategic vs. tactical allocation • Rebalancing techniques
11	**Taxation Principles in Wealth Planning** • Exempted income and deductions under Section 80 series (80C, 80D, 80E, etc.) • Capital Gains Tax: Short term vs. long term • Speculation income and loss provisions • Exemptions under Sections 54EC and 54F
12	**Taxation of Investment Products** • Dividend tax and mutual fund distributions • Securities Transaction Tax (STT) • Capital gains taxation for different instruments • Fixed deposits vs. FMP taxation • Tax-efficient investment strategies

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Coulon, Y. (2024). An introduction to behavioral finance and asset management: A guide for learners and professionals in wealth management. Palgrave Macmillan Cham. https://doi.org/10.1007/978-3-031-72553-1
2. Thaler, R. H., & Sunstein, C. R. (2008). *Nudge: Improving decisions about health, wealth, and happiness*. Yale University Press.
3. Dun, W. (2007). *Winning the wealth game*. McGraw-Hill Education (India) Pvt. Limited.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Banking and Financial Risk Management			Course Code: OMMBA2059L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides an in-depth understanding of the legal, regulatory, and functional frameworks governing modern banking operations, coupled with a rigorous study of financial risk management tools and techniques. It explores the structure and operations of banks, key performance metrics, and the evolving regulatory landscape. Additionally, learners will delve into credit risk, market risk, asset-liability management, and the application of derivatives and other instruments for hedging and risk mitigation. Through theoretical foundations, contemporary case studies, and analytical tools, learners will develop expertise in managing financial risks in banking institutions.

Course Objectives:

1. To introduce the foundational concepts of behavioral finance by examining the historical evolution of the field and its intersection with psychology and economics.
2. To explore various behavioral biases—both cognitive and emotional—and understand their implications on investor decision-making.
3. To develop an understanding of the financial planning process, including life cycle analysis, risk profiling, goal-based planning, and asset allocation strategies.
4. To equip learners with knowledge of investment products and frameworks used in evaluating investment decisions, including equity, debt, alternative assets, and risk-return metrics.
5. To provide a comprehensive overview of taxation aspects related to investment products, including income exemptions, capital gains treatment, and tax-efficient investing strategies

Course Outcomes:

CO1: Understand the legal framework that regulates banks in India. *(U)*

CO2: Identify and assess the risks associated with banking operations and risk management practices. *(A)*

CO3: Describe the types of banking services, products, and the structure of the derivatives marketplace. *(R)*

CO4: Analyze the functioning and characteristics of key derivative products such as forwards, futures, swaps, and options. *(An)*

CO5: Apply knowledge of option strategies and pricing models to real-world financial scenarios. *(Ap)*

CO6: Evaluate the performance of banks using key financial metrics and design basic swap arrangements. *(E)*

Detailed Syllabus:

Unit	Description
1	**Legal and Regulatory Framework of Banks** • Business of Banking and Constitution of Banks • RBI Act, 1934 and Banking Regulation Act, 1949

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	• Role of RBI and Government as Regulators • Regulation of Co-operative Banks, NBFCs, and FIs • Licensing Policies: Universal and Small Finance Banks
2	**Overview of Financial Institutions and Markets** • Commercial Banks, NBFCs, Cooperative Banks • CRR, SLR, Equity & Debt Markets • Introduction to Risk, Return, and Regulatory Oversight • Interplay between Banking and Capital Markets
3	**Banking Products and Services** • Retail and Wholesale Banking: Products and Opportunities • International Banking: Needs of Importers/Exporters, Remittance Services • ADRs, GDRs, Participatory Notes • Bancassurance and ASBA, QIP
4	**Introduction to Risk Management & Basel Norms** • Nature and Sources of Banking Risk • Introduction to Capital Adequacy Ratio (CAR) • Basel I, II, III Accords • Risk-Weighted Assets and Regulatory Requirements
5	**Credit Risk Management in Banks** • Credit Ratings: Internal & External, CIBIL, Other Agencies • Factors Affecting Credit Risk & Risk Mitigation Measures • Use of Credit Derivatives for Credit Risk Management • RBI Guidelines on Credit Risk Management
6	**Credit Information, Restructuring & NPAs** • Credit Information System • Management of Stressed Assets and NPAs • Wilful Defaulters, Non-Cooperative Borrowers • IBC 2016 and Restructuring Frameworks
7	**Treasury Management in Banks** • Role and Functions of Treasury as a Profit Centre • Integrated Treasury Management • International Debt and Equity Instruments • External Commercial Borrowings and Depository Receipts
8	**Performance Evaluation & Asset-Liability Management** • Key Bank Metrics: NII, NIM, CAR, Asset Quality • CAMELS Framework • ALM: Liquidity Risk, Interest Rate Risk, Credit Derivatives
9	**Regulatory Compliance & Legal Aspects in Banking** • The Prevention of Money Laundering Act, 2002 • KYC Compliance and Obligations of Banks • Modes of Charge: Mortgage, Assignment, Pledge, Hypothecation, Lien
10	**Fundamentals of Financial Risk Management & Derivatives** • Risk Concepts: CAPM, Corporate Risk Management

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	• Derivatives Overview: Evolution, Types, Market Characteristics • Forwards, Futures: Trading, Settlement, Payoffs, Margining • Hedging Strategies: Long, Short, Cross-Hedging, Optimal Hedge Ratio
11	**Options, Swaps, and Hedging Strategies** • Options: Call, Put, ITM, ATM, OTM, Pricing and Payoffs • Put-Call Parity and BSM Model (with Greeks) • Trading Strategies Using Options: Spreads, Combinations • Swaps: Structure, Types, Application in Risk Management
12	**Advanced Derivative Applications and Financial Risk Integration** • Understanding the application of swaps in financial risk management • Exploring hybrid instruments and structured products • Integrated risk exposure mapping across banking and trading books • Regulatory perspectives on derivative disclosures and capital adequacy • Strategic use of derivatives in asset-liability and treasury operations • Overview of global best practices in financial risk integration

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Bessis, J. (2024). *Risk Management in Banking* (4th ed.). Wiley.
2. Indian Institute of Banking and Finance. (2019). *Bank financial management*. Macmillan Education.
3. Indian Institute of Banking and Finance. (2019). *Advanced bank management*. Macmillan Education.
4. Hull, J. C. (2016). *Risk management and financial institutions* (4th ed.). Wiley India.
5. Rajib, P. (2014). *Commodity derivatives and risk management*. PHI Learning.

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Electives - Media Management

Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Digital Media and Media Cost Management			Course Code: OMMBA2060L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course offers a comprehensive understanding of digital media's evolving landscape alongside the financial and strategic aspects of media cost management. Learners will explore digital content creation, web and mobile publishing, analytics, and the operational challenges of digital platforms. Simultaneously, they will develop expertise in budgeting, cost control, invoicing, financial reporting, and emerging media finance trends. The course bridges creative digital strategies with cost-efficiency, enabling learners to make data-driven and financially sound media decisions

Course Objectives:

1. Understand the evolution, types, and platforms of digital media in the Indian and global context.
2. Gain practical knowledge of content creation, publishing tools, SEO, and mobile media development.
3. Analyze media costs, budgeting methods, and cost control principles for traditional and digital media.
4. Evaluate media performance through financial reporting, ROI analysis, and invoice reconciliation.
5. Examine emerging financial and technological trends shaping media cost management globally.

