St. Xavier's University, Kolkata

Xavier Business School

Action Area IIIB, New Town, Kolkata – 700160

Modular Syllabus for MBA (Semester III)

Academic Year: 2026-27 onwards

SEMESTER III

Code	Titles	Credits	Full Marks
***Specializations (Elective Papers)** - Each student must select **FIVE** Electives Papers			
MBR3011T	Specialization (Elective Paper)*	4	100
MBR3021T	Specialization (Elective Paper)*	4	100
MBR3031T	Specialization (Elective Paper)*	4	100
MBR3041T	Specialization (Elective Paper)*	4	100
MBR3051T	Specialization (Elective Paper)*	4	100
MBR3061T	Specialization (Elective Paper)*	4	100
MBR3071T	Specialization (Elective Paper)*	**4**	100
Core Papers			
MBR3010T	Corporate Strategy	4	100
MBR3020J	Project Work	6	150
	Total Credits	**30**	**750**

Section 02

- **MBR3010T: [Corporate Strategy], [4 credits], [Semester III], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Understand and explain the core concepts and frameworks of corporate strategy, including competitive advantage, strategic positioning, and value creation.
- **CO2:** Analyze complex business environments to identify strategic opportunities and threats and evaluate their potential impact on organizational performance.
- **CO3:** Analyze the strategic position of an organization and implement the most suitable strategies at corporate, business, and functional levels.
- **CO4:** Understand and examine the nature and dynamics of the strategy formulation and strategic implementation processes at both corporate and business levels.
- **CO5:** Evaluate the effectiveness of different corporate strategies through case studies and develop strategic approaches or solutions for successfully managing a business in the global context.

Course Content

Module No.	Module Name	Topic (s)	Description	No. of Hours Allotted	Marks Allotted	Credit for each Module	Associated Course Outcome
1	Introduction to Strategic Management	Fundamental concepts of Strategic Management	Concepts, Process and Strategic Management Model	6	15%	0.15	CO1
		Need and importance					
		Types of Strategies at various management levels; Corporate, Business and Functional levels					
		Strategic Management Process					
		Hierarchy of Strategic intent - value of vision, mission, goals and corporate objectives					
		Strategic Management Model					

2	II. Strategy Formulation and Analysis	Environmental Appraisal and Organizational Position Analysis Competitive Advantage and Strategic Advantage Profile Strategic Choice Environmental Analysis and Scanning Techniques Industry Analysis, PEST Analysis Porter's Five Forces model, the competitive environment Organizational Appraisal and Techniques Competitive Advantage & Core Competence Value chain analysis Resource-based view of a firm Evaluation of firm performance Balanced scorecard Strategy map	Concepts, Models and application	10	25%	0.25	CO2, CO3, CO4
3	III. Designing Corporate Level Strategies	Concentration Integration Diversification Internationalization Cooperation Stability Retrenchment Restructuring	Concept and Application	6	15%	0.15	CO3, CO4, CO5
4	IV. Designing Business Level Strategies	Cost Leadership Differentiation Focus Blue-ocean strategy	Concept and Application	6	15%	0.15	CO3, CO4, CO5
5	V. Strategic Analysis and Choice	Tools and Techniques of Strategic Analysis	Types and Application	6	15%	0.15	CO3, CO5
6.	VI. Strategy Implementation and Strategic Change	Strategy Implementation Re-Positioning the Organization Structural, Behavioral, Functional and operational implementation Strategic Change	Concept and Application	6	15%	0.15	CO4, CO5

Suggested Readings

1. Hunger, Wheelen, Hoffman, Strategic Management and Business Policy, 13th edition, 2012, Pearson Education Inc.
2. Charles W. L. Hill, Gareth R. Jones, Melissa A. Schilling, Strategic Management: An Integrated Approach, 11th edition, Cengage Learning

- **CO-PO mapping**

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H	M						
CO2	H	M						
CO3	H	H						
CO4	H	H					M	M
CO5	H	H		M			M	M

** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	CO1, CO2
Surprise Quiz2 (tentatively after 25th session)	Individual	5	CO3, CO4
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15th session)	Group	10	CO2
Project Presentation (tentatively between 35th-40th session)	Group	20	CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3011T : Financial Modelling Using Advanced Excel, 4 Credit [Nature of the Course: Elective Course in Finance Area]**

Objective of Course:

1. To become well versed with Intermediate level Microsoft Excel Functions for the purpose of financial modelling.
2. To analyze, understand and interpret performance of companies through their financial statements
3. To identify revenue and cost drivers and start forecasting data
4. To build scenarios for financial modelling
5. To develop financial models from scratch without using readymade templates

Course Outcome

1. The student should be comfortable working in excel.
2. The student should be able to use the various financial and other tools in excel.
3. Introduction to the various modelling technique.
4. Prepare report and interpret data using excel.
5. Prepare the financial statements using excel.

