

MBA 2 Year: 4th Semester (Total Credits: 28, Marks - 700)

Course Code	Course Title	Course ID	Theory Marks		Practical Marks		Total Marks	Credits
			External Marks	Internal Marks	External Marks	Internal Marks		
Core Courses								
244MGCC1	Entrepreneurship and Innovation OR Equivalent MOOC Course	241/MBA/CC401	70	30	-		100	4
244MGCC2	Business Environment & Sustainability OR Equivalent MOOC Course	241/MBA/CC402 [#]	70	30	-	-	100	4
Multidisciplinary Course								
	To be picked up from the pool OR Equivalent MOOC Course*							3
*Each student is required to opt at least one course from MOOC for equivalent course credits. It is mandatory for the student to submit passing certificate of the same to the department, to be able to appear for the viva. For MOOC courses, 50 marks will be for the certificate earned (external practical) and 25 marks will be allotted on the basis of internal (internal practical) viva.								
Ability Enhancement Course								
	To be picked up from the pool*						50	2
Internship/ Dissertation/ Research Project								
244MGIDR1	Specialization based Research Project	241/MBA/ID401	-	-	100	50	150	6
Discipline Specific Elective Course^{###}								
244MGDSE5	Global Marketing	241/MBA/DS402 ^{**}	50	25				
244MGDSE6	Financial Technology	241/MBA/DS404 ^{**}	50	25	-	-	75	3

244MGDSE7	HR Tech	241/MBA/DS406**	50	25			75	3
244MGDSE8	Technology & Supply Chain Management	241/MBA/DS408**	50	25	-	-		
Specialization Specific Elective Courses: Marketing Management^{###}								
244MGMM1	Marketing Analytics	241/MBA/SS401	50	25	-	-	75	3
244MGMM2	Sales & Distribution Management	241/MBA/SS402	50	25	-	-		
244MGMM3	Brand Management	241/MBA/SS403	50	25	-	-		
244MGMM4	Neuro Marketing	241/MBA/SS404	50	25	-	-		
Specialization Specific Elective Courses: Financial Management^{###}								
244MGFM1	Forex & Derivatives Management	241/MBA/SS405	50	25	-	-	75	3
244MGFM2	Corporate Tax Planning	241/MBA/SS406	50	25	-	-		
244MGFM3	Project Management	241/MBA/SS407	50	25	-	-		
244MGFM4	Neuro Finance	241/MBA/SS408	50	25	-	-		
Specialization Specific Elective Courses: Human Resource Management^{###}								
244MGHRM1	HR Analytics	241/MBA/SS409	50	25	-	-	75	3
244MGHRM2	Employee Relations & Compliance Management	241/MBA/SS410	50	25	-	-		
244MGHRM3	Cross Cultural Management	241/MBA/SS411	50	25	-	-		

244MGHRM4	Neuro HRM	241/MBA/SS412	50	25	-	-		
Specialization Specific Elective Courses: Operations and Supply Chain Management^{##}								
244MGOSCM1	Logistics Management and Warehousing	241/MBA/SS413	50	25	-	-	75	3
244MGOSCM2	Operations Research	241/MBA/SS414	50	25	-	-		
244MGOSCM3	Service Operations Management	241/MBA/SS415	50	25	-	-		
244MGOSCM4	World Class Manufacturing	241/MBA/SS416	50	25	-	-		
Total							700	28

Note:

If the students have opted discipline specific elective course pertaining to their first specialization in the 3rd semester, then they are required to opt for the discipline specific elective course pertaining to their second specialization in fourth semester.

##Student who is pursuing 'Dual Specialization', has to elect from the pool of specialization courses under Discipline Specific Elective Courses and Specialization Specific Elective Courses in such a way that by the end of the fourth semester, they should have studied atleast two courses from each of their opted specializations.

241/MBA/CC401

Fourth Semester

Entrepreneurship and Innovation

Course code:

Credit: 3

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hrs.

Type of Course: Core Course

Course Objectives:

The course provides a framework for comprehending the process of forming and leading creative businesses. This will prepare students to deal effectively with changing market and client needs as they become more sophisticated and knowledgeable. Entrepreneurship has a significant impact on the country's economic growth and development. The dynamic of the corporate world is shifting in tandem with the global economy. The goal of this course is to instill and ignite an entrepreneurial spirit in pupils.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Identify and understand various constituents and environmental factors for innovation and entrepreneurship development.

CO2: Apply SWOT analysis for internal and external environmental assessment for devising a creative strategy for feasible business plans, within ethical boundaries.

CO3: Analyze feasibility of businesses under the constantly changing global environment for sustainable global competitiveness.

CO4: Evaluate the alternatives in order to be able to create successful business plans.

DETAILED SYLLABUS:

UNIT-I

Entrepreneurship: India's startup evolution, Concept, trends, benefits; Rural entrepreneurship, social entrepreneurship, women entrepreneurship; role of entrepreneurship in economic development; Entrepreneur: characteristics, Entrepreneurial decision process, functions, need for an entrepreneur, types of entrepreneurs.

UNIT-II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; Business plan- How to develop it, what all should it have, what it shouldn't have presenting business plan to investors

UNIT-III

Need for finance, sources of finance, Venture capital, Nature and Overview, Venture capital process, locating venture capitalists; Functional Plans: Marketing Plan- Market Segmentation, Market sizing, pricing strategy; Organizational Plan- form of ownership, designing organization structure, job design, manpower planning and Financial Plan.

UNIT-IV

Project Planning & Project appraisal; legal issues – intellectual property rights patents, trademarks, copyrights, trade secrets, licensing and franchising; Team Formation, Team Work Planning; Role of Government in Promoting Entrepreneurship; Entrepreneurial environment: factors affecting entrepreneurship growth, entrepreneurial motivation; Digital haves and Have-nots, Digital economy as a resource.

