Academic Session March-2023

Syllabus- MBA (3rd Semester)

Course Code	Course Title	Credits	Th/ Th-P/P/Pro
MBA301	Legal Aspects of Business	4	Theory
MBA302	Strategic Management	4	Theory
MBA303	Security Analysis and Portfolio Management	4	Theory- Finance Specialization
MBA304	International Financial Management	4	Theory- Finance Specialization
MBA305	Human Resource Planning and Development	4	Theory- HR Specialization
MBA306	Labor Laws	4	Theory- HR Specialization
MBA307	International Marketing	4	Theory- Marketing Specialization
MBA308	Marketing Research	4	Theory- Marketing Specialization
MBA309	Introduction to Supply Chain Management	4	Theory- LSCM Specialization
MBA310	Retail Logistics	4	Theory- LSCM Specialization
MBA311	Financial Analytics	4	Theory- AI Specialization
MBA312	Fundamentals of Artificial Intelligence for Managers	4	Theory- AI Specialization

LEGAL ASPECTS OF BUSINESS

Course Code: MBA-301	Course Title: LEGAL ASPECTS OF BUSINESS
Course Objective: - To familiarize students about the legal environment impacts on business in India.	

Course Contents

Unit	Units	Unit Objectives
1	Unit 1- LAWS OF CONTRACT: Concept of Contract, Offer and Acceptance contracts and its essential elements; void Agreements.	Students will be able to understand the Concept of Contract, Offer and Acceptance contracts and its essential elements.
2	Unit 2- Classification: Classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract.	Students will be able to understand classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract.
3	Unit 3- SPECIAL CONTRACTS: Indemnity, Guarantee, Bailment, Pledge, and agency.	Students will able to understand Indemnity, Guarantee, Bailment, Pledge, and agency
4	Unit 4- THE SALE OF GOODS ACT, 1930: Nature of Contract of Sale	Students will able to understand Nature of Contract of Sale goods act.
5	Unit 5- THE SALE OF GOODS ACT, 1930: Formation of Contract of Sale, Agreement to Sell	Students will able to understand Formation of Contract of Sale, Agreement to Sell .
6	UNIT 6- CONTRACT OF SALE: Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale	Students will be able to understand Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale .
7	UNIT 7 – REMEDIES FOR BREACH: Remedies for Breach, Unpaid Seller and his rights	Students will be able to understand the Remedies for Breach, Unpaid Seller and his

		rights, rights of buyers, Sale by Auction.
8	UNIT 8- RIGHTS OF BUYERS, SALE BY AUCTION.	Students will able to understand Rights of buyers, Sale by Auction
9	UNIT 9 – THE NEGOTIABLE INSTRUMENTS ACT, 1881: Definition, Features and types of negotiable instruments	Students will able to understand Definition, Features and types of negotiable instruments.
10	UNIT 10- METHODS OF NEGOTIATION: Methods of negotiation of Instruments; holder and holder in due Course; Endorsement and delivery of a negotiable Instrument; Presentation of Negotiable Instrument.	Students will able to understand Methods of negotiation of Instruments; holder and holder in due Course.
11	Unit 11- BANKER AND CUSTOMER: Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques.	Students will able to understand Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques.
12	Unit 12 – OBLIGATIONS: Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.	Students will able to understand Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.
13	Unit 13 – THE COMPANIES ACT: An Overview; Nature and kinds of Companies	Students will able to understand An Overview; Nature and kinds of Companies
14	UNIT14 : FORMATION OF A COMPANY – Formation of a company; MOA & AOA, Shares & Debentures	Students will able to understand Formation of a company; MOA & AOA, Shares & Debentures.
15	UNIT 15 – COMPANY MANAGEMENT Company Management Doctrine of Ultra Vires & Doctrine of Indoor Management, Company Meetings	Students will able to understand Company Management Doctrine of Ultra Vires & Doctrine of Indoor Management, Company Meetings, Liquidation of company.

16	UNIT 16- LIQUIDATION OF COMPANY.	Students will able to understand Liquidation of company.

References: -

(a) Kumar, R. (2013). Legal aspects of Business (3rd Edition),Cengage Learning.
(b) Singh, A. (2012). Business Law: Principles of Mercantile Law (9th Ed.), Eastern Book Co.
(c) Kuchhal, M. C. (2012). Business Law, (8th Ed.), Vikas Publishing.
(d) Kapoor, N. D. (2013), Elements of Mercantile Law, (15th Ed.). S. Chand.
(e) Pathak, N. (2010). Legal Aspects of Business. (5th Ed.) TMH. Avtar Singh (2015), Company Law, (16th Ed.) EBC

Strategic Management

Course Code: MBA-302	Course Title: Strategic Management
Course Objective: - The objective of this course is to introduce students to methods of research and to develop a range of skills to facilitate independent research based learning and the interpretation of research findings.	