Modular Syllabus:

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Excel for Financial Modelling	Learn the primary tool named Excel. It aids in doing money calculations fast. Learn to use formulas rather than always using the mouse, Practice doing shortcuts fast for time-saving. Perform simple arithmetic such as totals and averages, Organize your work in a tidy manner so others can follow your money blueprint. Excel interface, navigation, and customization, Data entry, formatting, and cleaning, Core formulas: SUM, IF, AVERAGE, etc., Data validation, conditional formatting, Basic charts and data visualization This module brings your computer skills to a level above. Understanding difficult Excel functions such as VLOOKUP and INDEX/MATCH To retriev the correct details from big data sheets	Understanding Financial modelling using Excel Functions	4	10%	0.4	CO1

		easily. Advanced formulas: SUMIFS, OFFSET, array formulas, PivotTables, scenario manager, sensitivity analysis, Solver for optimization, Advanced charting: Waterfall, combo charts, PowerPoint integration: Linking Excel data, financial presentations					
II	Finance Concepts	Accounting and Finance Basics in Excel. Financial statement structure: Income Statement, Balance Sheet and Cash Flow Statement, Key accounting principles and ratios, Time value of money: NPV, IRR, PV, FV, Capital budgeting, working capital management	Understanding Financial concepts	4	10%	0.4	CO2
III	Dynamic Financial Model , Financial Feasibility Study & Business Modelling for Different Sectors	A fully dynamic model is one where you can alter one number, and all the rest change automatically. This makes it simple and quick to forecast. Model design: structure, modularity, transparency, Linking financial statements and schedules, Dynamic revenue, expense, and working capital schedules, Debt, equity, and tax calculations, Error checking and model integrity. Sector-specific modeling: manufacturing, services, real estate, infrastructure, Key revenue and cost drivers by industry, Project finance concepts: capital structure, debt service, Feasibility analysis: break-even, payback period	Understanding Dynamic model in Excel and Feasibility Study	12	30%	1.2	CO3
IV	Comparable Company Analysis (CCA), Precedent Transaction Analysis (PTA) & Discounted Cash Flow (DCF) Valuation	CCA is a straightforward method of valuing a company. Relative valuation and CCA methodology, Selecting and screening comparables, Calculating and interpreting valuation multiples (EV/EBITDA, P/E), Data normalization and presentation PTA is also comparing your business with others. But now, you compare businesses that have been acquired recently by another business. PTA as a valuation method using past M&A transactions, Identifying and screening relevant transactions,	Understanding how to Valuate and prepare Financial Statement in Excel	10	25%	1	CO5

		Calculating transaction multiples, Adjusting for outliers and comparability DCF is likely the most critical valuation technique. DCF methodology: projecting and discounting free cash flows, Forecasting revenues, margins, capex, working capital, Calculating WACC and terminal value, Sensitivity and scenario analysis					
V	Football Field Analysis, Mergers & Acquisitions (M&A) Financial Modelling & LBO Modelling	That sounds like a game, but it is a method for capturing valuation in a nutshell. You place all the valuation figures (from DCF, CCA, PTA, etc.) on one graph. The graph resembles a football field. Building merger models: sources & uses, pro forma statements, Accretion/dilution analysis, Deal structures: cash vs. stock, tax implications, Synergies, transaction fees, accounting adjustments LBO model structure: sources & uses, capital structure, debt schedules, Value creation levers: operational improvements, multiple expansion. Calculating IRR, MOIC, and sensitivity analysis, Advanced topics: circularities, mezzanine debt, recap scenarios.	Understanding how to interpret and report data using excel	10	25%	1	CO4
Total				**40**	**100%**	**4.0**	

Suggested Readings

1. Sengupta, C. (2004). Financial modeling using excel and VBA (Vol. 152). John Wiley & Sons.
2. Rees, M. (2011). Financial modelling in practice: A concise guide for intermediate and advanced level. John Wiley & Sons.
3. Messer, R. (2020). Financial modeling for decision making: Using MS-Excel in accounting and finance. Emerald Publishing Limited.
4. Fairhurst, D. S. (2015). Using Excel for business analysis: a guide to financial modelling fundamentals. John Wiley & Sons.