DETAILED SYLLABUS:

1. Holt, David H. Entrepreneurship: New venture creation. prentice hall, 1992.
2. Entrepreneurship in Action, PHI B.K. Mohanty, Sangram Publication, 2005
3. Jayshree Suresh, Entrepreneurial Development, Margham Publications, 2015
4. Poornima M Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2006.
5. Mohanty, Sangram Keshari. Fundamentals of entrepreneurship. PHI Learning Pvt. Ltd., 2005.

Mapping Matrix of Course: Entrepreneurship and Innovation

Table 1: CO-PO & CO-PSO Matrix for the Course: Entrepreneurship and Innovation

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	2	2	2	3	2	2	2	2
CO2	3	3	3	3	3	3	3	2	2	3
CO3	2	2	2	3	3	2	3	2	3	2
CO4	2	2	2	2	2	2	2	3	2	2
Average	2.5	2.25	2.25	2.5	2.5	2.5	2.5	2.25	2.25	2.25

241/MBA/CC402

**Business Environment and Sustainability
Course Code:**

Credits:4

**External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.**

Type of Course: Core Course

Course Objectives:

With sustainability increasingly becoming a part of corporate strategy and operations in today's business world, this course aims to instill the core concepts of sustainable management in its students and to enable them to spread sustainability through the development of innovative products, solutions, and business models alongside learning about the core business environment.

The course focuses on skill development and a thorough understanding of topics that will aid in the implementation of future sustainable company development methods.

Course Outcome:

CO1: Understand the internal and external components of the business environment for global sustainable development.

CO2: Apply the knowledge of the business environment for creating sustainable ecosystems and application of sustainable practices at both individual and organizational levels.

CO3: Analyze the risks and opportunities that globalization brings to company, as well as the push towards more sustainable corporate practices.

CO4: Evaluate how to put essential sustainable business ideas and practices by profiling business instances in various areas.

Detailed syllabus:

UNIT- I

Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors and sustainability.

UNIT-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and

present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; sustainable consumer

and investor protection.

UNIT-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public -private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector with sustainability goal.

UNIT-IV

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's sustainable business environment.

SUGGESTED READINGS:

1. Pritwani, K. (2019). Sustainability of Business in the context of environmental management. CRC Press.
2. Molthan-Hill, P. (2017). 2nd Edition. The business student's guide to sustainable management: Principles and practice. Routledge. Green Leaf Publishing.
3. Cherunilam, F. (2021). *Business environment*. Himalaya Publishing House Pvt. Ltd.
4. Weybrecht, G. (2010). The Sustainable MBA: The manager's guide to green business. John Wiley & Sons.
5. Starik, M., Kanashiro, P., & Collins, E. (2017). Sustainability management textbooks: Potentially necessary, but probably not sufficient.

Mapping Matrix of Course: Business Environment and Sustainability

Table 1: CO-PO & CO-PSO Matrix for the Course: Business Environment and Sustainability

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	3	2
CO2	3	3	3	3	3	3	3	2	2	3
CO3	2	3	3	3	2	2	3	2	3	2
CO4	2	2	3	2	2	2	3	2	2	3
Average	2.5	2.5	2.5	2.5	2.25	2.5	2.75	2	2.5	2.5

241/MBA/DS401

Global Marketing

Course code:

Credits: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course (Marketing)

Course Objectives:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of global marketing.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand and describe the concept & need of global marketing and basic global market entry strategies. CO2: Apply their knowledge to identify the emerging issues and developments in global marketing.

CO3: Analyze and differentiate the marketing practices at domestic and global level. CO4: Evaluate the marketing mix strategy of a company competing at global level.

DETAILED SYLLABUS:

UNIT-I

Global Marketing- Introduction, Drivers towards globalization, Global marketing objectives; Initial modes of entry; Process of international marketing Culture and Global Marketing- Cultures across countries, Culture and negotiations.

UNIT -II

Country Attractiveness- Environmental research, Entry evaluation procedure, Country data sources, Forecasting country sales and market share. Local Marketing- Understanding local customers, Local marketing in mature markets and growth markets.

UNIT-III

Global Segmentation and Positioning- Global market segment, Targeting segments, Global product positioning. Global products- Standardization versus Adaptation, Developing new global products, Global brand management.

UNIT-IV

Global Pricing- Pricing policy and strategy, Transfer pricing, Counter trade. Global Distribution Local channels, Wholesaling and retailing, Global logistics, Effects of parallel distribution. Global Advertising and Promotion- Global advertising decision, Elements of global advertising, Global sales promotion; E-commerce as a tool of global marketing.

RECOMMENDED READINGS:

1. Warren, J. Keegan, *Global Marketing Management*, Pearson Edu/PHI, New Delhi
2. Johansson Johny, *Global Marketing: Foreign Entry, Local Marketing and Global Management*, McGraw Hill.
3. Sak Onkvisit and John Shaw, *International Marketing (analysis and Strategy)*, PHI.
4. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.

5. Vern Terpestra and Ravi Sarathy, *International Marketing*, Thomson
 6. R. L. Varshney and B. Bhattacharya, *International Marketing*, Sultan Chand Publications.

Mapping Matrix of Course: Global Marketing

Table 1: CO-PO & CO-PSO Matrix for the Course: Global Marketing

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	2	2	2	2	2	2	3	2	2	2
CO3	2	3	2	3	2	2	3	3	3	3
CO4	3	2	2	2	2	3	2	2	2	3
Average	2.5	2.25	1.75	2.25	2	2.5	2.5	2.25	2.25	2.5

241/MBA/DS402

Financial Technology

Course code

Credits: 3

External Marks: 50

Internal Marks: 25
Time Allowed: 2 hours

Type of Course: Discipline Specific Elective Course (**Financial Management**)

Course Objectives:

Course is designed to provide the students with a thorough knowledge of various methods and practices of Financial Technology. It enables students to understand and use financial technologies for solving financial problems. It also serves to develop and strengthen the overall analytical skills of students global fintech sector problems.