Course Contents

Unit	Units	Unit Objectives
1	**Unit1- Introduction to Strategic Management:** The concept of strategy, Strategy as the art and science of creating value.	Students will learn about strategic management.
2	**Unit 2- Types of Strategy:** Deliberate vs. emergent Strategy, Strategic choices, Levels of strategy, Strategy	Students will learn about types of strategy.
3	Unit 3 - Vocabulary: intent, vision, mission, goals, objectives.	Students will learn about types of strategy intent, vision etc.
4	**Unit4- Policies and Procedures.:** Strategic fit, Strategic management process, Limitations of strategic management.	Students will learn about policies and procedures.
5	**Unit5 - Analysing the external and internal environment:** Concept of internal and external environment, difference between internal and external environment.	Students will learn about Concept of internal and external environment.
6	**Unit6- Overview & Analysis of Forces Model** Overview and Analysis of Internal Environment .	Students will learn about models and analysis of internal environment.
7	**Unit7 – Types of Resources, Analysis** Capabilities & Core Competencies. VRIO analysis, SWOT Analysis	Students will learn about Types of resources , Capabilities etc. and VRIO analysis, SWOT Analysis.
8	**Unit 8 Sustainable competitive and internal environment:** Concept of sustainable development and internal environment.	Students will learn about sustainable development.
9	**Unit 9 The notion of core competence, distinctive competency, Sustainable competitive advantage and profitability.**	Students will learn about the notion of core competence, distinctive competency,

		Sustainable competitive advantage and profitability.
10	**Unit 10 - Static vs. Dynamic Competitive Advantage,** Strategic formulation and analysis. Industry life cycle, Value-Chain Analysis, The role of innovation, Competencies as barriers to change.	Students will learn about static vs. Dynamic Competitive Advantage. And they will learn about Strategic formulation and analysis.
11	**Unit 11– Strategic formulation and analysis: Business level strategy:** Concept of Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy.	Students will learn about Concept of Business Level Strategy.
12	**Unit 12– Strategies – Growth/Expansion, Stability & Retrenchment**	Students will learn about Strategies Growth/Expansion, Stability & Retrenchment
13	**Unit 13** Strategic **analysis at corporate level:** BCG Matrix, GE Nine Cell Planning Grid, Hofer's Product Market Evolution, Shell's Directional Policy Matrix, Mc Kinsey's 7sFramework.	Students will learn about Strategic analysis at corporate level.
14	**Unit 14 - Strategy implementation and evaluation:** Concept of strategy implementation and evaluation.	Students will learn about Strategy implementation
15	**Unit 15 - Project and Procedural implementation, Corporate Performance & Corporate Governance.**	Students will learn about Strategy implementation.
16	**Unit 16 - CSR: Benefit and Limitations of control Techniques** Corporate Social Responsibility & Ethics, Operations Control and Strategic Control Organizational systems and techniques of strategic evaluation	Students will learn about CSR and Organizational systems and techniques of strategic evaluation.

References: -

Hunger J David, Wheelen L Thomas, (2011), *Essentials of Strategic Management,* 5/e, Pearson.

John. A. Pearce II, Richard.B. Robinson Jr, AmitaMital, (2008), *StrategicManagement – Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill,New Delhi.

William F. Glueck, Lawrence R. Jauch, *Businesspolicy & Strategic Management,* McGraw Hill.

Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.

Kazmi, Azhar*Strategic Management & Business Policy* – TMH

Security Analysis and Portfolio Management

Course Code: MBA-303	Course Title: Security Analysis and Portfolio Management
Course Objective: - The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.	

Course Contents

Sl. no	Units	Unit Objectives
1	**Unit1- Overview of Investment and Market:** Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations.	Students will able to understand Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations.
2	**UNIT 2- Trading of securities:** equity and debentures/ bonds	Students will able to understand equity and debentures/ bonds
3	**Unit 3- Regulatory Mechanism:** SEBI and its guidelines; Investor Protection, Saving, investment, speculation.	Students will able to understand SEBI and its guidelines; Investor Protection, Saving, investment, speculation.
4	**Unit4- Type of investors:** Type of investors, Aim & Approaches of security analysis.	Students will able to understand Type of investors, Aim & Approaches of security analysis.
5	**Unit5- RISK AND RETURN ANALYSIS:** Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk.	Students will able to understand Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk.
6	**Unit6- Efficient Market Hypothesis):** EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of securities.	Students will able to understand EMH(Efficient Market Hypothesis) and its implications for investment decision. Valuation of securities.