- **CO-PO mapping**

CO/PO	PO1 Knowledge of Business	PO2 itical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 dership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 ustainability Perspective	PO8 elong learning & Research Skills
CO1	H	M		L				M
CO2	H	M	L					M
CO3	H	H		M	M	M		L
CO4	M	H		H	M			M
CO5	H	H	M	M		M	L	M

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz 1	Individual	10	CO1, CO2
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Case study	Group	10	CO1, CO2, CO4, CO5
Assignment	Group	20	CO1, CO2, CO3, CO4, CO5
TOTAL		**60**	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3021T: [Project Appraisal and Finance], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

- **CO1:** To have a theoretical foundation regarding project evaluation
- **CO2:** To have an understanding of compound investment strategies, financial instruments, large-scale investments and project finance, and entrepreneurial finance and valuation of small projects
- **CO3:** To provide knowledge about different sources of financing and financial appraisal techniques and have knowledge of planning, scheduling, and controlling of projects.
- **CO4:** To have an understanding of different types of project risk and also post assessment of the project
- **CO5:** To acquaint students about social cost benefit analysis

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Overview of projects**	Overview of Project: Capital Investment- objective, Importance and types, facets of project analysis, key issues in major investment decision, Strategic planning and capital budgeting, Generation and Screening of Project Idea	Types of projects	3	7.5%	0.3	CO1
II	**Projected Cash Flow**	Elements of cash flow stream, principles of cash flow estimation, FCFE & FCFF valuation, cash flow for a replacement project,	Projecting Cash flow of projects (Considering Salvage vale and Terminal value in Horizon Period)	3	7.5%	0.3	CO2, CO4
III	**Project Risk Analysis**	Measures and perspectives on Risk, Certainty equivalent and Risk Adjusted Discount Rate, Sensitivity, Scenario, BEP, Simulation, Decision Tree Analysis, Project selection under risk.	Risk Analysis Model	12	30%	1.2	CO4

IV	**Project Financing Decisions**	Financing of Project: Equity / Ordinary Shares – Issue Procedures, Term Loans, Debentures / Bonds, methods of offering, Venture capital Financing, Project Financing structure, case study - Financing Infrastructure Projects -Venture Capital and Private Equity	Decision on Project financing	6	15%	0.6	CO3
V	**Project Management**	Network Development and Scheduling the Project: Determination of Critical path, PERT and CPM Model, Network Cost System, Project Crashing	Network Analysis	10	25%	1	CO3
VI	**Project Review and Social Cost Benefit**	Post Audit, Abandonment Analysis and Agency Problems - Rational of SCBA, Saving and Income distribution impact analysis	Societal Aspect of Project	6	15%	0.6	CO5

Suggested Readings:

Textbook: Sitangshu Khatua, Project Management & Appraisal, TMH

Reference Books:

1. Prasanna Chandra, "Projects", Tata McGraw Hill
2. Samuel J. Mantel, Jack R. Meredith, Scott M. Shaffer, Margaret M. Sutton, & R. Gopalan, "Project Management", Wiley India Publication
3. Timothy, D.R. and W.R. Sewell, "Project Appraisal and Review", Macmillan, India
4. Gary, Larsen & Desai, "Project Management", Tata McGraw Hill

- **CO-PO mapping**

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H							
CO2	H							
CO3	H	H						M
CO4	H	H				M		M
CO5	H	H		H				

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CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Case study	Group	10	CO3, CO4
Assignment	Group	20	CO2, CO3, CO4
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3031T: [Investment Analysis & Portfolio Management], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

- **CO1:** Comprehend the interrelationship between real sector and financial sector
- **CO2:** Integrate the various theories of Investment Analysis
- **CO3:** Examine the application of various theories in the valuation of bond and equities
- **CO4:** Evaluate and analyse various securities fundamentally and technically
- **CO5:** Asses the various techniques for measuring portfolio performance and also to know the techniques for portfolio management and selecting the optimum portfolio

- **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Introduction**	Relationship between the financial sector and the real sector	Overview and Scope	4	10%	0.4	CO 1
		The decision to save and allocation of savings					
		Importance of financial literacy					
		Financial Sector Environment and the Macroeconomics of Finance					
II	**Securities Market**	Introduction to various financial assets	Market & Instruments	2	5%	0.2	CO1
		The Indian financial system and					

		the different players					
		Players and Instruments					
III	**Capital Market Theory**	Risk & return trade off	Capital Market	6	15%	0.6	CO2
		The capital market line, The security market line. Significance of Beta and Alpha					
		The Capital Asset Pricing Model and the significance of required rate of return					
		Markowitz Model					
IV	**Valuation of Equity**	The dividend discount model	Equity valuation theories	4	10%	0.4	CO 3
		Constant & Variable growth model					
V	**Valuation of Debt**	Defining a debt instrument	Debt valuations	6	15%	0.6	CO3
		Coupon rate, rate of interest, hurdle rate, yield to maturity, holding period yield					
		Duration and convexity					
		Modified duration					
VI	**Portfolio Management**	Methods and criteria of portfolio selection.	Portfolio Management	6	15%	0.6	CO 5
		The steps in portfolio formation and rebalancing					
		Sharpe ratio					
		Treynor ratio					
VII	**Fundamental & Technical Analysis**	Economic, Industry and Company Analysis	Fundamental & Technical Analysis	4	10%	0.4	CO 4
		Ratio Analysis					
		Fundamental analysis vs. technical analysis. Charts and patterns. Support, resistance, head and shoulders, moving average, momentum					
		Various Techniques					
VIII	**Efficient Market Hypothesis**	EMH Theory	Efficient Market Hypothesis	4	10%	0.4	CO 3 & CO5
		APT Theory					
		Case Study Analysis					
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning	2	5%	0.2	CO 2 & 5
	Project & Presentation		Reflective & Application Learning	2	5%	0.2	CO 2 & 5