Course Outcomes

On completion of this course, the student will be able to:

CO1: Understand fundamental concepts in financial technology and its ecosystem.

CO2: Apply core fintech technologies in solving financial problems and designing digital solutions.

CO3: Analyze various fintech domains, emerging business models, and regulatory frameworks.

CO4: Evaluate strategic challenges, risks, and trends impacting the global fintech sector.

Unit 1: Introduction to Fintech and Digital Transformation

Foundations of fintech, Fintech ecosystem and stakeholders, Regulatory frameworks and compliance basics Digital financial infrastructure (open banking, APIs, payment systems)

Unit 2: Core Fintech Technologies and Applications

Data analytics in finance, Programming basics for finance (Python/R), Financial information systems Blockchain, cryptocurrencies, DeFi, and tokenization, Cybersecurity in fintech

Unit 3: Fintech Domains and Emerging Business Models

Digital banking and payments, Lending and credit innovation, WealthTech and InsurTech, Regulatory technology (RegTech), KYC/AML automation.

Unit 4: Strategic Challenges and Future Trends

AI and machine learning in finance, Fintech product management and design, Risk management and legal aspects
Global trends, CBDCs, sustainable and ethical fintech.

Suggested Readings

1. Arner, Douglas W., Barberis, Janos, & Buckley, Ross P., The RegTech Book
2. Schueffel, Patrick, Encyclopedia of Financial Technology and FinTech
3. Chishti, Susanne, & Barberis, Janos, The FINTECH Book
4. Iman, Nick, Introduction to FinTech: Transforming Technology, Transforming Finance
5. Tapscott, Don & Alex, Blockchain Revolution
6. Hull, John C., Risk Management and Financial Institutions
7. Narayanan, Arvind et al., Bitcoin and Cryptocurrency Technologies

Mapping Matrix of Course : Financial Technology

Table 1: CO-PO & CO-PSO Matrix for the Course of Financial Technology

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	3	1	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	3	2	3
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.5	1.75	2.25

Name of Subject: HR-TECH	Maximum Theory Marks: 75 (50+ 25)
Course Code:	Time Allowed: 3 Hrs
Credits: 3	Discipline Specific Course

Course Description:

This course explores the integration of technology in Human Resource Management, with an emphasis on digital transformation, automation, analytics, and legal frameworks. It equips students with both conceptual clarity and practical skills to manage and lead HR tech implementations across diverse organizational setups. The course also critically examines emerging platforms and their impact on workforce engagement, recruitment, development, and compliance in the digital age.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:

CO1: Explain the evolution, components, and scope of HR Tech in digital HR management.

CO2: Analyze and compare the functionality of major HR Tech tools (HRIS, ATS, LMS, etc.).

CO3: Apply data analytics and HR dashboards for decision-making across employee lifecycle.

CO4: Evaluate the ethical, strategic, and legal aspects of AI and automation in HR practices.

COURSE CONTENTS:

Unit 1: Foundations of HR Technology and Digital HR HR 4.0 and the Digital Shift in People Management, HR Tech Ecosystem- Startups, SaaS, and Enterprise Solutions, HRIS (Human Resource Information Systems)- Features & Implementation, Cloud-based HR Platforms- Workday, Oracle, Darwin box and SAP SuccessFactors, Digital Employee Experience (DEX) Design.	10 Lectures
Unit 2: Talent Acquisition, Performance & Engagement Tech AI in Recruitment- Chatbots, Resume Parsers, and Video Interviews, Applicant Tracking Systems (ATS)- Fresh team, Lever and Recruitee, Gamification & Real-Time Feedback Tools (Empuls, Office Vibe, Glint), OKRs, Continuous Feedback Systems, and Tech-based Appraisals, Virtual Onboarding and Engagement Analytics.	10 Lectures
Unit 3: HR Analytics, Learning Platforms & Future Work Tools HR Data- Collection, Analysis, and Visualization, People Analytics: Attrition prediction, Sentiment analysis, Power BI / Excel HR Dashboards: Hands-on intro, Learning Management Systems (LMS): Moodle, Coursera for Business, Adaptive learning, AI-based L&D planning, HR Tech in Metaverse and Blockchain in Credentialing.	10 Lectures
Unit 4: Strategic, Ethical & Legal Aspects of HR Tech Role of HR in Tech Strategy- HRBP 2.0 Tech-led Organizational Culture & Change, Responsible AI and Algorithmic Bias in HR, Data Protection Laws- GDPR, India DPDP Act, Workplace Surveillance, Vendor Selection & ROI Evaluation of HR Tech.	10 Lectures

Suggested Readings:

1. Stone, Raymond A., Human Resource Management, Wiley.
2. Bisen, V.K. and Srivastava, R., “HRD: A Strategic Approach to Human Resource Management”, Excel Books.
3. Fitz-Enz, Jac (2010), The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM.
4. Dessler, G. (2020), Human Resource Management, Pearson Education.
5. Marr, Bernard (2018), Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page.
6. Digital HR: A Guide to Technology-Enabled Human Resources by Deborah D. Waddill (2018), CRC Press.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment (IA) (1+2+3)	33%
	End-Term Examination (EE)	67%
	Total Marks (IA+EE)	100%

Mapping Matrix of Course:**Table 1: CO-PO & CO-PSO Matrix for the Course:**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	3	2	1	2	2
CO2	2	3	2	2	3	2	2	3	3
CO3	2	2	3	2	3	2	2	2	3
CO4	1	2	2	5	2	3	2	2	2
Average	2.0	2.25	2.0	2.75	2.75	2.25	1.75	2.25	2.5

241/MBA/DS404

Name of Subject: Technology & Supply Chain Management	Maximum Marks: 75
External Marks: 50	Internal Marks: 25
Course Code	Time Allowed: 2 Hours
Credits: 3	Discipline Specific Course

Course Objectives:

This course will equip MBA students with a comprehensive understanding of the role and integration of emerging technologies in supply chain management, enabling them to analyze, design, and manage supply chains for enhanced efficiency, transparency, and competitiveness in a dynamic global business environment.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit) of 10 marks. All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: On the completion of this course the student will be able to:

CO1: Understand the fundamental concepts and components of supply chain management.