Course Outcomes:

CO1: Understand the components of digital media, its uses, and differences from traditional ones. *(U)*
CO2: Describe the digital media ecosystem and related strategies. *(R)*
CO3: Apply creative digital content management techniques for blogs, vlogs, and web publishing. *(A)*
CO4: Analyze the functioning of web and mobile applications to optimize social media usage. *(An)*
CO5: Evaluate cost-effective planning, execution, and performance of media campaigns. *(E)*
CO6: Create a comprehensive media cost control strategy by integrating budgeting, invoicing, and financial reporting tools. *(C)*

Detailed Syllabus:

Unit	Description
1	**Fundamentals of Digital Media** • Introduction to digital media and its distinction from traditional media • Growth and role of digital media in India • Digital media ecosystem and platform overview • Challenges in digital transformation of media • Characteristics of digital users and modern work environments

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2	**Types and Evolution of Digital Media** • Historical evolution and classifications of digital media (Owned, Paid, Earned) • Deep dive into Digital Media Platforms (DMPs) • Overview of types of media content (text, visual, audio, interactive)
3	**Digital Content Creation I** • Introduction to content creation tools and formats • Types of content: Blogs, Vlogs, Podcasts, RSS, Forums • Step-by-step on writing engaging blogs and creating effective podcasts • Case walkthrough of a popular Indian podcast/blog launch
4	**Digital Content Creation II** • Importance of SEO in content writing • Overview of SEO tools and strategies • Role of web analytics in digital decision-making • A/B testing concepts and examples of optimization strategies
5	**Digital Publishing and Web Content Management** • Web & digital publishing concepts and common internet terms • Digital content authoring and editing • Introduction to Web Content Management Systems (WCM) • Hands-on demo: Live blogging, microblogging tools, and platforms
6	**Mobile Media Ecosystem** • Introduction to mobile ecosystems, OS, and device compatibility • Understanding mobile user behavior and expectations • Marketing and distributing mobile applications • Revenue models for mobile apps (freemium, ads, in-app purchases)
7	**Introduction to Media Cost Management** • Overview of the Indian and global media industry • Importance of media cost control in a digital landscape • Comparison of media channels: Reach, frequency, cost effectiveness • Cost components and common budgeting pitfalls
8	**Budgeting and Forecasting for Media Campaigns** • Developing and managing media budgets (traditional vs digital) • Forecasting tools and scenario planning • Budget tracking and variance analysis • Real-life budgeting templates for digital campaigns
9	**Media Invoicing, Payments, and ROI Analysis** • Media invoicing workflows and documentation standards • Identifying and resolving invoicing disputes • Calculating media campaign ROI using analytics dashboards • Reconciliation techniques and automation in payment cycles
10	**Financial Reporting in Media Management** • Components of a media financial report • Interpreting financial statements and campaign summaries • Tools for developing media performance dashboards

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	• Hands-on activity: Creating a report for a mock campaign
11	**Emerging Trends in Media Finance & Cost Control** • AI in media buying and cost optimization • Programmematic advertising and cost efficiency • International cash management and short-term financing tools • Trends in global media financing and regulatory considerations
12	**Regulatory Frameworks, Ethical Guidelines, and Compliance in Digital Media** • Overview of digital advertising standards and compliance norms • Ethical considerations in digital content creation and media buying • Understanding privacy laws and data protection frameworks • Implications of non-compliance on media cost and brand reputation • Role of self-regulatory bodies and industry associations • Building an internal checklist for ethical and legal media operations

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Detscher, S. (2025). Praxishandbuch digitales Management [Practical Handbook of Digital Management]. Springer Gabler.
2. Kline, D., Burstein, D., De Keijzer, A. J., & Berger, P. (2005). *Blog!: How the newest media revolution is changing politics, business, and culture*. CDS Books.
3. Hill, S., & Bradshaw, P. (2019). *Mobile first journalism: Producing news for social and interactive media*. Routledge.
4. Gupta, K. P. (2009). *Cost management: Measuring, monitoring & motivating performance*. Global India Publishing.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Media Production and Entertainment Management			Course Code: OMMBA2061L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive understanding of the media production process across film, television, and digital platforms, along with in-depth insights into the Indian entertainment industry. It explores production stages, distribution dynamics, strategic and marketing frameworks for films, and the growing impact of OTT platforms, music, TV, and gaming industries. The course also emphasizes financial reporting, evolving consumer behavior, and regulatory aspects, offering learners a practical and strategic perspective on managing media and entertainment businesses.

Course Objectives:

1. To understand the foundational concepts, stages, and terminology related to media production and consumption across various formats.
2. To evaluate the structure, trends, and revenue sources of the Indian film and entertainment industry.
3. To analyze the strategic and marketing considerations involved in the production and distribution of films and other media content.
4. To assess the role of emerging digital platforms including OTT, music, television, and gaming in reshaping content creation and audience engagement.
5. To explore the legal, ethical, and regulatory framework governing the Indian entertainment sector and its relevance in the digital age.

Course Outcomes:

CO1: Recall and describe the different types of media production and their characteristics. (R)
CO2: Understand the various stages of the media production process and their interdependence. (U)
CO3: Apply knowledge of media consumption patterns to real-world content planning and distribution. (A)
CO4: Analyze the positioning of films and OTT platforms within the global entertainment industry. (An)
CO5: Evaluate legal, ethical, and cultural dimensions in the functioning of the music, television, and gaming industries. (E)
CO6: Create integrated media strategies using critical thinking for content development and cross-platform distribution. (C)

Detailed Syllabus:

Unit	Description
1	**Introduction to Media Production and Consumption** • Overview of media production and consumption • Importance in the media industry • Key terminologies and concepts

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	• Introduction to the Indian entertainment landscape
2	**Types of Media Production** • Film production • Television production • Digital media production • Cross-comparison of production format
3	**Stages of Media Production** • Concept development • Pre-production • Production • Post-production • Coordination across stages
4	**Distribution Channels and Platforms** • Traditional vs. digital distribution • Emerging platforms • Distribution lifecycle in media and entertainment • OTT, theatrical, and satellite models
5	**Factors Influencing Media Consumption** • Audience demographics and behavior • Media platform preferences • Cultural trends, technology, and their impact • Shifts in consumption patterns post-OTT boom
6	**Indian Film Industry: Structure and Economics** • Contribution to overall M&E industry • Language-wise market share • Revenue sources: theatrical, home video, satellite, ancillary • Lifecycle of a film
7	**Strategic Planning in Film Production** • Content strategy as a business plan • Talent engagement and commercials • Director's role and deliverables • Milestone-based disbursement • Non-theatrical rights (Satellite, Digital, Music) • Pricing factors: cast, genre, director
8	**Film Marketing and Release Planning** • Film marketing campaigns • Budgeting and communication strategy • Importance of trailers, music, PR • Platform-specific customization: TV, Print, Radio, Social Media • Box Office metrics: GBOC, NBOC, distribution share
9	**Domestic and Overseas Distribution** • India theatrical territory breakdown and major players