Suggested Readings:

Textbooks:

1. Investments, 11th Edition by Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, TMH
2. An Introduction of Financial Economics, Khatua, Majumdar & Ali, ABS, 2021.

Reference Books:

1. Security Analysis and Portfolio Management, Ranganatham and Madhumati, Pearson.
2. Security Analysis and Portfolio Management, Fischer, Jordan and Pradhan, Pearson.
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing

CO-PO mapping

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H							
CO2	H							
CO3		H				H		M
CO4		H				H		M
CO5		M				L		L

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CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3, CO4
Assignment (tentatively after 15th session)	Group	10	CO3
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4 & CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4 & CO5

- **MBR3041T: [Corporate Tax Planning and Management], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

CO1: Demonstrate the ability to analyze and apply principles of taxation across various heads of income, including business profits, capital gains, and income from other sources, incorporating specific exemptions as applicable under the tax code.

CO2: Evaluate the set-off and carry forward of losses and deductions under Chapter VI-A, with specific reference to industrial undertakings and newly established units, to enhance tax efficiency in compliance with tax regulations.

CO3: Critically assess tax liabilities and compliance for various entities.

CO4: Develop tax-optimized business strategies by applying tax planning principles to financial management and specific operational decisions.

CO5: Explain and apply key principles of international taxation, including transfer pricing, double taxation avoidance and US tax.

- **Course Content**

Module No.	Module Name	Topics	Description	Hours Allotted	Marks Allotted	Credits	Associated Course Outcome
1.	**Heads of Income - II**	Chargeability, General Principles governing assessment of business income, Methods of accounting, Depreciation u/s 32, SLM Depreciation for assesses engaged in Power Sector, Terminal Depreciation, Balancing Charge, Scientific Research u/s 35, Sale of Assets under SR, Amortization of Telecom Spectrum Fees u/s 35ABA, Amortization of Telecom License Fees u/s 35ABB, Amortization of Preliminary Expenditure u/s 35D, Computation of business income under normal and presumptive taxation scheme.	Profits and Gains of Business or Profession	10	25%	1	CO1
		Chargeability, Meaning of Capital Asset and types, Transfer of Capital Asset, Exempted	Capital Gains				

		Transfers, Computation of Capital Gains, Capital gains w.r.t. certain special cases [sections 45(1B), 45(2), 45(4), 45(5), 45(6), 49(2A), 49(2AH), 49(2AC), 49(2AD), 50B], Exemptions u/s 54EC, 54G, 54GA, 54GB.					
		Basis of charge, Dividend, Casual Incomes, Interest on securities, Gifts received, Income from letting of machinery, plant or furniture, Sub-letting of building, Advance money received, Other Points, Computation of Income from Other Sources.	Income from Other Sources				
2.	**Tax Relief and Optimization**	Mode of set off and carryforward, Intra head adjustments, Inter head adjustments, Provisions to Secs. 72(1), 72A, 73, 73A.	Set off and carry forward of losses	05	12.5%	0.5	CO2
		Deductions u/c VI-A available to Industrial Undertakings (refer to secs. 80-IA, 80-IAB, 80-IAC, 80-IB(8A), 80-IBA, 80JJAA, 80M), Deduction available to Newly Established Units in SEZs u/s 10AA.	Deductions from Gross Total Income				
3.	**Tax Assessment**	Taxation of LLP (including AMT), Taxation of companies (including MAT), Taxation of Business Trusts, Taxation of Co-operative Societies.	Assessment of various entities	10	25%	1	CO3
4.	**Tax Planning**	Tax planning with reference to setting up of a new business,	Tax Considerations in Business	10	25%	1	CO4

		financial management decisions (including capital structure decisions, dividend policy, bonus shares, buyback of shares), specific managerial decisions (including make or buy, own or lease, instalment payment or hire purchase)	and Financial Decisions				
5.	**International Taxation**	Meanings of International taxation and International Transfer Pricing, Methods of computation of Arm's length price (ALP), Advance pricing Agreements (APA), Safe harbour rule, Thin capitalisation (Sec 94B)	Introduction to International Taxation and International Transfer Pricing	05	12.5%	0.5	CO5
		Concept of double taxation, DTAA and advance rulings, Retrospective taxation-concept and cases, Relief for double taxation	Double Taxation Avoidance Agreement (DTAA) and Advance Rulings				
		Types of Taxes & Taxpayers, Business Structures, Accounting Method and Tax Year Estimates, Extensions & Tax Filing Deadlines Income, Deductions & Introduction to Form 1120, Types of Tax Adjustments and Common Adjustment Items	Introduction to US Taxation				
Total				**40**	**100%**	**04**	