CO2: Analyze the impact of technology on various supply chain functions and processes.

CO3: Evaluate different digital tools and technologies used in supply chain operations.

CO4: Design a technology-enabled supply chain strategy for improved performance.

Course Contents:

UNIT I

Supply Chain Management: Concept, objectives of SCM, Key components and processes in a supply chain; Supply chain vs. value chain; Drivers of supply chain performance; Global trends in SCM; Introduction to Technology in SCM

UNIT II

Technology and Information Systems in SCM: Role of IT in supply chain integration; Enterprise Resource Planning (ERP); Supply Chain Information Systems (SCIS); Electronic Data Interchange (EDI); Warehouse Management Systems (WMS) and Transportation Management Systems (TMS); Applications of technologies in SCM

UNIT III

Emerging Technologies in Supply Chain: Internet of Things (IoT), Artificial Intelligence (AI) and Machine Learning in SCM, Blockchain technology for transparency and traceability, Big Data analytics in forecasting and demand planning, Robotics and automation in warehousing and logistics, Cloud computing and SaaS platforms in SCM

UNIT IV

Strategic and Sustainable SCM: Technology-driven SCM strategies, Supply chain network design and optimization using digital tools, Risk management and cyber security in tech-enabled supply chains; Sustainability and green supply chains using technology; Ethical and societal implications of technology in SCM; Future trends: Digital twins, autonomous vehicles, drones; Capstone: Designing a tech-enabled SCM model for a business.

SUGGESTED READINGS:

1. Chopra, S., & Meindl, P. (2021). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.
2. Pagano, A. M., & Liotine, M. (2019). *Technology in supply chain management and logistics: Current practice and future applications* (1st ed.) [Kindle edition]. Elsevier. ISBN 978-0128159569.
3. Hugos, M. H. (2018). *Essentials of supply chain management* (4th ed.). Wiley.
4. Stadtler, H., Kilger, C., & Meyr, H. (Eds.). (2015). *Supply chain management and advanced planning: Concepts, models, software, and case studies* (5th ed.). Springer.
5. Raman, A. (Ed.). (2020). *Technology in supply chain management and logistics: Current practice and future applications*. Elsevier.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 25 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10 (40% of IA)
2	Assessment 2: Mid-Term Exam (MTE)	10 (40% of IA)
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5 (20% of IA)
	Internal Assessment (IA) (1+2+3)	33%
	End-Term Examination (EE)	67%
	Total Marks (IA+EE)	100%

Mapping Matrix of Course: Technology & SCM**Table 1: CO-PO & CO-PSO Matrix for the Course: Technology & SCM**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	3	3	2	2	2	2
CO2	2	2	2	2	2	2	2	2	3	2
CO3	2	2	2	3	2	2	2	2	2	2
CO4	2	3	2	3	2	2	2	3	2	2
Average	2.25	2.25	1.75	2.5	2.25	2.25	2	2.25	2.25	2

241/MBA/SS401

Marketing Analytics

Course code:

Credit: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course (Marketing)

Course Objectives:

Organizations large and small are inundated with data about consumer choices. But that wealth of information does not always translate into better decisions. Knowing how to interpret data is the challenge -- and marketers in particular are increasingly expected to use analytics to inform and justify their decisions. Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand and build a brand architecture and how to measure the impact of marketing efforts on brand value over time, for attaining market leadership.

CO2: Apply the concepts of marketing analytics to measure customer lifetime value and use that information for decision making.

CO3: Design and analyze basic experiments to assess the marketing efforts, interpret outputs, confounding effects and biases.

CO4: Evaluate the economic and statistical significance of strategic marketing alternatives.

DETAILED SYLLABUS:

UNIT I

Marketing Analytics, Introduction to the Marketing Process, Airbnb Marketing Process, Airbnb's Strategic Challenge, Airbnb's Marketing Strategy with Data, Using Text Analytics, Utilizing Data to Improve Marketing Strategy, Improving the Marketing Process with Analytics.

UNIT II

Intro to Metrics for Measuring Brand Assets, Snapple and Brand Value, Developing Brand Personality, Developing Brand Architecture, Measuring Brand Value, Revenue Premium as a Measure of Brand Equity, Calculating Brand Value.

UNIT III

Customer Lifetime Value (CLV), Calculating CLV, Understanding the CLV Formula, Applying the CLV Formula, Extending the CLV Formula, CLV to Make Decisions.