7	**Unit7 – Fundamental and Technical Analysis of Equities:** Concept of intrinsic value. Objectives and goals of analysis of equity	Students will able to understand Concept of intrinsic value. Objectives and goals of analysis of equity.
8	**Unit8- Beliefs of Fundamental analysis:** Economy - Industry-Company framework, Economic analysis and forecasting.	Students will able to understand Economy - Industry-Company framework, Economic analysis and forecasting.
9	**Unit9 – Technical analysis:** Theory of Technical analysis, points and figures chart, barchart, Confidence index, Moving average analysis.	Students will able to understand Theory of Technical analysis, points and figures chart, barchart, Confidence index, Moving average analysis.
10	**Unit10- Market mechanism:** The market mechanism: testable hypothesis about market efficiency.	Students will able to understand The market mechanism: testable hypothesis about market efficiency.
11	**Unit11- MODERN PORTFOLIO THEORY:** Asset allocation decision and its theory	Students will able to understand Asset allocation decision and its theory.
12	**Unit 12 – Portfolio:** Dominant and Efficient portfolio – simple diversification, Markowitz diversification model, Selecting an optimal portfolio – Sharpe single index model.	Students will able to understand Dominant and Efficient portfolio – simple diversification, Markowitz diversification model, Selecting an optimal portfolio – Sharpe single index model.
13	**Unit13 – Process of portfolio management:** CAPM, Process of portfolio management. Passive Investment Management.	Students will able to understand CAPM, Process of portfolio management. Passive Investment Management.
14	**Unit14- Pricing theory:** Arbitrage pricing theory, Index Funds and Exchange-Traded Funds.	Students will able to understand Arbitrage pricing theory, Index Funds and Exchange-Traded Funds.

15	**Unit15 – Portfolio Performance Evaluation** Portfolio revision – Active and passive strategies and formulating plans to revise portfolio.	Students will able to understand Portfolio revision – Active and passive strategies and formulating plans to revise portfolio.
16	**Unit16- Creating a portfolio:** Creating a portfolio, periodical review and managing a portfolio.	Students will able to understand Creating a portfolio, periodical review and managing a portfolio.

References: -

a) Prasanna, C., (2005). Investment Analysis and Portfolio Management (2nd Ed.). TMH.
b) Reilly, (2008). Investment Analysis & Portfolio Management (8th Ed.). Cengage Learning.
c) Fisher & Jordan, (2007). Security Analysis & Portfolio Management (6th Ed.). Pearson.
d) Gibson, R. C. (2008). Asset Allocation. McGraw Hill.
e) Malkiel, B. G. (2007). A Random Walk Down Wall Street (9th Ed.).Norton and Company.

International Financial Management

Course Code: MBA 304	Course Title: International Financial Management
Course Objective: - To familiarize students with concept and importance of international financial system and investment decisions	

Course Contents

Unit	Units	Unit Objectives
1	**Unit 1- International Financial System & Market for Foreign Exchanges:** Growing Importance of International Finance & Global Financial Environment.	Students will able to understand Growing Importance of International Finance & Global Financial Environment.
2	**Unit2- International Monetary System:** International Monetary System & Evolvement of Floating Rate Regime.	Students will able to understand International Monetary System & Evolvement of Floating Rate Regime.
3	**Unit 3- Foreign Exchange Markets:** Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India.	Students will able to understand Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India.
4	**Unit 4- Exchange Rates,:** An Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinant s of Exchange Rates.	Students will able to understand an Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinants of Exchange Rates.
5	**Unit 5- International parity conditions:** International Parity conditions, Purchasing Power Parity **.**	Students will able to understand International Parity conditions, Purchasing Power Parity **.**
6	**Unit 6- Concept of Covered Interest Arbitrage:** Interest Rate Parity & Concept of Covered interest Arbitrage.	Students will able to understand Interest Rate Parity & Concept of Covered interest Arbitrage.
7	**Unit 7 – Balance of Payment, Exchange Rate Forecasting.**	Students will able to understand Balance of Payment, Exchange Rate Forecasting.
8	**Unit 8- Managing Foreign Exchange Risk:**	Students will able to understand Types of Foreign Exchange

	Types of Foreign Exchange Exposure & Risk, Transaction Risk.	Exposure & Risk, Transaction Risk.
9	**Unit 9 – Transaction Risk & Operating Risk:** Transaction Risk & Operating Risk; Corporate approach to Currency Risk Management & Hedging Philosophy.	Students will able to understand Transaction Risk & Operating Risk; Corporate approach to Currency Risk Management & Hedging Philosophy.
10	**Unit 10- Management of Transaction Exposure:** Management of Transaction Exposure, Internal & Contractual Hedge; Strategic Management of Operating Exposure.	Students will able to understand Management of Transaction Exposure, Internal & Contractual Hedge; Strategic Management of Operating Exposure.
11	**Unit 11- Interest Rate Risk Management:** Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.	Students will able to understand Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.
12	**Unit12 – International Investment and Financing:** Euro Currency Market; Financing the Global Firms.	Students will able to understand Euro Currency Market; Financing the Global Firms.
13	**Unit 13 – Availability & Cost of Capital:** Availability & Cost of Capital; Sourcing Equity Globally, ADRs/GDRs, etc.	Students will able to understand Availability & Cost of Capital; Sourcing Equity Globally, ADRs/GDRs, etc.
14	**Unit 14- International Debt Market:** International Debt Market, Structuring International Debt.	Students will able to understand International Debt Market, Structuring International Debt.
15	**Unit 15 – Foreign and International investment:** Foreign Investment Decisions	Students will able to understand Foreign Investment Decisions.
16	**Unit 16- FDI & Portfolio Investment; International Trade Finance.**	Students will able to understand FDI & Portfolio Investment; International Trade Finance.