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	• Overseas market: diaspora vs. non-diaspora • Traditional and new-age international distribution strategies
10	**OTT Platforms and Changing Industry Dynamics** • Star system and OTT influence • Budgeting and investment shifts • Pre-production to greenlighting on OTT • Role of Creative Producer • Global vs. national OTT market strategies
11	**Music, Television, and Gaming Industry** • Indian music industry dynamics • Television ecosystem and TRPs • Gaming culture and monetization • Future of the entertainment industry with cross-media integration
12	**Laws, Ethics, and Financial Reporting in Entertainment** • Financial reporting practices in production • IP rights and post-cycle monetization • Cinematograph Act and key provisions • CBFC and industry censorship • Ethical issues in digital and traditional content

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Ryu, S. (2024). Media and entertainment industry management. Taylor & Francis.
2. Kindem, G., & Musburger, R. B. (2012). *Introduction to media production: The path to digital media production* (4th ed.). Taylor & Francis.
3. Lieberman, A., & Esgate, P. (2013). *The definitive guide to entertainment marketing: Bringing the moguls, the media, and the magic to the world.* Pearson Education.
4. Ulin, J. C. (2019). *The business of media distribution: Monetizing film, TV, and video content in an online world* (3rd ed.). Taylor & Francis.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Sports, Events, and Entertainment Marketing			Course Code: OMMBA2062L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides an in-depth understanding of the evolving dynamics of the sports, events, and entertainment industries with a special focus on media, branding, and marketing strategies. By integrating the fundamentals of the sports media industry with event marketing and branding, learners will explore the political economy of media, the cultural influence of sports, event planning, promotion, and the impact of emerging digital technologies. Real-world case studies such as the IPL, Olympics, Dream11, and entertainment events provide applied learning throughout the course.

Course Objectives:

1. Understand the evolution and interrelationship of the sports, media, and entertainment industries.
2. Analyze various media platforms and their roles in shaping sports consumption and event promotion.
3. Explore the socio-cultural dimensions of sports and how they influence identity, politics, and fandom.
4. Apply marketing and branding strategies across different types of events and entertainment platforms.
5. Evaluate recent technological trends and their impact on event promotion, audience engagement, and virtual experiences.

Course Outcomes:

CO1: Describe key concepts and foundational ideas within the domains of media, sports, and event industries. *(R)*

CO2: Explain the dynamic interrelationships between media platforms and the sports industry, including aspects of sports journalism, advertising, and commentary. *(U)*

CO3: Apply theoretical frameworks of branding and marketing in the context of event planning, scheduling, and promotional strategies. *(A)*

CO4: Analyze the political economy of sports media and the influence of culture, identity, and politics on mega sporting events. *(An)*

CO5: Evaluate the effectiveness of various media platforms and technologies—such as social media, apps, AR/VR, and mobile tools—in event promotion and hybrid engagement. *(E)*

CO6: Create integrated marketing and branding strategies for events and sports entertainment by drawing insights from industry trends and consumer behavior. *(C)*

Detailed Syllabus:

Unit	Description
1	**Introduction to the Media and Sports Industry** • Rise of mass media and evolution of sports • From playful self-development to globalized, mediatized sport • Overview of the sport media industry

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	• Political economy of sports media • Relationship between media and sports industries • Introduction to sports advertising
2	**Sports Journalism and Event Management** • Overview of sports journalism and sports commentary • Sports event management: structures and strategies • Case Study: *Indian Premier League (IPL)*
3	**Platforms for Sports Media** • Evolution and operation of sports media across: ○ Press, radio, TV, digital • Role of mobile apps and streaming platforms • Case Studies: Cricinfo and Dream11
4	**Sports and Culture** • Sports as soft power and a tool of diplomacy • Influence of sports on gender, race, religion, nationalism • Mega events: Olympics and FIFA World Cup
5	**Indian Sports Media Landscape** • Overview of the sports industry in India • Size and scope of the Indian sports media industry • Rise of E-sports and gaming in India • Understanding sports fandom • Case Study: *Sportsperson as Brand — Michael Jordan and Virat Kohli*
6	**Fundamentals of Marketing and Branding for Events** • Basic terms and concepts: marketing and branding • Introduction to media planning and selection • Functions of branding and visual identity • Logo, mission, and values in branding • Brand theory in marketing
7	**Event Design and Planning Essentials** • The 5 Cs of event designing • Scheduling and technical requirements (lighting, A/V) • Logistics and supplier management • Phases: Pre, During, and Post-event
8	**Event Layout, Theme, and Audience Targeting** • Venue selection and audience analysis • Layout and theme planning • Designing backdrops, banners, décor, and ambience
9	**Entertainment, Media, and Sponsorship in Events** • Entertainment and catering at events • Various media for event promotion: ○ Press, radio, TV, digital, social media • Comparison of each media's relevance and effectiveness

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	• Event sponsorships and ROI
10	**Event Marketing and Promotion Strategies** • Event marketing lifecycle • Developing event-specific promotional campaigns • Role of influencers and digital storytelling in event promotions
11	**Evaluating Events and Marketing Outcomes** • Basics of evaluation process • Establishing tangible goals and KPIs • Evaluation from the perspectives of: • Event organizers • Clients and sponsors
12	**Emerging Trends in Sports and Event Marketing** • Rise of virtual and hybrid events • Application of AR and VR in event experiences • Use of AI in the event and sports marketing industries • Role of mobile technology in participation and engagement • Social media as a real-time promotion and engagement tool
Prescribed Textbooks: ELM/SLM as prescribed by the BU-CDOE	
Reference Books: 1. Kaser, K., & Oelkers, D. B. (2021). Sports and entertainment marketing (5th ed.). Cengage Learning. 2. Raney, A. A., & Bryant, J. (2019). *Handbook of sports and media*. Routledge. 3. Golovinski, M. (2011). *Event 3.0: How Generation Y & Z are re-shaping the events industry*. Lulu.com.	

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Media Analytics and Distribution Strategy			Course Code: OMMBA2063L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description This course explores the evolving landscape of media distribution in the digital age, focusing on strategies to optimize delivery across platforms and geographies. It delves into emerging trends, technological disruptions, audience segmentation, and global distribution challenges. The course also examines the strategic application of automation, artificial intelligence, and cross-platform solutions, along with essential elements of rights management, risk assessment, and team coordination. It prepares learners to make informed decisions in a rapidly transforming global media environment

Course Objectives:

1. To introduce the theoretical foundations and historical evolution of media research, highlighting key paradigms and audience measurement techniques.
2. To equip learners with practical skills in conducting primary and secondary media research, including both qualitative and quantitative analysis methods.
3. To explore digital and social media marketing platforms, tools, and analytics relevant to media planning, content development, and performance tracking.
4. To provide comprehensive knowledge of content creation strategies tailored for multi-platform media distribution, including SEO and influencer content.
5. To examine the ethical considerations, global challenges, and future trends in media distribution, including the role of automation and cross-platform strategies.