UNIT IV

Determining Cause and Effect through Experiments, Designing Basic Experiments, Designing Before - After Experiments, Designing Full Factorial Web Experiments, Calculating Projected Lift, Pitfalls of

1. Still, Cundiff, Govoni and Sandeep Puri, Sales and Distribution Management, Pearson Education.
2. Anderson R, Professional Sales Management, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Dalrymple, Douglas J., and William L., Sales Management: Concepts and Cases, New York, NY: Wiley
4. Panda, T. K., Sahadev, S., Sales And Distribution Management, Oxford Publishing, India
5. Hughes, G. David, Daryl McKee, Charles H. Singler, Sales Management: A Career Path Approach, Cincinnati, OH: South-Western College Publishing
6. Peppers, D. and Rogers, M., 'The short way to long-term relationships', Sales and Marketing Management

Mapping Matrix of Course: Sales & Distribution Management

Table 1: CO-PO Matrix for the Course: Sales & Distribution Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	3	3	3	3	2	3	2	3	3
CO3	2	2	2	3	3	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2	3
Average	2.25	2.5	2	2.5	2.5	2.5	2.5	2.25	2.5	2.5

241/MBA/SS402

Brand Management

Course Code:

Credit: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course (**Marketing Management**)

Course Objectives:

The objective of this course is to impart in depth knowledge to the students regarding the theory and practices of brand management.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand basic branding concepts, outline major branding issues and identify branding challenges and opportunities.

CO2: Apply marketing programme to build brand equity.

CO3: Analyze and implement different branding programmes.

CO4: Evaluate brand performance and evaluating brand extension opportunities.

DETAILED SYLLABUS:

UNIT-I

Branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, major branding decisions: selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding, importance of branding

UNIT II

Branding challenges and opportunities, concept of brand equity, sources and benefits of brand equity, Customer based Brand equity, designing marketing programme to build brand equity, measurement of brand equity, Strategic brand management process, concept of Brand positioning and repositioning, Identifying and establishing brand positioning and values.

UNIT III

Planning and implementing brand marketing programmes, designing marketing programmes, measuring and interpreting brand performance, Legal aspects of Branding, Copyright, Trademarks and IPR, designing and implementing branding strategies; Brand building and communication, E Branding, handling brand name changes.

UNIT IV

New products and brand extension, evaluating brand extension opportunities, reinforcing brands, revitalising brands, managing brands over geographic boundaries and market segments, rationale for going international, global marketing programmes- advantage and disadvantage, standardisation versus customisation, global brand strategy. Branding in rural marketing, branding in specific sectors: retail, industrial, service brands

SUGGESTED READINGS:

1. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education.
2. David A Aaker, *Managing Brand Equity*, New York, Free Press.
3. Don Cowley, *Understanding brands*, Kogan page

4. J.N. Kapferer, *Strategic Brand Management*, Free Press.

Mapping Matrix of Course: Brand Management

Table 1: CO-PO Matrix for the Course: Brand Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	3	3	3	3	2	3	2	3	3
CO3	2	2	2	3	3	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2	3
Average	2.25	2.5	2	2.5	2.5	2.5	2.5	2.25	2.5	2.5

Forex & Derivatives Management

Course Code:

Credit: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course (**Finance**)

Course Objectives: This subject will enrich students with the mechanism of the foreign exchange markets, measurement of exposure and hedging against risk through derivative management.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Describe and understand the concepts and terminologies of financial and commodity derivatives, valuation, explanation of models used for pricing/valuation of derivatives.

CO2: Apply innovations in financial and commodity markets for valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives.

CO3: Evaluate derivative pricing and hedging practices, mechanics, concepts of valuation, and trading strategies of the derivative market.

CO4: Develop basic risk management and trading strategies using derivatives in a volatile market.

UNIT-I

Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free market rates. Direct, Indirect and Cross Rates, Forward Rates: Quoting and Structure, Forward Exchange Rates versus Expected Future Spot Rate, Outright Forwards versus Swaps, Currency Futures, Marking to Market, Futures Contract Versus Forward Contract, the link between the Future and the Forward Contract Currency Options, Exchange Traded Options, Quotation Conventions and market organization, determining market value of Options, Over the Counter (OTC) Options.

UNIT-II

The Balance of Payment Accounts, The net International Investment Position, Supply and demand View of Exchange Rates, Modern Theories of Exchange Rates, Alternative Systems of Exchange Rate, Hybrid System and Target Zone Arrangement, The nature of Exchange Rate Risk and Exposure, Types of Foreign Exchange Exposure, Alternative Strategies for Exposure Management. Exposure Management Techniques. Hedging Risk and Exposure.

UNIT-III

Different Forms of Taxes, Import Duties. Withholding Taxes and Branch vs Subsidiary Taxes. Organizational structures for reducing taxes. Tax Reliefs. Tax Treatment of Foreign Exchange Gains and Losses. Foreign Exchange Market in India. Carbon Credits.

UNIT IV

Interest rate Forwards & Futures: FRA – Introduction, settlement, Pricing, Hedging, Speculation & Arbitrage with FRA and T-Bills, Euro dollars, Treasury bond futures, Pricing T-Bonds, Duration & Modification, Interest rate futures in India. Interest rate & currency swaps: Features of Swap, Need, swap dealer, Applications, Rationale, Types, hedging, Features, Valuing Interest rate and currency swap,

Commodity swaps, equity swaps.

Options –Basic: Terminology, call, Put, Quotations, Trading & settlement, Margins, Adjustment for corporate actions, Options other than stocks/indices, Difference options & futures/ forwards. Option Pricing: Intrinsic value & time value, Boundary conditions for option pricing, arbitrage-based relationship of option pricing, Put call parity.

SUGGESTED READINGS:

1. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House
2. Futures and Option Markets, John C. Hull, Pearson Education
3. Risk Management & Derivative, Rene M. Stulz, Cengage

Mapping Matrix of Course: Forex & Derivatives Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Forex & Derivatives Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	2	1	1	2	2	1	1	2	2
CO2	2	3	1	2	2	3	1	2	2	2
CO3	1	2	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	2
Average	1.75	2.25	1.5	1.75	2	2.25	1.5	1.75	2	2

241/MBA/SS404

Corporate Tax Planning

Course code:

Credit: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Specialisation Specific Elective Course (**Finance**)

Course Objectives: This course aims at making students conversant with the concept of the corporate tax planning and Indian tax laws, as also their implications for corporate management.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Memorize theoretical knowledge in the field of tax planning and understanding the meaning and scope of taxation policy and basic concepts of taxation.