References: -

a) Apte, P G. (2011). International Financial Management, 6th Edition, Tata Mc-Graw Hill.
b) Eitman (2007). Multinational Business Finance, 10th Edition, Stonehill, Mofett Pearson.
c) Madhu, Vij (2003). International Financial Management, 3rd Edition, Excel Books.
d) Sharan, V. (2012). International Financial Management, 6th Edition, PHI

Human Resource Planning and Development

Course Code: MBA-305	Course Title: Human Resource Planning and Development
Course Objective: - To help students to understand the concepts, methods and procedures involved in human resource planning process.	

Course Contents

Sr. N	Units	Unit Objectives
1	**Unit1- Introduction to Human Resource Planning:** Concept, Importance, objectives.	Students will able to understand the concept of HRP
2	**Unit2- Types & Factors:** Types of HR plan, Approaches	Students will able to understand Types of HR plan, Approaches, Factors affecting Human Resource Planning, Role of IT in HRP (HRIS).
3	**Unit3- Factors affecting Human Resource Planning, Role of IT in HRP (HRIS).**	Students will able to understand Factors affecting Human Resource Planning, Role of IT in HRP (HRIS).
4	**Unit4- Process & Functions of HRP** HRP Process, Models and Techniques of HR Demand and Supply Forecasting	Students will able to understand HRP Process, Models and Techniques of HR Demand and Supply Forecasting.
5	**Unit5- Relationship of HRP and other HR Functions.** Relation between HRP and other HR Functions	Students will able to understand Relation between HRP and other HR Functions.
6	**Unit6- Succession Planning, Evaluation of HRP**	Students will able to understand Succession Planning, Evaluation of HRP.
7	**Unit7 – Introduction to HRD:** Concept & Role of HRD, HRD Matrix, HRD Mechanism, HRD interventions.	Students will able to understand Concept & Role of HRD, HRD Matrix, HRD Mechanism, HRD interventions.

8	**Unit8- Roles & Competencies:** Roles & Competencies of HRD Professionals.	Students will able to understand Roles & Competencies of HRD Professionals
9	**Unit9 – Challenges in HRD, Aligning HRD with Organizational culture & Climate.**	Students will able to understand Challenges in HRD, Aligning HRD with Organizational culture.
10	**Unit10- HRD Process & Activities:** Assessing HRD needs, Designing Effective HRD Programs, Implementing HRD Programs.	Students will able to understand Assessing HRD needs, Designing Effective HRD Programs, Implementing HRD Programs.
11	**Unit11- Evaluations:** Evaluating effectiveness of HRD Programs.	Students will able to understand Evaluating effectiveness of HRD Programs.
12	**Unit12 – Action Learning, Assessment & Development Centres**	Students will able to understand Action Learning, Assessment & Development Centres
13	**Unit13 – HRD Practices & Trends:** Coaching, Mentoring, Employee counselling, competency mapping, Balanced Scorecard, Appreciative Enquiry	Students will be able to understand Coaching, Mentoring, Employee counselling, competency mapping, Balanced Scorecard, Appreciative Enquiry.
14	**Unit14- HRD in Career Development:** HRD in Career Development	Students will be able to understand HRD in Career Development.
15	**Unit15 – Integrating HRD with Technology.**	Students will able to understand Integrating HRD with Technology.
16	**Unit16- Emerging trends in HRD.**	Students will be able to understand Emerging trends in HRD.

References: -

a) Bhattacharya, Dipak Kumar – Human Resource Planning, Excel Books.
b) T.V. Rao, Human Resource Development Oxford IBH Publication
c) T. V. Rao. Future of HRD. McMillan Publishers.
d)Aswathapa, K. Human Resource and personnel management Text & Cases, TMH.
e) DeSimone& Harries – Human Resource Development – Thomson Learning
f) Werner J. M., &DeSimon, R. L. Human Resource Development. Southwestern

Labour Laws

Course Code: MBA-306	Course Title: Labour Laws
Course Objective: - The objective is to develop an understanding of the Labour law with reference to various aspects of Personnel Management, Wage Management and Industrial Relations.	