Suggested readings:

1. Indirect Taxes: Law and Practice, V.S. Datey, Taxmann Publications.
2. Direct Taxes: Law and Practice, Singhania and Singhania, Taxmann Publications.
3. Practical Approach to Direct and Indirect Tax, Gupta and Ahuja, Wolters Kluwer publications.

4. Direct Taxes, Lal and Vashist, Pearson.
5. Taxation, CA G Sekhar, Commercial Law Publishers (India) Pvt. Ltd. - Padhuka's
6. Direct Tax Laws & International Taxation, CA Ravi Chhawchharia, Taxmann Publication.

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H	L	M			M		
CO2	H	L	M			M		
CO3	H	M	M			L		L
CO4	H	H	M	M		M		H
CO5	H	H	M	H		L		M

Note: '*H' means High relevance, 'M' means Medium relevance, 'L' means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz 1 (tentatively after 10th session)	Individual	05	CO1
Surprise Quiz 2 (tentatively after 15th session)	Individual	05	CO1, CO2
Mid-Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 25th session)	Individual	10	CO3, CO4
Project Presentation/Case Presentation (tentatively between 35th-40th session)	Group	20	CO1, CO2, CO3, CO4, CO5
TOTAL		**60**	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

MBR3051T : Financial Market Analytics, [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective]

Course Description:

This course equips students with analytical skills and practical tools required to understand, interpret, and predict financial market behaviour. It integrates financial theory with data analytics, focusing on equity, debt, derivatives, and macro-financial indicators using statistical and computational methods.

Course Outcomes (COs):

CO1: Understand the structure, functioning, and instruments of financial markets and identify key market indicators.

CO2: To develop an understanding of how the Indian primary market functions, including capital-raising processes, regulatory requirements, and the role of IPOs in economic growth.

CO3: Understand the functioning of the Indian secondary market, including trading mechanisms, price determination, the role of stock exchanges in providing liquidity.

CO4: Understand the structure and functioning of various other financial markets, such as derivatives markets, Bond markets and commodity markets, and their role in financial stability and economic development.

CO5: Analyse real-time market data through dashboards, APIs, and analytical platforms for informed decision-making.

Course Contents

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome
I	**Introduction to Financial Markets and Data Sources**	Role of Financial Markets in Economic Development; Role of Financial Intermediaries in Financial Markets; Types of Financial Markets: money market, capital market, forex market, derivative market, commodity market; Role of Regulators in Financial Markets: RBI, SEBI; Market indicators: indices, volatility indices (VIX), yields, spreads; Types of financial data: price data, volume data, macroeconomic	Financial institutions and markets contributing towards economic development; Different types of financial markets	10	25%	1	CO 1

		data; Data sources: NSE, BSE, RBI, SEBI, Bloomberg, Reuters, Trading Economics, Yahoo Finance, NSE APIs.					
II	**Primary Market**	Types of issue: Initial Public Offering, follow on Public Offering, offer for sale; Private placement, Preferential issue, Qualified Institutional Placement, Qualified institutional buyers; Issue mechanism: Book-building Process and determination of cut off price, Application Supported by blocked Amount (ASBA), Role of Anchor Investors, Green Shoe Option, Underwriting	The procedure of issue of shares; Role of the merchant bankers in an issue	10	25%	1	CO 2
III	**Secondary Market**	Functioning of the stock market, Screen-based Trading: NEAT and BOLT; Concept of Exchange Traded Market, Understanding stock indices; The process of trading in equity shares: customers, brokers, custodians, depositories, clearing and settlement process; Re-materialisation and De-materisation process	Understanding stock market operations; Understanding trading in markets	5	12.5%	0.5	CO 3
IV	**Other**	Money Market:	Understanding	5	12.5%	0.5	CO 4