CO2: Apply, master and reinforce skills in calculating tax savings and in applying methods of tax planning in companies and financial institutions.

CO3: Analyze the rationale, benefits and costs of various tax incentives offered by the government.

CO4: Evaluate tax implications while taking business decisions.

DETAILED SYLLABUS:

UNIT 1:

INTRODUCTION TO CORPORATE TAX PLANNING: -

Corporate Tax Planning: Meaning, objectives and types of tax planning and tax management, tax evasion and tax avoidance; Factors on the Basis of which Tax Planning is done, Methods used by Companies to Minimise Tax Liability, Definition of Company. Types of Companies, Residence of a Company [Section 6(3)]. Computation of Total Income of a Company. Computation of Tax Liability of a Company. Tax on the Income Received from Venture Capital Companies/Venture Capital Funds [Section 115U and Rule 12C]. Carry Forward and Set Off of Losses in Case of Certain Companies [Section 79]

UNIT II:

TAX PLANNING AND DECISION MAKING

Tax Planning for New Business: Location, Nature, and Size of Business, Form of Business Organisation; Tax Planning and Financial Management Decisions;

Tax Planning Relating to Capital Structure Decision: Dividend Policy, Inter-Corporate Dividends and Bonus Shares; Tax Planning and Managerial Decisions: Tax Planning with respect to own or Lease, Sale of Assets used for Scientific Research, Make or Buy Decisions, Repair, Replace, Renewal or Renovation of an Asset, Shut-down or Continue Decision.

Unit III

Special Tax Provisions:

Tax Provisions in respect of Free Trade Zone, Tax Provisions in respect of Infrastructure Development, Tax Provisions in respect of Backward Areas, Tax Provisions in respect of Tax Incentives to Exporters, Purchase by Instalment or Hire, Amalgamation and Demerger. Tax Payment: Tax Deduction at Source, Tax Collection at Source, Advance Payment of Tax, Tax Planning in respect of Managerial Remuneration, Tax Planning in respect of Foreign Income: Selling in Domestic or Foreign Market, Avoidance of Double Taxation Agreements, Foreign Collaborations and Joint Ventures.

UNIT IV

TAX PLANNING WITH REFERENCE TO BUSINESS RESTRUCTURING

Advance Rulings, Some other aspects of Tax Planning: Receipt of Insurance Compensation, Distribution of Assets at the Time of Liquidation of Company, Slump Sale ,Conversion of Sole Proprietary Concern/Partnership Firm into Company, Conversion of A Private Company, Transfer of Assets Between Holding and Subsidiary Companies.

SUGGESTED READINGS:

1. E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
2. Vinod K. Singhanian, Taxmann’s Direct Taxes Planning and Management.
3. V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
4. A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
5. Taxman, The Tax and Corporate Law Weekly.
6. Bhagwati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan

Mapping Matrix of Course: Corporate Tax Planning

Table 1: CO-PO & CO-PSO Matrix for the Course: Corporate Tax Planning

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	2	1	1	2	2	1	1	2	2
CO2	2	3	1	2	2	3	1	2	2	2
CO3	1	2	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	2
Average	1.75	2.25	1.5	1.75	2	2.25	1.5	1.75	2	2

241/MBA/SS405

HR Analytics

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course (**Human Resource Management**)

Course Objectives:

HR Analytics is a rapidly moving and an advanced field. Effective managers must understand how data can be used to leverage people's skills, talents and insights. They use data to make better decisions about how to manage and develop people. This course equips students with requisite knowledge and brings new perspectives and practical ideas for HR and Analytics professionals. As part of the evolution of the function towards being more strategic, there is emphasis on scorecards, engagement surveys and strategic workforce planning. Today, all these activities are grouped under the umbrella of HR Analytics.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand the concept and importance of HR Analytics in the current context.

CO2: Apply the competitive role of digital HR techniques and their impact on workforce analysis.

CO3: Analyze the role of workforce analytics and the matrices used for strategic alignment of HR with business.

CO4: Evaluation of various techniques and statistical methods of HR data analysis for strategic decision making.

DETAILED SYLLABUS:

UNIT-I

Future of work, HR becomes digital, The Why, What and How of measuring HR Data, Understanding HR/People Analytics: Setting the Context, HR Metrics

UNIT –II

Data Discovery, Collection and Preparation of Data, Analyzing HR Data: Analysis Strategies, Descriptive statistics/Statistics in HR, Predictive Analytics, Workforce Planning & Recruitment, Workforce issues: Predicting Employee Turnover

UNIT-III

Workforce Planning & Recruitment, Workforce issues: Predicting Employee Turnover , Retention Analysis, Measuring effectiveness of recruitment Diversity Analytics, On boarding and Culture Fit

UNIT-IV

Motivation & Engagement, Training & Development, Analytical Performance Management, Compensation & Benefits, Linking Human Resources to ROI, Future of HR/People Analytics

SUGGESTED READINGS:

1. Edwards, Martin & Edwards, Kirsten :Predictive HR Analytics: Mastering the HR Metric Paperback, Kogan Page, 2019
2. Diez, Bussin & Lee, Fundamentals of HR Analytics: A Manual on Becoming HR Analytical,

Emerald Publishing, 2020

3. Bhattacharya, HR Analytics: Understanding Theories and Applications, Sage Publications, Sage Publication, 2017
4. Soundararajan & Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage

Mapping Matrix of Course: HR Analytics

Table 1: CO-PO & CO-PSO Matrix for the Course: HR Analytics

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	3	3	2	2	2	2
CO2	2	3	3	2	2	2	2	2	3	2
CO3	2	2	2	3	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	3
Average	2.25	2.25	2	2.25	2.25	2.5	2	2	2.25	2.25

Employee Relations & Compliance Management

Credit: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course (**Human Resource Management**)

Course Objectives: This course is designed to provide the student with a thorough knowledge of various methods and practices of Employee relation and compliance. It enables students to understand and perform jobs for various positions while maintaining healthy relationships at different areas of the organization. It also serves to develop and strengthen the overall analytical and interpersonal skills of students Related to various HR Functions.