Course Outcomes:

CO1: Develop a comprehensive understanding of media industries and the principles of media marketing and distribution. *(U)*

CO2: Apply different types of media research methods and analyze audience and user findings effectively. *(A)*

CO3: Demonstrate awareness of significant risk and ethical issues associated with the conduct of media research and distribution. *(R)*

CO4: Explore the various elements of media marketing and distribution, from media planning fundamentals to global distribution complexities. *(An)*

CO5: Examine the operational and strategic aspects of media campaigns, including content, channels, and analytics. *(C)*

CO6: Evaluate the role of media planning, research, and performance assessment in campaign success, with emphasis on digital, social, and mobile media landscapes. *(E)*

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Detailed Syllabus:

Unit	Description

1	**Evolution of Media Research and Measurement Techniques** • Evolving theoretical background of media research • Media effects and media usage theories • Paradigm shifts in media research • Measuring media usage and exposure • Audience metrics for print and electronic media
2	**Foundations of Media Marketing and Distribution** • The role of media in marketing and distribution • Interplay between media research and distribution planning • Basics of media planning and budgeting • Evaluation methods in media marketing
3	**Primary Research Techniques in Media Analytics** • Baseline surveys: design and implementation • Behavioral change research methodologies • Brand perception and communication effectiveness studies • End-line surveys and policy/social research in media
4	**Secondary Research and Industry Landscape Analysis** • Competition and industry landscape research • Media coverage and messaging matrix • Policy and regulatory landscape • Social media research and campaign analysis
5	**Quantitative Media Analysis Techniques** • Share of Voice (SOV) and Reporting Genres • Visibility by publication, coverage spread, and placement • Audience reach metrics and interpretation • Data capture techniques in digital platforms
6	**Qualitative Media Analysis Techniques** • Tonality analysis and spokesperson prominence • Key coverage highlights and trend identification • Comparative content analysis • Triangulation of quantitative and qualitative findings
7	**Digital and Social Media Marketing Tools** • Social media platforms and audience targeting • SEO (Search Engine Optimization) and SMO (Social Media Optimization) • Paid vs. organic digital marketing • Introduction to Google Analytics and campaign metrics
8	**Content Creation for Media Distribution and Promotion** • SEO-optimized content writing • Platform-specific content strategies (YouTube, Instagram, LinkedIn, etc.) • Influencer-driven and user-generated content • Visual and copy elements for compelling social media posts
9	**Multi-Channel and Cross-Platform Distribution Strategies** • Multi-channel content planning and deployment

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	• Cross-platform media distribution models • Role of OTT and streaming platforms in modern media marketing • Integration of earned, owned, and paid media
10	**Analyzing Media Distribution Performance and Targeting** • KPIs for media distribution and promotion • Media optimization techniques • Target audience segmentation and behavior analytics • Case studies of successful distribution strategies
11	**Challenges in Global Media Distribution and Role of AI** • Global distribution logistics and rights management • Legal and regulatory challenges • Automation and AI in campaign targeting and distribution • Emerging technologies and their role in future media strategies
12	**Ethics in Media Research and Strategic Risk Management** • Ethics vs. morality in media research • Privacy, informed consent, and voluntary participation • Data security, confidentiality, and participant anonymity • Resolving ethical dilemmas • Team management and risk mitigation in media campaigns

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Gonçalves, A. (2025). Social media analytics strategy: Using data to optimize business performance. Apress.
2. Berger, A. A. (2017). *Media analysis techniques* (5th ed.). SAGE Publications.
– A foundational text for understanding media research paradigms, qualitative and quantitative analysis, and media effects.
3. Knecht, R. E., Jr. (n.d.). *Media marketing and distribution: A practical guide to the entertainment industry* (4th ed.). APA.
– Offers practical insights into digital marketing, content creation, distribution strategy, rights management, and trends in global media.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Media Planning and Buying			Course Code: OMMBA2064L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive understanding of media planning and media buying in both traditional and digital formats. It equips learners with foundational concepts, pricing models, negotiation strategies, and contemporary practices in media measurement and digital ad buying. The course also explores the structure and dynamics of media channels including television, print, outdoor, and emerging digital platforms. By the end of the course, learners will be able to create, analyze, and optimize media plans using both conventional metrics and modern digital KPIs.

Course Objectives:

1. To familiarize learners with core concepts, terminology, and roles involved in media planning and selection.
2. To explore various media types, their characteristics, and their strategic use in ATL, BTL, and digital campaigns.
3. To understand pricing models and negotiation strategies for both traditional and digital media properties.
4. To analyze and apply media measurement tools, including GRPs, TRPs, CPM, and reach-frequency metrics.
5. To develop competency in digital media planning and buying, including SEO, SEM, programmematic platforms, and cost-efficiency models.

Course Outcomes:

CO1: Gain insights into the process of media planning and buying. *(U)*
CO2: Acquire theoretical knowledge on the media planning and buying. *(R)*
CO3: Examine the industry aspects of media planning and buying. *(An)*
CO4: Explore the recent trends in media planning and buying, especially about the digital sphere. *(E)*
CO5: Apply appropriate media measurement and pricing strategies in both traditional and digital formats. *(A)*
CO6: Create integrated media plans using a mix of ATL, BTL, and digital channels with a focus on cost-efficiency and effectiveness. *(C)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Media Planning and the Role of Media Planners** • Basic terms and concepts in media planning • Functions of media planning in advertising • Roles and challenges faced by media planners • Understanding the media brief and media audit • Introduction to NCCS and BARC Grid

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2	**Overview of Media Types – Traditional and Emerging** • Characteristics of major media forms (TV, radio, print, digital) • ATL vs. BTL media • The rise of the Internet as "The Big Medium" • Role of electronic media in planning • Introduction to outdoor and transit advertising
3	**Deep Dive into Print, TV, Radio, Outdoor, and Transit Media** • Strengths and weaknesses of each medium • Audience segmentation and message adaptation • Case studies: Effective media selection across industries • Media synergy: combining multiple platforms
4	**Pricing of Media Properties – Traditional Media** • Understanding pricing models in media • Spot buys, syndicated buys, sponsorships • Associate sponsorships and package deals • Pricing for TV, radio, and print media • Real-world media rate card analysis
5	**The Communication Mix and Innovative Media Tactics** • Events and sponsorships • Merchandising and point-of-purchase advertising • In-film advertising and mobile advertising • Ambient advertising • Integrating traditional and ambient strategies
6	**Media Buying – Negotiation Skills and Persuasion Techniques** • Negotiation strategies in media buying • The laws of persuasion in closing media deals • Role-play activity: Simulated negotiation between brand and media seller • Case examples of successful negotiation campaigns
7	**Introduction to Media Measurement and Industry Metrics** • Definitions and importance of Reach and Frequency • Understanding GRPs, GVT Ratings, TRPs, TVTs, and Impressions • Cost-efficiency metrics: CPM, CPR, and ROI • Introduction to Circulation/Readership/AIR
8	**Advanced Media Metrics and Performance Indicators** • Selectivity Index and its strategic use • Share of Voice (SOV): benchmarking brand visibility • Calculating Cost Per Rating Point (CPRP) • Interpreting cross-media metrics • Tools used by media planners: BARC, IRS, TAM
9	**Digital Media Planning Fundamentals** • Introduction to SEO and SEM in media planning • Mobile advertising trends and strategy • Email marketing metrics: CPO, CPS, CPL