Course Contents

Unit	Units	Unit Objectives
1	Unit 1- Introduction to Labour Legislation Philosophy of Labour laws.	Students will be able to understand the philosophy of labour laws.
2	Unit 2- Labour laws and Human Resource Management, Labour laws: Concept, Origin, Objectives and Classification,	Students will be able to understand Concept, Origin, Objectives and Classification labour laws.
3	Unit 3- International Labour Organization	Students will be able to understand International Labour Organization.
4	Unit 4- Payment of Wages Act, 1936 .	Students will be able to understand Payment of Wages Act, 1936.
5	Unit 5- Minimum Wages Act 1948	Students will be able to understand Minimum Wages Act 1948
6	Unit 6- Payment of Bonus Act, 1965	Students will be able to understand the Payment of Bonus Act, 1965.
7	Unit 7 – Equal Remuneration Act, 1976	Students will be able to understand Equal Remuneration Act, 1976.
8	Unit 8- Factories Act, 1948	Students will be able to understand Factories Act, 1948.
9	Unit 9 – Contract Labour Act, 1970	Students will be able to understand Contract Labour Act, 1970.
10	Unit 10 - Social Security Legislation- An overview	Students will be able to understand Social Security Legislation- An overview
11	Unit 11- The Workmen's Compensation Act, 1923	Students will be able to understand the Workmen's Compensation Act, 1923.
12	Unit 12 – The Employee's State Insurance Act, 1961	Students will be able to understand the Employee's State Insurance Act, 1961

13	Unit 13 – The Employee's Provident Fund and Miscellaneous Provision Act, 1952	Students will be able to understand the Employee's Provident Fund and Miscellaneous Provision Act, 1952
14	Unit 14- The Payment of Gratuity Act, 1972	Students will be able to understand The Payment of Gratuity Act, 1972.

References: -

1. Malik S. (2011). Industrial Law Volume1, Twenty Third Edition, Eastern Book Company.
2. Malik S. (2011). Industrial Law Volume2, Twenty Third Edition, Eastern Book Company.
3. Padhi P.K (2012). Labour & Industrial Laws, Second Edition, PHI.
4. Daniel Albuquerque (2012), Legal Aspects of Business: Texts, Jurisprudence and Cases, Oxford University Press.
5. Singh, B. D. (2004). Industrial Relations. Excel Books.

International Marketing

Course Code: MBA 307	Course Title: International Marketing
Course Objective: - This course aims at clarifying the concept and providing the knowledge of International Marketing for better decision making and market exposure.	

Course Contents

Unit	Units	Unit Objectives
1	**Unit 1-** Introduction And Framework of international marketing	Students will be able to understand the basic of international marketing.
2	**Unit** 2- Intra firm& environmental factors, social cultural, economic, political & legal aspects,	Students will be able to understand Intra firm& environmental factors, social cultural, economic, political & legal aspects of International Marketing.
3	**Unit** 3- Difference between domestic marketing	Students will be able to understand the Difference between domestic marketing
4	**Unit** 4- Competitor Analysis: Competitive Intelligence, Understanding Competitors, Competitor Strengths and Weaknesses, The Competitive Strength Grid.	Students will be able to understand Competitor Analysis in international Marketing.
5	**Unit** 5- Policy Framework in International Trade	Students will be able to learn the Policy Framework in International Trade.
6	**Unit** 6- Indian Trade Policy, Recent trends in Indian foreign trade	Students will be able to understand the Indian Trade Policy, Recent trends in Indian foreign trade.
7	**Unit** 7 – Basic steps in starting an export business	Students will be able to learn Basic steps in starting an export business.
8	Unit 8- An overview of licensing regulations & Procedures	Students will be able to learn an overview of licensing regulations & Procedures.
9	**Unit** 9 – Product planning for export manufacturing firms & export houses	Students will be able to learn Product planning for export manufacturing firms & export houses.

10	Unit 10- Identifying foreign markets, market research overseas	Students will be able to learn Identifying foreign markets, market research overseas.
11	Unit 11- Market entry. Export pricing-International terms, payment terms	Students will be able to learn Market entry. Export pricing-International terms, payment terms
12	Unit12 – Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad-overview, merchandising, Trade fairs/exhibition	Students will be able to learn Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad-overview, merchandising, Trade fairs/exhibition.
13	Unit 13 – Export Assistance in India.	Students will be able to learn the export Assistance in India.
14	Unit 14- Introduction to Export documentation and procedures, framework, pre-shipment & post- shipment documents	Students will be able to learn Introduction to Export documentation and procedures, framework, pre-shipment & post-shipment documents.
15	Unit 15 – Role of ITPO in export promotion, quality control & pre-shipment inspection, Labelling/packing	Students will be able to learn how quality control & pre-shipment inspection, Labelling/packing works.
16	Unit 16- Marking of consignments, Marine/cargo insurance	Students will be able to learn Marking of consignments, Marine/cargo insurance

References: -

1. Varshney & Bhattacharya: International marketing management, Sultan Chand &Sons
2. W.J. Keegan: Multinational Marketing Management, Prentice Hall.
3. V. Terpestra & Ravi Saratnag: International marketing, Naper Publishing Group.
4. P. Cateora& Graham: International marketing, McGraw Hill.
5. Hans Muhlbache: International marketing-A global perspective, Cengage Learning EMEA

Marketing Research

Course Code: MBA-308	Course Title: Marketing Research

Course Objective: -
The objective of this course is to introduce students to methods of research and to develop a range of skills to facilitate independent research based learning and the interpretation of research findings.