Course outcomes:

On the completion of this course the student will be able to:

CO1: Understand and describe the concept of employee engagement and standards of compliance.

CO2: Apply the techniques of employee engagement for identifying and addressing problems associated with both over-engagement and disengagement.

CO3: Analyze the extent to which emotional and aesthetic labor are positioned in some contemporary organizations.

CO4: Evaluate the effectiveness of various employee engagement methods in times of organizational change, including the role of effective communications during organizational change.

DETAILED SYLLABUS:

UNIT – I

Employee Relations: Meaning and scope, Theoretical Background of ER, Parties to ER, Industrialization Strategy and ER. ER in India: Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of government and State; Role of management; Role of Trade Unions. Industrial Disputes: Causes, Types, Trends. Labour Welfare and ER: Concept, Purpose, Statutory and Non-statutory provisions, ILO Conventions.

UNIT – II

Globalisation and ER. Background: Industrial Relations vs Employee Relations, Assumption - Traditional vs New. Organizational and Behavioural Aspects of Employee Relations Nature and Type of Employees (needs, desires, aspirations, drive, motivation), Managerial Assumptions about Employees. Management of Employee Relations Practices in Industry, Power & Authority Structure, Organizational Politics, Conflict Handling, Consultation, Counselling, Mentoring, Building Positive Employee Relations, and Work Culture.

UNIT – III

Changing Concept of meaning of discipline from ancient period to Modern era (Oriental and Occidental) with reference to Social, Economic, Political and Psychological Perspective. Discipline as a process of learned behaviour - Socialization - Role of institutions - family, educational institutions, society, organization. Reward and punishment as reinforce. Employee Involvement: Meaning, Methods, forms of involvement and participation, Planning for involvement and participation, etc.

UNIT – IV

Understanding of Employment Practices: Terms and references of employment in terms of employment contracts, Transfer policy and procedure affecting attitude of the employees, Promotion procedure, Managing workforce diversity, Biographical characteristics, and employment.

Disciplining and Communication - Interpersonal, communication - Barriers Organizational Culture and discipline Managerial and Leadership practices and discipline Self-discipline reference to our bodily system, Techniques of modifying behaviour

SUGGESTED READINGS:

1. C.V.Venkata Ratnam: Industrial Relations,
2. E.A.Ramaswamy & Uma Ramaswamy: Industry and Labour,
3. A. Monappa: Industrial Relations, Tata McGraw Hill
4. ILO: Collective Bargaining
5. B D Singh: Industrial Relations, Excel Books
6. Govt. of India: The National Commission on Labour (1969)
7. A Handbook of Personnel Management Practices - M. Armstrong

Mapping Matrix of Course: Employee Relations & Compliance

Table 1: CO-PO & CO-PSO Matrix for the Course: Employee Relations & Compliance

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	2	2	3	2	3	2	2	3
CO3	2	3	1	2	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	3	2
Average	2.5	2.25	1.5	2	2.25	2.5	2.25	2	2.25	2.25

Operations Research

Course code:

Credit: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course (**Operations and Supply Chain Management**)

Course Objectives: The Course is designed to introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Memorize and understand the concepts and importance of operations research.

CO2: Apply the tools and techniques of operations research for solving the business problems related to allocation of the scarce resources.

CO3: Analyze the problems of optimising the given objectives subject to constraints, in order to find the best alternative in a decision-making environment.

CO4: Evaluate the the models describing the industry related problems.

DETAILED SYLLABUS:

UNIT –I

Introduction to Operations Research and Modeling Linear Programming: Formulation, Solution Methodologies, Simplex Method, Two Phase Method, Dual Simplex Method and Modified Simplex Method. Duality Theory Post Optimal Analysis of LP models, Parametric Linear programming

UNIT –II

Transportation models, Transshipment models and Assignment Models; Integer Programming: formulations, Cutting Plane method, Branch and Bound Algorithm, Additive algorithm for Zero one programming.

UNIT –III

Dynamic Programming: Stages, states, Principle of Optimality, recursive relationship. Capital Allocation model, Knap sack Model, Traveling salesmen's model and other related model Decision Theory: Decision under Certainty, Risk and Uncertainty,

UNIT –IV

Game Theory: Two-Person Zero Sum Game, graphical method, Linear-programming formulation of Game Queuing theory: characteristics, Single server and multi-server models, Self-service system, Finite Population Network models: Minimum spanning tree, shortest path model, Maximal Flow Introduction to Goal Programming.

SUGGESTED READINGS:

1. Ahuja A K. et al., *Network Flows*, Englewood Cliffs, Prentice Hall Inc.

2. Gould, F J. et al., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc.
3. Gupta, M P. & Sharma J K., *Operations Research for Management*, National Publishing House
4. Taha Hamby A., *Operations Research: An Introduction*, Macmillian.
5. Mathur, K & Solow D., *Management Science*, Englewood Cliffs, Prentice Hall Inc.
6. Shamla, S. J K., *Operations Research: Theory and Applications*, Macmillian
7. Srinath, L S., *Operations Research for Executive*, East West Press.
6. Paneerselvan, R. *Operations Research*, , Prentice Hall of India.
7. Hamdy A. Taha, *Operations Research - an Introduction*, Prentice Hall of India.