	Financial Markets	Market participants, Instruments dealt in the market, Calculation of yield on T-bills; Derivative Market; Market participants, Instruments dealt in the market, Option pricing; Commodity Market: Market participants, Types of commodities traded; Bond Market: Types of Instruments, Calculation of bond value, YTM; Foreign Exchange Market (FEM): Market participants, Structure of FEM	fixed income securities market				
V	**Applied Financial Market Analytics**	Market Microstructure & Algorithmic Trading Analytics; Order types, bid-ask spread, market depth, liquidity; Price discovery, market efficiency, arbitrage; Back testing frameworks and performance metric; Behavioural biases and market anomalies; Portfolio Management Services (PMS) and types; Overview of AIF – Types of AIF; Application of Data Science in Securities Markets; Data Visualisation through Power BI/Google Data Analytics	Application of analytics in the financial markets; Understanding use of analytics in financial markets	10	25%	1	CO 5

Reference Materials:

1. Pathak, B. V., "Indian Financial System", Pearson
2. Bhole, L. M., "Financial Institutions and Markets", Mc Graw Hill Education
3. Machiraju, H. R., "Indian Financial System", Vikas Publishing
4. Agarwal, O.P., "Banking and Insurance", Himalaya Publishing House
5. Ray, S. & Nayak, S.," Banking and Insurance", Pearson

**** The latest edition of the books should be referred by the students.**

Reference Websites

rbi.org.in
sebi.gov.in
nism.ac.in
bseindia.com
nseindia.com

CO-PO mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	L	M	M			M	
CO2	H	M					M	
CO3	H	L		M				L
CO4	H	H		M		H		M
CO5	H	H		M		H		M
CO6	H	M	M	M		L		L

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2
Case study	Group	10	CO4, CO5
Assignment	Group	20	CO3
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

MBR3061T: [Financial Statement Analysis & Audit], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]

Course Outcomes (CO)

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

CO 1: Understand and analyze the components, relationships, and presentation of various financial statements
CO 2: Apply ratio analysis (including profitability, turnover, solvency, and liquidity ratios) and Dupont Analysis to effectively judge and compare a firm's financial performance.
CO 3: Analyze cash flow statements as per AS-3, distinguishing between cash flows from operating, investing, and financing activities, and interpreting the overall cash flow position.
CO 4: Comprehend the nature, objective, and scope of an audit, including the principles of audit planning, strategy, program, and audit evidence.
Apply knowledge of the causes, stages, and symptoms of financial distress/sickness using prediction models

Modular Syllabus

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Basics of Financial Statement	Types of financial statements (common size, comparative, trend analysis), Stock vs flow concept, Income statement, Balance sheet, Cash flow statement, relationship among statements, detailed components of Annual Reports, an overview of IND AS	Understanding Financial Statement	4	10%	0.4	CO1
II	Ratio Analysis	Ratio analysis, benefit and objectives, Profitability, turnover, valuation. Solvency and liquidity ratios, Dupont Analysis.	Using Ratio to evaluate companies	10	25%	1	CO2
III	Cash Flow statement	Definition, Features, Objective, Limitation of cash flows. Direct method indirect method, Cash flow from operation, Investing and financing. Cash flow as per AS-3, Interpretation of Cash Flow statement.	Understand CFS	10	25%	1	CO3
IV	Basics of Auditing and Reporting	Nature, Objective and Scope of Audit: Nature, Objective and Scope of Audit. (Meaning, Nature, Objective, Limitation, Benefits of Audit, Audit Planning and its benefits, Overall Strategy & Audit Plan, Audit Programme). Audit Evidence (Meaning, relevance, Sufficiency & appreciation, Sources, Audit Procedure & Evaluation) Audit Documents and reporting	Understanding Auditing and its role in Financial Statement	10	25%	1	CO4

		Audit of Items of Financial Statement (General Consideration, Audit Procedure for auditing different heads, Audit Procedure for certain disclosure, specific procedure). Audit Document & Report (Nature & purpose, Form & Content, Audit Bills, Types of Audit Report, CARO 2020). Audit of Different types of Entities (Audit of Firms, LLP and Hospital)					
V	Distress Analysis	Introduction, Distress & Sickness, Causes of Financial Distress, Stages of Sickness, Symptoms of Distress or Sickness, Prediction of Corporate Sickness, Univariate Model & Multivariate Model. (Altman Z-Score, Ohlson O-Score, Zmijewski Model, Taffler & Tisshaw Mode, Fulmer H-Score, Springate Model, Grover Model, Shumway Hazard Model)	Understanding the distress analysis.	6	15%	0.6	CO5
Total				**40**	**100%**	**4.0**	

Suggested Readings

Rao, P. M. (2021). *Financial statement analysis and reporting*. PHI Learning Pvt. Ltd..
Stickney, C., & Brown, P. (1999). Financial Reporting and Financial Statement Analysis.
Light, J. O. (2009). *Financial statement analysis* (Vol. 45). Wiley Online Library: Hoboken, NJ, USA.
Stickney, C. P., Brown, P., & Press, D. (1993). *Financial statement analysis*. Harcourt Brace College.
Kumar, R., & Sharma, V. (2015). *Auditing: Principles and practice*. PHI Learning Pvt. Ltd..
Hayes, R., & Dassen, R. (2005). *priciples of Auditing*. Prentice Hall.
Pickett, K. S. (2013). *Audit planning: a risk-based approach*. John Wiley & Sons.