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	• Cost per visit, click, transaction, and form fill • Media funnel for digital campaigns
10	**Advanced Digital Media Planning Tools and Integration** • Cross-platform planning: social, mobile, search, display • Geo-targeting, personalization, and audience insights • Multi-touch attribution in campaign performance • Tools: Google Ads Planner, Meta Ads Manager, SEMrush
11	**Digital Media Buying – Concepts and Execution** • Paid, owned, and earned media explained • Direct buys from publishers and platforms • Introduction to programmematic buying • Real-Time Bidding (RTB) and DSP platforms • Cost models: CPA, PPA, CPC, CPL
12	**Future Trends in Media Planning & Final Project Presentation** • Emerging trends: AI in media planning, automation, data-driven strategy • Ethical considerations in media buying • Review of entire media planning workflow • Learner-led presentations of a simulated media plan & buying strategy

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Severin, C., & Tankard, J. (2022). Media Planning & Buying in the 21st Century (4th ed.). Routledge.
2. Geskey, R. D. (2014). *Media planning & buying in the 21st century* (2020 ed.). Marketing Communications LLC.
3. ICFAI University Press. (2006). *Media planning: From recency to engagement*. ICFAI University Press.
4. Katz, H. (2022). *The media handbook: A complete guide to advertising media selection, planning, research, and buying* (7th ed.). Taylor & Francis.

Electives - Logistics & Supply Chain Management

Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Supply Chain Management and Sustainability Analytics			Course Code: OMMBA2065L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides a comprehensive understanding of supply chain management (SCM) fundamentals and integrates sustainability analytics to prepare learners for modern, resilient, and green supply chains. It covers traditional SCM domains such as logistics, forecasting, procurement, transportation, warehousing, and performance management frameworks, alongside sustainability-focused topics including climate change, green sourcing, sustainable transportation, and closed-loop supply chains. By integrating analytics into every step—forecasting, transportation, sourcing, inventory, and warehousing—the course enables learners to critically evaluate and optimize supply chains for efficiency, resilience, and environmental impact.

Course Objectives:

1. To provide a comprehensive overview of supply chain and logistics management, including modern trends and sustainability imperatives.
2. To develop an understanding of materials forecasting, inventory planning, procurement strategies, transportation, and warehousing within a sustainable supply chain framework.
3. To analyze the role of sustainability and climate change in shaping global supply chains and apply international standards and agreements to supply chain practices.
4. To apply analytics in green sourcing, transportation optimization, inventory planning, warehousing, and closed-loop supply chain systems.
5. To evaluate supply chain performance using frameworks like SCOR, with emphasis on continuous improvement and sustainability goals.

Course Outcomes:

CO1: Appreciate the evolution of Supply Chain Management as a discipline and analyze a firm's operations in an integrated and unified manner. *(An)*

CO2: Understand the links between operations strategies, competitive priorities, and supply chain choices. *(U)*

CO3: Examine the role of inventory management, logistics, information technology, and infrastructure in the effective design and management of supply chains. *(E)*

CO4: Design efficient and effective supply chains to address a variety of business situations with an emphasis on sustainability. *(C)*

CO5: Apply advanced analytical tools and techniques for sustainable supply chain management, including forecasting, sourcing, and network optimization. *(A)*

CO6: Apply tools and techniques in waste reduction, recycling, and reverse logistics to support closed-loop supply chain practices. *(R)*

Detailed Syllabus:

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Unit	Description
1	**Introduction to Modern Supply Chains and Sustainability** • Supply chain overview • Role of logistics in SCM • Modern trends in supply chain and logistics • Sustainability in supply chains and logistics • Digital supply chain management • Supply chain resilience, agility, risk, and uncertainty
2	**Global Sustainability Context in Supply Chains** • Climate change and greenhouse gas emissions trends • UNFCCC reports and international agreements (Kyoto Protocol, Paris Agreement – Essential Elements) • Sustainable Development Goals (SDGs) and their implications on SCM • Renewable and non-conventional sources of energy in supply chains
3	**Supply Chain Configuration and Outsourcing** • Supply chain configuration basics • Concepts of 3PL (third-party logistics) and 4PL (fourth-party logistics) • Vendor management, partnerships, and alliances • Role of procurement in sustainable supply chains • Procurement process flows and sourcing strategies
4	**Materials Forecasting – Qualitative Approaches** • Qualitative forecasting theories • Forecasting panels and thought leaders • Delphi technique • Forecasting error identification and bias reduction
5	**Materials Forecasting – Quantitative Approaches and Inventory Planning** • Seasonal demand forecasting • Moving average and weighted moving average • Exponential smoothing • Determining Economic Order Quantity (EOQ) • Reorder points and replenishment strategies (Make-to-stock, Make-to-order, Assemble-to-order)
6	**Analytics for Green Sourcing and Inventory** • Green purchasing principles and practices • Life cycle cost assessment (LCCA) and analytics • Spend analysis in sourcing • Simulation for inventory planning and control • Analytics for sustainable supply chain network optimization
7	**Transportation and Fleet Management in Logistics** • Definition and objectives of fleet management • Transportation modes and cost structures • Optimized routing and cubing • Incoterms for international commerce
8	**Analytics for Sustainable Transportation**

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	• Classification and impact of sustainable transportation • Technological and regulatory initiatives in green transportation • Vehicular emission analysis and carbon footprint assessment • Decision models for transportation mode selection • Analytics for route optimization and low-carbon transport planning (urban sector focus)
9	**Warehousing and Reverse Logistics in Supply Chains** • Warehousing network design and space configuration • Value-adding activities: stockpiling, spot stocking, assortments • Cross-docking, break bulking, consolidation, mixing, postponement, assemble-to-order • Warehousing equipment and tools • Reverse logistics: concepts and applications
10	**Warehousing Analytics and Applications** • Analytics for sustainable warehousing operations • Warehouse efficiency and optimization metrics • Applications of analytics in space utilization, labor productivity, and energy efficiency • Role of warehousing in closed-loop supply chains
11	**Closed-Loop Supply Chains and Circular Economy** • Reverse logistics applications and waste collection heuristics • Disposal, recycling, and circularity models • Improving social and environmental performance in global supply chains • Case examples of circular economy-driven SCM
12	**Supply Chain Performance Management (SCOR Framework)** • Overview of the SCOR framework • Identifying Level 1, 2, and 3 SCOR metrics • Customizing Level 4 SCOR metrics • Setting performance targets for supply chains • Continuous performance improvement with sustainability integration

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Hossain, N. U. (2023). Data analytics for supply chain networks: Enhancing sustainability and resilience. Springer.
2. Morana, J. (2013). *Sustainable supply chain management*. Wiley Publications.
3. Krmac, E. (2016). *Sustainable supply chain management*. IntechOpen.
4. Slack, N., Chambers, S., & Johnston, R. (2007). *Operations management* (5th ed.). Prentice Hall FT.
5. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava, S. K. (2015). *Operations management: Processes and supply chains* (9th ed.). Pearson Education.
6. *Supply chain management*. (2008). Pearson Education India.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Transportation and Multimodal Logistics Management			Course Code: OMMBA2066L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides an integrated understanding of transportation, distribution, and multimodal logistics management in the global supply chain context. It covers transportation systems, distribution channels, and facility location alongside in-depth exploration of multimodal transport modes, intermodal operations, risk management, and sustainable practices. Quantitative modeling techniques and digital technologies such as GPS, TMS, blockchain, and IoT are emphasized for optimizing networks and improving efficiency. Learners will also explore the economic, environmental, and social impacts of multimodal transportation, preparing them to design resilient, efficient, and sustainable logistics solutions.