Course Contents

Sr. n	Units	Unit Objectives
1	**Unit1- Introduction to Marketing Research:** Definition of Marketing Research, Classification of Marketing Research.	Students will able to understand Definition of Marketing Research, Classification of Marketing Research.
2	**Unit2- Role of Marketing Research:** Marketing Research Industry, Role of Marketing Research in MIS and DSS	Students will able to understand Marketing Research Industry, Role of Marketing Research in MIS and DSS.
3	**Unit3- Research design and Ethics:** Ethics in Marketing Research, Marketing Research Process.	Students will able to understand Ethics in Marketing Research, Marketing Research Process.
4	**Unit4- Research Design Formulation, Overview of Data Collection Methods and Sampling Theory.**	Students will able to understand Research Design Formulation, Overview of Data Collection Methods and Sampling Theory.
5	**Unit5- Questionnaire Designing and Application:** Questionnaire Design	Students will able to understand Questionnaire Design.
6	**Unit6- Steps involved in Questionnaire Construction.**	Students will able to understand
7	**Unit7 – Attitude Measurement:** Attitude Measurement	Students will able to understand Attitude Measurement.

8	**Unit8- Types of Scales for Attitude Measurement.**	Students will able to understand Types of Scales for Attitude Measurement.
9	**Unit9 – Applications of Marketing Research-I:** Introduction to SPSS, Logistic Regression for Classification and Prediction.	Students will able to understand Introduction to SPSS, Logistic Regression for Classification and Prediction.
10	**Unit10-Aanalysis:** Cluster analysis for identifying market segments.	Students will able to understand Cluster analysis for identifying market segments.
11	**Unit 11- Factor Analysis for data reduction**	Students will able to understand Factor Analysis for data reduction.
12	**Unit 12 –** **Conjoint analysis for Product research.** **Discriminant analysis for Classification**	Students will able to understand Conjoint analysis for Product research. Discriminant analysis for Classification.
13	**Unit13 – Applications of Marketing Research-II:** Advertising research, Market and Sales Analysis, Test Marketing. Consumer Behaviour Research, Distribution Research	Students will able to understand Advertising research, Market and Sales Analysis, Test Marketing. Consumer Behaviour Research, Distribution Research.
14	**Unit14- Pricing Research, Brand Equity Research, Promotion research**	Students will able to understand Pricing Research, Brand Equity Research, Promotion research.
15	**Unit15 –** **Consumer Behaviour Research, Distribution Research.**	Students will able to understand Consumer Behaviour Research, Distribution Research.
16	**Unit16-** **Role and Type of report:** Role of the Report, Type of Reports, Contents of the reports.	Students will able to understand Role of the Report, Type of Reports, Contents of the reports.

References: -

a) Nagundkar R - Marketing Research
b) Boyd West Fall - Marketing Research- Text and Cases
c) D A Aader and G S Dey - Marketing Research
d) Churchill - Marketing Research - Methodological Foundation Tull and Hawkins
e) Malhotra - Marketing Research

Introduction to Supply Chain Management

Course Code: MBA-309	Course Title: Introduction to Supply Chain Management

Course Objective: -To familiarize students with the Supply Chain management and its importance in the success of the company.

Learning Outcomes:
- ➢ Understand the basics of major aspects of Supply Chain Management in the context of the current business environment.
- ➢ Have a general sense of the various historical, legislative and practical issues associated with the movement of material in the country.
- ➢ Become familiar with the general issues concerning the management of a warehouse. These include site selection, warehouse layout, safety and security measures, cost drivers, shipping and receiving, packaging, inventory management principles, and just-in-time fulfilment.
- ➢ Acquire a general understanding of the major technology advancement in the industry.
- ➢ Be industry ready by working on simulation exercises related to supply chain management on excel