CO-PO mapping

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	M		L				M
CO2	H	H						M
CO3	H	M		M				M
CO4	H	H	H	M	M			M
CO5	H	H						M

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz 1	Individual	10	CO1, CO2
Mid Semester Exam	Individual	20	CO1, CO2, CO3 & CO5
Case study	Group	10	CO1, CO2, CO3, CO4, CO5
Assignment	Group	20	CO1, CO2, CO3, CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

MBR3071T : FinTech Management , [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective]

Course Description

This course offers a comprehensive understanding of the rapidly evolving Financial Technology (FinTech) ecosystem, covering technology-driven innovations reshaping banking, payments, insurance, lending, wealth management, and financial markets. It explores the foundations of FinTech, digital transformation in financial services, regulatory frameworks, emerging technologies such as blockchain, AI/ML, robo-advisory, digital identity, and cybersecurity risks. Students will gain insights into digital payments infrastructure, financial inclusion, neobanking models, regtech solutions, P2P lending, crowdfunding, InsurTech, and the impact of data analytics on financial decision-making. The course equips learners with the knowledge required for careers in digital banking, FinTech strategy, financial product innovation, and technology-enabled financial services.

Course Outcomes (COs)

CO1: Understand the evolution, components, and technological foundations of the FinTech ecosystem.
CO2: Analyze digital payment systems, lending platforms, digital banking structures, and InsurTech innovations.
CO3: Understanding cyber security and managing cyber risk.
CO4: Examine regulatory frameworks governing FinTech, application of blockchain and data analytics in financial services including digital identity, KYC, cybersecurity, and consumer protection.
CO5: Assess the challenges, risks, and future trends in FinTech adoption across financial institutions and markets.

Course Contents

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome
I	Introduction to FinTech	FinTech Ecosystem Overview – Meaning, scope and evolution of FinTech; Key drivers of FinTech growth; Traditional finance vs Tech-enabled finance; Digital transformation in financial services. FinTech Business Models – Overview of digital financial services (DFS); Open finance; Embedded finance; API economy; BaaS (Banking as a Service). FinTech Stakeholders – Start-ups, incumbents, big tech firms, regulators and customers; FinTech innovations in India – UPI, Aadhaar, India Stack.	Understanding digital transformation in financial services; Different Fin Tech business models used	5	12.5%	0.5	CO 1
II	Digital Payments & Digital Banking	Digital Payment Systems – Electronic payment mechanisms; UPI, IMPS, AePS, NETC; Wallets, QR-based payments; Payment aggregation and gateways; Cross-border payments; NPCI initiatives. Digital Banking Innovations – Neobanks, challenger banks, open banking; API-driven banking; Digital account opening; Operational and risk	Types of digital payment mechanisms; Risks associated in digital banking	5	12.5%	0.5	CO 2

		considerations. Regulatory Framework – RBI guidelines on payments, KYC norms, customer redressal, payment security, data privacy norms.					
III	Cyber Security and Risk Management	Meaning and Importance of Cyber Security; Fundamental Concepts – Confidentiality, Integrity, Availability (CIA); Types of Cyber Threats – Malware, Ransomware, Phishing, DoS, SQL Injection; Cyber Attack Vectors; Cyber Security Policies and Standards; Global Cyber Security Frameworks (ISO 27001, NIST, GDPR Overview Cyber Risk Identification and Assessment; Cyber Risk Quantification Models; Cyber Risk Controls – Preventive, Detective, Corrective; Vulnerability Assessment and Penetration Testing (VAPT); Incident Response Planning; Disaster Recovery and Business Continuity Planning	Understanding cyber security frameworks; Cyber risk management	10	25%	1	CO 3

IV	Emerging Technologies in FinTech	Digital Lending Systems – P2P lending, marketplace lending, Buy-Now-Pay-Later (BNPL); Loan origination systems; Digital underwriting; Alternative credit scoring. Credit Analytics – Use of big data, machine learning, behavioural scoring; Risk models and portfolio analytics. Blockchain Fundamentals – Distributed ledger technology (DLT); Smart contracts; Tokenization; Applications in banking, trade finance, supply chain. Digital currencies & Digital Assets – CBDCs, stablecoins; Risks and regulatory concerns. InsurTech – Usage-based insurance, telematics, AI-enabled claim processing; Online insurance platforms; Regulatory considerations. WealthTech & Robo-Advisory – Algorithmic advisory models; Digital portfolio management; Crowdfunding platforms. Emerging Tech in Finance – Artificial Intelligence, Machine Learning, Cloud computing, IoT, RegTech solutions; Cybersecurity issues in FinTech.	Digital lending mechanism; Digital currencies; Portfolio analytics and use of big data and machine learning	10	25%	1	CO 4