Course Objectives:

1. To introduce learners to the fundamentals of transportation systems, distribution management, and multimodal logistics in global supply chains.
2. To examine the characteristics, infrastructure requirements, and decision factors associated with various modes of transport including road, rail, air, sea, inland waterways, and pipelines.
3. To develop an understanding of intermodal and multimodal transport operations, network design, facility location, warehousing, and distribution strategies.
4. To provide knowledge of quantitative models, optimization techniques, risk management approaches, and technology applications in transportation and logistics.
5. □ To evaluate the economic, environmental, and social impacts of multimodal transportation, with emphasis on sustainability and global best practices.

Course Outcomes:

CO1: Understand the role of transportation and distribution in the supply chain and its impact on organizational efficiency and customer satisfaction. *(U)*

CO2: Analyze different modes of transportation and make data-driven decisions on route selection and transshipment for cost and efficiency optimization. *(An)*

CO3: Apply quantitative methods, including transportation problems and linear Programming, to optimize transportation costs and improve distribution networks. *(A)*

CO4: Evaluate the factors involved in facility location decisions, risk pooling, and distribution strategies to achieve sustainable supply chain management. *(E)*

CO5: Recall the concepts, importance, and integration of different modes in multimodal transportation systems. *(R)*

CO6: Design sustainable and innovative multimodal transportation networks by examining planning, operational, and economic aspects. *(C)*

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Detailed Syllabus:

Unit	Description
1	**Introduction to Transportation and Multimodal Logistics** • Overview of transportation systems • Key components of distribution systems • Types of distribution channels • Introduction to transportation management • Definition and concept of multimodal transportation • Evolution and importance of multimodal transportation in global supply chains • Benefits and challenges of multimodal logistics
2	**Key Players in Transportation and Multimodal Systems** • Shippers, carriers, freight forwarders, terminal operators • Roles in supply chain integration • Partnerships in global logistics • Governance and regulatory frameworks in multimodal logistics
3	**Road and Rail Transport in Logistics** • Road transport: types of vehicles, infrastructure, cost considerations • Rail transport: freight and passenger trains, infrastructure role • Comparative analysis: road vs. rail for freight movement • Route selection and impact on efficiency
4	**Air, Sea, Inland Waterways, and Pipeline Transport** • Air transport: cargo aircraft, airport infrastructure, speed vs. cost • Sea transport: containerships, tankers, bulk carriers; port infrastructure • Inland waterways: rivers, canals, and infrastructure limitations • Pipeline transport: oil, gas pipelines and safety aspects • Role of these modes in global and domestic supply chains
5	**Transportation Modes, Selection, and Network Design** • Factors affecting mode selection (cost, speed, reliability, risk) • Route selection models and network design principles • Transshipment and network flow optimization • Comparative decision-making frameworks for mode choice
6	**Intermodal and Multimodal Transport Operations** • Concepts and definitions of intermodal transportation • Types: containerization, piggybacking, Ro-Ro (roll-on/roll-off) • Key components: terminals, containers, specialized equipment • Documentation and procedures in intermodal operations • Challenges and opportunities
7	**Quantitative Techniques in Transportation** • Transportation problem formulation and solutions • Linear Programming applications in logistics optimization • Network models and shortest route problem • Case applications of quantitative methods in logistics

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8	**Multimodal Transport Planning and Design** • Factors influencing multimodal planning (demand, supply, cost, time, risk) • Designing multimodal transport networks • Route planning and selection across modes • Scheduling and synchronization in multimodal operations • Capacity planning and resource allocation
9	**Facility Location, Warehousing, and Distribution Design** • Facility location analysis methods • Warehousing network design and space configuration • Warehouse management and inventory control in distribution • Distribution network optimization strategies
10	**Risk Management and Sustainable Distribution Strategies** • Risk management in transportation and logistics • Risk pooling in distribution systems • Sustainable transportation practices • Designing resilient distribution strategies for global supply chains
11	**Technology and Information Systems in Multimodal Logistics** • Role of technology in multimodal efficiency • Transportation Management Systems (TMS) • Global Positioning Systems (GPS) and tracking technologies • Blockchain applications in multimodal transport • Internet of Things (IoT) in logistics optimization
12	**Economic, Environmental, and Social Impacts of Multimodal Logistics** • Economic impacts: cost savings, job creation, trade growth • Environmental impacts: greenhouse gas emissions, pollution, noise • Social impacts: safety, congestion, community engagement • Sustainable multimodal transport solutions • Future of multimodal logistics and sustainability

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Munim, Z. H., & Schramm, H-J. (2024). Global supply chains and multimodal logistics: Emerging research and opportunities. IGI Global.
2. Chopra, S., & Meindl, P. (2007). *Supply chain management: Strategy, planning, and operation* (3rd ed.). Prentice Hall.
3. Chopra, S., & Meindl, P. (2016). *Supply chain management: Strategy, planning & operation*. Pearson.
4. Lamming, R. (2016). *Logistics and supply chain management*. Routledge.
5. Novack, R. A., Gibson, B., & Coyle, J. J. (2018). *Transportation: A global supply chain perspective* (9th ed.). Cengage Learning.

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Programme Name: Master of Business Administration				Semester: 3	
Course Name:	Warehousing, Inventory, and Distribution Management			Course Code: OMMBA2067L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides an in-depth exploration of warehousing, inventory, and distribution management as critical components of modern supply chains. It covers fundamentals such as warehouse operations, layouts, KPIs, shipping and packaging, and warehouse location strategies, while integrating cutting-edge technologies and sustainable practices. Learners will be equipped to evaluate traditional warehousing methods and apply advanced tools like Warehouse Management Systems (WMS), IoT, robotics, automation, and data-driven decision-making to design efficient, resilient, and customer-centric warehousing and distribution systems.

Course Objectives:

1. To introduce learners to the principles, processes, and types of warehousing, and their role in efficient distribution management.
2. To develop an understanding of warehouse layouts, space utilization strategies, and effective material handling techniques.
3. To analyze and apply warehouse performance metrics (KPIs) to monitor and improve operational efficiency.
4. To examine packaging, picking, and shipping strategies in enhancing customer service and e-commerce fulfillment.
5. To evaluate location strategies and decision-making tools for selecting optimal warehouse sites in a competitive and sustainable supply chain environment.