CONTENTS

Unit No.	Content	Unit Objectives
1	Unit: Introduction and a Strategic View of Supply Chains [10 Hours] Introduction to Supply Chain Management, Key Concepts in Supply Chain Management, Decisions in a Supply Chain, Enablers of Supply Chain Performance, Entry of Third-party Logistics Providers , Enhanced Inter-firm Coordination Capabilities, Supply Chain Performance in India, Customer Service and Cost Trade-offs, Supply Chain Performance Measures, Benchmarking Supply Chain Performance Using Financial Data, Linking Supply Chain and Business Performance, Enhancing Supply Chain Performance, Outsourcing: Make Versus Buy, Market Versus Hierarchy, Sourcing Strategy: Portfolio Approach, Impact of the Internet on Sourcing Strategy	
2	Unit: 02 Managing Material Flow in Supply Chains [10 Hours] Inventory Management- Introduction, Types of Inventory, Cycle Inventory, Safety Stock, Decoupling Stocks, Anticipation Inventory, Pipeline Inventory, Deadstock, Inventory-related Costs, Ordering Costs, Inventory-carrying Costs, Stockout Costs, Computing Inventory-related Costs, Managing Cycle Stock, Cycle Stock Inventory Model, Capturing Uncertainty, Impact of Service Level on Safety Stock, Managing Seasonal Stock,	

		Planning for Seasonal Demand, purchasing and inventory optimization using Excel, Network designing using Excel	
3		Unit: 03 Managing Information Flow in Supply Chains [10 Hours] Demand Forecasting- The Role of Forecasting, Qualitative Forecasting Methods, Quantitative Methods, Time-series Forecasting Models, Behavioral Issues in Forecasting, Implementing demand forecasting using excel, Enabling Supply Chain Management through Information Technology	
4		Unit: 04 Supply Chain Innovations [10 Hours] Supply Chain Integration, Internal Integration, External Integration, Building Partnership and Trust in a Supply Chain, Supply Chain External Integration: Industry-level Initiatives, Supply Chain Mapping, Supply Chain Process Restructuring, Postpone the Point of Differentiation, Changing the Shape of the Value-addition Curve, Advance the Customer Ordering Point: Move from MTS to CTO Supply Chain, Moving from the MTS to the CTO Model: The Role of Innovations and Experimentations.	
		Learning Resources 1. Chopra, S. and P. Meindl, (Latest), Supply Chain Management? Strategy, Planning and Operations, 2nd Edition, Pearson Education (ISBN 81-297-0172-3). 2. Raghuram, G.and N. Rangraj, (Latest), Logistics and Supply Chain Management: Cases and Concepts, Macmillan, New Delhi. 3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, (Latest), Designing and Managing Supply Chain: Concepts, Strategies and Case Studies. 2nd Edition, Irwin, McGraw Hill, New Delhi. 4. Ballou, RH (Latest), Business Logistics Supply Chain Management: Planning, Organising and Controlling Supply Chain, McGraw Hill, New Delhi. 5. Shah, Janat(Latest), Supply Chain Management, Pearson	

Retail Logistic

Course Code: MBA-310	Course Title: Retail Logistic

Course Objective: -
To provide a background to the principles of supply chain management and their relevance to retail logistics
Learning Outcomes:
 ➢ To understand the nature of relationships in the retail supply chain in order that students appreciate the cost trade-offs to reduce time to market.
 ➢ To appreciate the challenges facing logistics managers in the future.
To enhance business skills through the practical applications of knowledge through fieldwork/field visits and guest speakers.

CONTENTS

Unit No.	Content	Unit Objectives
1	**Unit: 01 Concepts in Retail Logistics and Supply Chain [10 Hours]** Retail Logistics: Changes and Challenges, The Logistics Task, Retail Logistics and Supply Chain Transformation, Supply Chain Management and Challenges, The Grocery Retail Supply Chain, Relationships in the Supply Chain, Changing Buyer–Seller Relationships, Efficient Consumer Response and Quick Response, The Role of Logistics Service Providers	
2	**Unit: 02 Retail and Globalization of Markets [10 Hours]** The Internationalization of the Retail Supply Chain, International Sourcing, Differences in Distribution, The 'Culture' in international Markets, The Internationalization of Logistics Practices	
3	**Unit: 03 Food Logistics [10 Hours]** Packaging Logistics and Fresh Food Retailing, Retail Leadership in Fresh Food Channels, Retail Locations and Outlets, Shopkeepers and Retail Managers, Product Sourcing and Distribution, Business Relationships, Merchandising and Selling, Change in Food Retailing, Fresh Food Retail Logistics, Temperature Controlled Supply (Cold) Chains	
4	**Unit: 04 Emerging Issues in Retail Logistics [10 Hours]** The Development of E-tail Logistics, The Growth of E-commerce, The Home Delivery Channel, RFID: Transforming Technology, The Greening of Retail Logistics, Environmental Effects of Retail Logistics, Managing Waste within the Retail	
	Reference: 1. Kerstin Gustafsson, Gunella Jönson, Leigh	

		Sparks (2006) Retailing Logistics and Fresh Food Packaging, ABE Books	
		2. Ray (2010) Supply Chain Management for Retailing, TMH	
		3. Supply Chain Management Strategies and Risk Assessment in Retail Environments, edited by Kumar, Akhilesh, Saurav, Swapnil	