Mapping Matrix of Course: Operations Research

Table 1: CO-PO Matrix for the Course: Operations Research

Cos <u>COs</u>	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	2	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	2	2	3	2	3
Average	2.25	2.25	1.5	2.25	2.25	2.25	2.25	2.25	2.25	2.25

Service Operations Management

Course Code:

Credit: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course (**Operations and Supply Chain Management**)

Course Objectives: Through this course the learner will understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Memorize and understand the nature and characteristics of services in the global digital scenario.

CO2: Apply the concept of service blueprinting for mapping a variety of real life service processes to achieve global competitive advantage.

CO3: Analyze the types of service operations and operational parameters that are imperative for organizational success.

CO4: Evaluate and compare strategies leading to improvement of service operations quality.

DETAILED SYLLABUS:

UNIT-I

Understanding Service Operations: Introduction; Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organization Value Chain

UNIT-II

Service Operation Infrastructure: Service Facility Design, Layout & Location, Off-shoring & Outsourcing; Technology in Services, Front-office Back-office Interface; Human Factor in Services; External Associates in Service Processes

UNIT-III

Service Process Management: Service Encounter Design and Control; Managing Service Processes; Experience Management in Service Operations; Service Quality and Reliability Assurance; Service Process Improvement & the Associated Methodologies; Experience Innovation Paradigm; New Service Development

UNIT-IV

Improving Service Delivery Propositions: Service Growth and Globalization; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery; Legal Aspects of Expectation-Delivery Gaps; Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery

SUGGESTED READINGS:

1. Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico
2. Fitzsimmons & Fitzsimmons (2006), Service Management, Tata McGraw-Hill
3. Haksever, et al. (2006), Service Management and Operations, Pearson Education
4. Hollins (2007), Managing Service Operations, Sage Publications

5. Johnston & Clark (2009), Service Operations Management, Pearson Education
6. Metters, et al. (2006), Service Operations Management, Cengage Learning
7. Davis & Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill.

Mapping Matrix of Course: Service Operations Management

Table 1: CO-PO Matrix for the Course: Service Operations Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	3	2	3
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.25	2.25	2.25

241/MBA/SS408

Name of Subject: World Class Manufacturing	Maximum Theory Marks: 75 (50+ 25)
Course Code:	Time Allowed: 3 Hrs
Credits: 3	Specialization Specific Elective Course

Description of Course: World Class Manufacturing (WCM) is a philosophy and methodology focused on achieving operational excellence in manufacturing by integrating principles like lean manufacturing, total productive maintenance, and total quality management to eliminate waste, improve efficiency, and enhance product quality. It's a journey of continuous improvement aimed at making a company a leader in its industry. Through case studies and practical exercises, students develop the ability to design and interpret best manufacturing practices. The course prepares participants to apply efforts to identify and eliminate losses, defects, and inefficiencies in all processes through case studies.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:

CO1: Understand recent trends in manufacturing.

CO2: Demonstrate the relevance and basics of World Class Manufacturing.

CO3: Apply knowledge of world class manufacturing practices

CO4: Evaluate the impact of implementation of new WCM technologies.

COURSE CONTENTS:

Unit 1: Introduction to world class manufacturing: history, scope, and significance; Models for manufacturing excellence: Schonberger, Halls, Gunn and Maskell models, Business Excellence, Value Added Manufacturing, People involvement, Productivity Quality Delivery Safety Cost Morale (PQDSCM Approach).	10 Lectures
Unit 2: Six sigma concept- DMAIC Methodology Define phase- Project definition, project charter, Translating Customer Needs into Specific Requirements (CTQs) through QFD, SIPOC diagram, define phase review, case studies. Measure phase- Process Mapping, Data Attributes, Measurement System Analysis, Process Performance (Cp, Cpk, Pp, Ppk), Calculating Process Sigma Level, Measurement Phase Review, Case studies. Analyze phase- Cause & effect analysis, verification of root causes, Analyze phase review, case studies. Improve phase- Quality function deployment (House of quality), Failure mode and effect analysis (FMEA), Improve phase review, case	10 Lectures

studies. Control phase- Statistical process control (SPC), developing a process control plan, control phase review, case studies	
Unit 3: Lean Manufacturing or Lean Production-History of waste reduction thinking, Types of waste-3M, Toyota production system, Total Productive Maintenance, Lean tools-5S, Kaizen, Kanban, Poka Yoke, just in time, Value stream mapping, Heijunka, SMED, Visual control.	10 Lectures
Unit 4: Total Quality Management origin, evaluation & key elements- Quality management definition, experts view on quality, Dimension of quality, Cost of quality and quality cost audit, The Deming cycle, Statistical Process Control (SPC), Statistical Quality Control, Control charts, TQM, Six sigma, ISO 9000 and other ISO series, Industrial safety, Quality circle	10 Lectures

Suggested Readings:

1. World Class Manufacturing Strategic Perspective Sahay B.S., Saxena KBC. and Ashish Kumar Mac Milan Publications New Delhi
2. Just In Time Manufacturing Korgaonkar M.G MacMilan Publications
3. World Class Manufacturing- The Lesson of Simplicity Schonberger R. J Free Press 1986
4. The Toyota Way – 14 Management Principles Jeffrey K.Liker Mc-Graw Hill 2003

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment (IA) (1+2+3)	33%
	End-Term Examination (EE)	67%
	Total Marks (IA+EE)	100%

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the

question paper against each question.

Mapping Matrix of Course: World Class Manufacturing

Table 1: CO-PO & CO-PSO Matrix for the Course: World Class Manufacturing

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	3	1	1	3	1	1	3	1	1
CO2	3	3	1	1	1	1	2	1	2	3
CO3	3	2	2	2	1	1	1	1	2	3
CO4	2	2	2	2	1	1	1	1	2	1
Average	2.25	2.5	1.5	1.5	1.5	1	1.25	1.5	1.75	2