Course Outcomes:

CO1: Assess the concepts of warehouse management. *(U)*
CO2: Design and formulate strategic warehouse plan encompassing location selection. *(c)*
CO3: Evaluate the operational intricacies of warehouse management and apply key performance indicators (KPIs) to optimize performance. *(E)*
CO4: Examine the potential risks associated with warehouse operations, packaging, and picking strategies. *(An)*
CO5: Integrate advanced technological tools and software applications relevant to warehouse management systems. *(A)*
CO6: Analyze best global perspectives in warehousing, distribution management, and cold chain management. *(R)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Warehousing and Distribution Management** • Introduction to Warehousing: importance & benefits • Warehouse vs. Godowns (traditional vs. modern facilities)

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	• Warehouse processes overview • Role of Distribution Centers in supply chains
2	**Types of Warehouses and Operations** • Centralized vs. decentralized warehouses • Types of warehouses (public, private, bonded, cooperative, smart warehouses) and their characteristics • Types of warehouse operations (receiving, storage, order picking, shipping) • Emerging concept: On-demand & fulfillment warehouses for e-commerce
3	**Warehouse Management Systems (WMS) and Digital Tools** • Introduction to WMS and its functions • Integration of WMS with ERP & supply chain systems • IoT-enabled warehouses (real-time visibility, smart sensors) • Robotics, drones, and automation in warehouse operations
4	**Warehouse Layouts and Design Principles** • Warehouse layouts: U-flow, L-flow, straight-line layouts • Layout design tips and space optimization principles • Storage plans and slotting for efficiency • New-age concept: Dark warehouses (fully automated)
5	**Space Utilization and Material Handling** • Types of pallets and racking systems • Stacking vs. racking; honeycombing issues • Accessibility vs. space efficiency • Warehouse location numbering and space calculations • Tools: Automated Storage & Retrieval Systems (AS/RS)
6	**Warehouse Metrics and Performance Management** • Inventory KPIs (stock accuracy, turnover ratios) • Picking KPIs (order accuracy, pick rate per hour) • Distribution KPIs (on-time delivery, fill rate) • Receiving KPIs, Putaway KPIs • Safety and culture KPIs • E-commerce KPIs (order cycle time, return rate)
7	**Warehouse Picking Strategies** • Picking methods: single order, batch, zone, wave, cluster picking • Technology-driven picking: pick-to-light, voice picking, RFID-enabled systems • Impact of picking strategies on fulfillment speed and accuracy
8	**Packaging and Shipping Operations** • Packaging functions in warehousing & distribution • Sustainable packaging materials and practices • Shipping processes: documentation, labeling, consolidation • Last-mile delivery challenges and solutions in e-commerce
9	**Advanced Shipping, Packaging & Customer-Centric Logistics** • Value-added packaging and branding in customer experience • Benefits of efficient shipping & packaging • Reverse logistics in packaging & returns management

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10	**Warehouse Location Strategies – Fundamentals** • Importance of warehouse location in supply chain competitiveness • Selection criteria: proximity to markets, suppliers, transport hubs • Step-by-step procedure for selecting a site • Factor rating method
11	**Quantitative Models for Location Selection** • Factor weight rating system • Center of Gravity method (COG) with practical examples • Warehouse location median model • GIS and digital tools for modern location analysis
12	**Future Trends in Warehousing, Inventory, and Distribution** • AI, Big Data, and digital twins in warehouse planning • Blockchain for distribution visibility and trust • Green warehousing and sustainable logistics practices • Omni-channel warehousing & fulfillment for e-commerce

Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Richards, G. (2025). Warehouse management: A complete guide to improving efficiency & minimizing costs in the modern warehouse (5th ed.). Kogan Page.
2. Christopher, M. (2016). *Logistics and supply chain management* (5th ed.). Pearson.
3. Kapoor, S. K., & Kansal, P. (2003). *Basics of distribution management: A logistics approach*. PHI Learning Pvt. Ltd.
4. Myerson, P. A. (2015). *Lean warehousing: Enhancing storage capabilities and processes*. McGraw-Hill Education.
5. Narayan, P., & Subramanian, J. (2009). *Inventory management: Principles and practices*. Excel Books India.
6. Tompkins, J. A., & Smith, J. D. (1998). *The warehouse management handbook* (2nd ed.). Tompkins Press.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Logistics Strategy and Documentation Systems			Course Code: OMMBA2068L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course provides an integrated understanding of logistics strategy, planning, and documentation systems as essential enablers of efficient and compliant global supply chains. It covers the fundamentals of logistics strategy, cost and financial management, digital innovation, and sustainable practices alongside the critical role of logistics documentation in trade, compliance, and operational execution. With emphasis on both strategic frameworks and documentation technologies, learners will gain expertise in designing logistics strategies aligned with business goals and managing digital documentation systems that ensure transparency, compliance, and efficiency in global logistics.

Course Objectives:

1. To develop a foundational understanding of logistics strategy and its alignment with business goals.
2. To equip learners with tools for strategic logistics planning, cost management, and financial decision-making.
3. To examine the role of legal, regulatory, and compliance frameworks in logistics documentation.
4. To apply digital technologies and innovative solutions for managing logistics strategy and documentation systems.
5. To evaluate global best practices, sustainability imperatives, and emerging trends in logistics strategy and documentation

Course Outcomes:

CO1: Analyze the role of logistics in supporting business strategy and align logistics functions with organizational goals to drive competitive advantage. *(An)*

CO2: Design and implement strategic logistics plans incorporating demand forecasting, capacity planning, and resource allocation. *(C)*

CO3: Evaluate cost structures in logistics and transportation by identifying cost drivers and areas for efficiency improvement. *(E)*

CO4: Understand the fundamentals of logistics documentation and its role in supply chain operations, including types of documents and legal frameworks. *(U)*

CO5: Apply technologies and automation tools to manage and optimize logistics documentation systems effectively. *(A)*

CO6: Identify emerging trends such as AI, IoT, and green logistics, and recall their impact on the evolution of logistics documentation and strategy in global supply chains. *(R)*

Detailed Syllabus:

Unit	Description
1	**Fundamentals of Logistics Strategy** • Introduction to logistics and supply chain management • Role of logistics in business strategy

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	• Key drivers of logistics strategy • Aligning logistics strategy with business goals • KPIs for logistics success
2	**Strategic Logistics Planning Framework** • Framework for strategic logistics planning • Demand forecasting and capacity planning • Transportation modes and their impact on logistics planning • Network design and optimization (warehousing & distribution) • Outsourcing vs. in-house logistics: decision models
3	**Cost Management and Financial Strategies in Logistics** • Cost structures in logistics and transportation • Strategies for cost reduction and efficiency improvement • Logistics budgeting and investment decisions • Risk management in logistics cost planning
4	**Technology and Innovation in Logistics Strategy** • Digital transformation: AI, IoT, big data analytics • E-commerce logistics: last-mile delivery strategies • Sustainable logistics practices and green supply chains • Blockchain for supply chain transparency • Ethical and regulatory considerations in global logistics
5	**Introduction to Logistics Documentation** • Overview of logistics and role of documentation • Importance of accurate and timely documentation in supply chains • Types of logistics documents: invoices, bills of lading, packing lists • Common challenges in logistics documentation
6	**Legal and Regulatory Aspects of Logistics Documentation** • International trade laws and documentation requirements • Customs documentation and compliance procedures • Overview of Incoterms and their application in logistics • Legal implications of inaccurate or missing documentation • Regulatory requirements for import/export documentation • Role of compliance in minimizing risks
7	**Tools and Technologies for Documentation Management** • Digital transformation in documentation (EDI, blockchain, cloud platforms) • Automation tools for data entry and processing • Software solutions for documentation (TMS, WMS, ERP systems) • Security and data privacy in digital documentation systems
8	**Documentation in Freight Forwarding and Transportation** • Freight forwarding documentation and processes • Transportation documents: bills of lading, waybills, manifests • Documentation in multimodal operations • Real-world examples of transportation documentation practices
9	**Documentation in Warehousing and Inventory Operations** • Warehouse and inventory documentation: receipts, reports, audits