Financial Analytics

Course Code: MBA-311	Course Title: Financial Analytics
Course Objectives: Introduction to the fundamentals of time series analysis. Application of time series modelling into the world of corporate finance and financial derivatives. **Course Outcomes**: after completion of the course students will be able to 1. Explain the concepts of Corporate finance. 2. Analyse different financial models and methodology using time series modelling 3. Explain and create basic time series models using time series decomposition and exponential smoothening. 4. Implement and Analyse the capital asset pricing model for optimum portfolio creation for variable risk- return profiles	

CONTENTS

Unit No.	Content	Unit Objectives
1	**Unit: 01** Financial Fundamentals, Data Collection and Data Pre-processing Types of Asset classes and their real world applications, Order books, Short selling. Data Collection from various financial resources (Yahoo Finance, Quandl, Intrinio). Identifying and managing missing data and outliers	
2	**Unit: 02** Introduction to Time Series Analysis of Financial data Introduction to Time Series Analysis, decomposing time series, Testing and correcting stationarity in time series. Time series modelling with exponential smoothing methods, Modeling and Forecasting time series with ARIMA. Stock price forecasting using ARIMA	
3	**Unit: 03** Financial Modeling: - Capital Asset Prizing Model CAPM, Implementation of CAPM. Introduction to Portfolio theory. Implementation of Portfolio creation strategy for required risk-return tradeoff	
4	**Unit: 04** Pricing Bonds and options: - Introduction to fixed income mathematics: YTM of Bond. Relationship between coupon and yield of a bond. Pricing a bond. Introduction of Equity derivatives: Options types. Option Pricing. Understanding option Greeks.	
	Ref: - 1. Y.J. Hilpisch, Python for finance: Mastering data-driven finance. Beijing; Boston;Farnham;Sebastpol; Tokyo:O'Reilly,2019 2. F. Nelli, Python Data Analytics: With Pandas, NumPy, and Matplotlib, 2nd ed. Berlin, Germany: APress, 2018 3. E. Lewinson, Python for finance cookbook: over 50 recipes for applying modern Python libraries to financial data analysis. Birmingham, UK: Packt Publishing Ltd., 2020 4. J. M. Weiming, Mastering Python for Finance. Birmingham, England: Packt Publishing, 2015	

Fundamental of AI for Managers

Course Code: MBA-312	Course Title: Fundamental of AI for Managers
Course Objectives: To introduce fundamentals of AI to students that support the decision process in business operations.	
Course Outcomes: CO1. Develop ideas for Artificial Intelligence use cases for a Business CO2. Critically analyze, how to collect, manipulate the data from the different sources in order to assess best practice guidance when applied to real-world problems in specific contexts. CO3. Investigate and evaluate key concepts of Artificial Intelligence and assess when to apply such techniques in practical business scenario CO4. Contextualize the analytical model using different Artificial Intelligence tools CO5. Students will be exposed to the power of click stream analysis and the possibilities that can be unleashed from industry applications of Artificial Intelligence	

CONTENTS

Unit No.	Content	Unit Objectives
1	**Fundamentals of Data:** Information about the five "V's" of data Impacts, Describing and Summarizing Data: Recognize trends in data and detect outliers, summarize data sets concisely, analyze relationships between variables, Create visual representations of data in Excel. **Basics insights of data :**Define and calculate descriptive statistics, Create scatter plots and calculate the correlation coefficient, Analyzing Unstructured Data: Unstructured data such as text, images and video, Linear Algebra behind AI Use cases.	
2	**Processes of Ind**iscrete random variables, Continuous random variable, Discrete random variables, missing values, Data-collection, staging, cleaning, transformation, consolidation, Data consistency. **Result Evaluation parameters:** Accuracy, Bias, and Ethics- Performance Evaluation Criteria through certain parameters: Quality assessment: Accuracy, Precision, Recall, F - measure, Confusion-matrix, Kappa and learning curves-ROC.	
3	**Introduction of Machine Learning:** Introduction to Machine Learning: Introduction to modern data analysis, Definition of Machine Learning. **Classification**- K-Nearest Neighbors approach, Naïve Bayes, Decision Trees.	

	Regression-Concepts of Correlation, Regression, Linear square estimation, Simple Linear Regression, Multiple Regression.	
4	**Data Visualization:** Introduction to Data Visualization, Data Visualization using Graphics through AI tool, Use of Colors, size and shape, Function, Parameters and Methods of Graphic Outputs.	
	Ref: - Hastie, T., Tibshirani, R. and Friedman, J. (2013). The Elements of Statistical Learning. C. Bishop, "Pattern Recognition and Machine Learning, Springer", 2006. Han, J., Kamber, M., Pei, J. Data Mining: Concepts and Techniques, Third Edition.Morgan Kaufmann Publishers, 2011. – 740 pp.	