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	• Role of documentation in reverse logistics and returns management • Auditing documentation in warehouse environments • Digital warehousing documentation workflows
10	**Best Practices in Logistics Documentation** • Best practices in maintaining and auditing documentation systems • Case studies: successful implementation of digital logistics documentation • Integrating compliance and audit requirements into strategy • Training personnel for documentation efficiency
11	**Future Trends in Logistics Strategy and Documentation** • Emerging trends: AI, IoT, and predictive analytics in logistics documentation • Digital twins in logistics strategy and operations • Blockchain-enabled smart contracts for logistics documentation • Sustainability in logistics documentation (paperless trade, carbon footprint audits)
12	**Integrated Logistics Strategy and Documentation Systems** • Bringing strategy and documentation together for competitive advantage • Designing a digital-first, sustainable logistics system • Case study analysis: Global companies implementing integrated logistics & documentation strategies

Prescribed Text Book: ELM/SLM as prescribed by the BU-CDOE

Reference Books:

1. Ballou, R. H. (2025). *Strategic logistics management* (8th ed.). Kogan Page.
2. Anderson, P. (2015). *Supply chain management and logistics: A practical approach*. Logistics Publications.
3. Brown, T., & Green, M. (Eds.). (2020). *Advances in global logistics and supply chain management*. Global Business Press.
4. Christopher, M. (2016). *Logistics and supply chain management* (5th ed.). Pearson.
5. Kapoor, S. K., & Kansal, P. (2003). *Basics of distribution management: A logistics approach*. PHI Learning Pvt. Ltd.
6. Smith, J. (2021). *Logistics documentation system: A comprehensive guide*. Logistics Press.

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Programme Name: Master of Business Administration				Semester: 4	
Course Name:	Purchasing and Inventory Management			Course Code: OMMBA2069L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description: This course explores the principles and practices of procurement, purchasing, sourcing, and inventory management within modern supply chains. It covers procurement objectives, strategies, and ethical considerations, along with purchasing systems, negotiation, supplier relationship management, and warehouse integration. The course further emphasizes inventory control models, material requirement planning, lean management, and material handling logistics. By combining traditional techniques with contemporary practices such as e-procurement, sustainable sourcing, and lean material management, learners will gain both conceptual knowledge and practical tools to effectively manage purchasing and inventory in dynamic supply chain environments.

Course Objectives:

1. To introduce the principles, objectives, and strategies of procurement, including sustainable and ethical practices.
2. To provide knowledge of purchasing structures, procedures, negotiation strategies, and supplier relationship management.
3. To analyze sourcing strategies, supplier selection processes, and their role in enhancing supply chain performance.
4. To develop an understanding of inventory types, control methods, and economic order quantity models for effective decision-making.
5. To examine material requirement planning, lean material management, and the role of material handling, logistics, and transportation in supply chain efficiency.

Course Outcomes:

CO1: Understand the role of procurement and purchasing in facilitating supply chain operations. *(U)*
CO2: Analyze key issues in procurement and apply new methods of procurement in organizations. *(An)*
CO3: Apply purchasing principles, procedures, and systems widely used in organizations. *(A)*
CO4: Evaluate inventory costs and the importance of safety stock in organizations. *(E)*
CO5: Create solutions using basic models of inventory management and apply them in real-time environments. *(C)*
CO6: Recall concepts of procurement and inventory management. *(R)*

Detailed Syllabus:

Unit	Description
1	**Introduction to Procurement** • Definition and scope of procurement • Principles, objectives, and strategies of procurement • Types of procurement (direct, indirect, global sourcing)
2	**Strategic, Sustainable, and Ethical Procurement**

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	• Strategic procurement and its impact on supply chains • Sustainable procurement practices (green and circular approaches) • Ethical procurement considerations (fair trade, transparency, compliance
3	**Procurement & Sourcing Management with Technology** • Procurement and sourcing integration • Role of procurement in supply chain competitiveness • Procurement technology and e-procurement platforms
4	**Purchasing Organization and Structures** • Purchasing organization and design • Centralized vs. decentralized purchasing • Importance of purchasing in SCM • Purchasing procedures and systems
5	**Purchasing Principles, Buyer-Seller Relations, and Negotiations** • Principles of purchasing management • Importance of buyer-seller relations in long-term partnerships • Negotiation factors, processes, and strategies • Price analysis and its role in purchasing
6	**Market Structures, Supplier Management, and Risk Sharing** • Understanding market structures and pricing implications • Supplier Relationship Management (SRM) • Supplier selection: auction and negotiation techniques • Supplier rating systems • Risk sharing and its effect on supply chain performance
7	**Sourcing Decisions and Strategic Sourcing** • Make-or-buy decisions and their implications • Strategic sourcing and global sourcing advantages • Role of sourcing in reducing costs and improving efficiency
8	**Warehousing and Distribution in Purchasing Systems** • Significance of warehousing in supply chain management • Elements of warehouse design • 7 principles of warehouse design • Safety and security considerations in warehousing
9	**Introduction to Inventory Management** • Role and importance of inventory in supply chains • Types of inventory (raw materials, WIP, finished goods, spares) • Purposes of inventory in balancing supply and demand • Inventory cost categories
10	**Inventory Control Methods and Demand Concepts** • Independent vs. dependent demand • Inventory control methods: perpetual, periodic, JIT • ABC, VED, and FSN analyses • Economic Order Quantity (EOQ) models and variations
11	**Advanced Inventory Approaches and Analytics**

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	• Pareto principle (80/20 rule) in inventory control • Safety stock and reorder point systems • Demand forecasting linkages to inventory control • Role of data analytics in inventory optimization
12	**Material Management and Logistics Integration** • Material Requirement Planning (MRP) concepts and tools • Lean material management practices • Material handling systems and technologies • Linkage of materials with logistics and transportation efficiency
Prescribed Text Books: ELM/SLM as prescribed by the BU-CDOE	
Reference Books: 1. Johnson, P. F., Monczka, R. M., Giunipero, L. C., Patterson, J. L., & Handfield, R. B. (2024). Purchasing and supply management (17th ed.). McGraw Hill. 2. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. K. (2014). *Service management: Operations, strategy, information technology* (8th ed.). McGraw Hill Education. 3. Gaither, N. (2016). *Production and operations management* (10th ed.). Dryden Press, Thomson Learning. 4. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava, S. K. (2015). *Operations management: Processes and supply chains* (9th ed.). Pearson Education. 5. Mahadevan, B. (2015). *Operations management: Theory and practices* (2nd ed.). Pearson Education. 6. Slack, N., Chambers, S., & Johnston, R. (2007). *Operations management* (5th ed.). Prentice Hall FT. 7. Stevenson, W. J. (2017). *Operations management* (9th ed.). Tata McGraw-Hill.	

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