V	Regulatory Framework, Governance & Future Trends	Regulatory & Governance Framework – RBI frameworks, SEBI guidelines, IRDAI norms, Data Privacy Bill; Digital identity, Aadhaar-KYC, e-sign, consent architecture. Risk Management in FinTech – Operational risks, fraud risk, cyber risk, data breach mitigation; Digital governance. Financial Inclusion & Sustainable FinTech – JAM trinity, PMJDY, digital microfinance, Agri-FinTech; ESG in FinTech. Future Trends – Metaverse finance, quantum computing, green FinTech, global FinTech landscape.	Financial Inclusion & Sustainable FinTech; Opportunities and challenges in Fin Tech	10	25%	1	CO 4

Reference

Arner, Barberis & Buckley, "The RegTech Book", Wiley
Pramod Choudhury, "FinTech: The New DNA of Financial Services", Wiley
Susanne Chishti & Janos Barberis, "The FinTech Book", Wiley
Christine Barton, "Digital Banking", McGraw Hill
Nandan Nilekani, "Rebooting India", Penguin
S.K. Gupta, "Financial Services and FinTech", Himalaya Publishing House

**** The latest edition of the books should be referred by the students.**

Websites

rbi.org.in
npcidigital.in
nism.ac.in
sebi.gov.in
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india.gov.in
bseindia.com / nseindia.com

CO-PO mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H		M	M				
CO2	H		M	M			M	L
CO3	H	L	M	M			M	L
CO4	H		M	M			M	M
CO5	H	L	H	M			M	M
CO6	H		H	H	M	L	H	H

** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2
Case study	Group	10	CO4, CO5
Assignment	Group	20	CO3
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section – 02

- **MBR3012T: [Integrated Marketing Communications], [4 credits], [Semester III], [Nature of the Course: Elective Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Explain the fundamental concepts of Communications and promotions
- **CO2:** Analyze the communication models to develop promotional campaigns for a brand
- **CO3:** Design message and media strategies using different tools and metrics
- **CO4:** Formulate the alternatives to decide the promotion mix elements of IMC strategies
- **CO5:** Assess the effectiveness and ethics of the promotional programmes

Course Content

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction to Integrated Communications	Overview of promotion Mix elements & Integration	Promotional mix elements-characteristics, advantages, disadvantages, Integrated Marketing Communication approach, Relationship amongst the promotional mixes and with other marketing mix elements, History of advertising; Various forms of Advertising;	4	5%	0.4	CO1
2	Promotional Planning	IMC Planning and Objectives Setting	Steps of the Planning Process; Advertising Objectives: Sales approach versus communication approach; DAGMAR approach. Advertising Budget: Budgeting approaches –	6	20%	0.6	CO1, CO2
3	Foundations of Advertising Design	Communication process, Advertising and Brand Building	Communication process. Communication models - traditional hierarchical response models; Alternate response hierarchies; ELM model; FCB; Cognitive Response model; Involvement and Communication, Brand value proposition and promoting desired image; corporate branding	8	20%	0.8	CO2

4	Designing an advertisement campaign	Elements of Media and Message Strategies, creative strategies and tactics	Message Strategies: cognitive; affective; conative; and brand strategies; Creative strategies - Message factors; message structure; message appeals- rational; emotional; scarce; message source factors - credibility; attractiveness; power; executional frameworks means-end theory; leverage points; Creative tactics for print and audio-visual media - copywriting; body copy; headlines; layout; visuals; Slogans; logos; signatures; storyboards. Media Strategy: Media planning process; media mix – different types of media – television; radio; print; outdoor; internet; characteristic features; advantages and limitations coverage; reach frequency; impact; Scheduling – Patterns; factors influencing choice of media	10	25%	1.0	CO2, CO3
5	Advertising Industry	Client-agency relationship and ethical practices	Advertisers; Advertising Agencies; and Support Organizations; types of agencies; structure; role and functions of ad agencies; agency compensation and evaluation tools Advertising and Society: Social – social and cultural issues; Ethical – deceptive; offensive; economical- effect on consumer choice; competition; cost and prices; and Regulatory Aspects of Advertising – ASCI.	2	5%	0.2	CO5

6	IMC Mix Elements	Sales promotion, personal selling, direct marketing, public relation and publicity	Sales Promotion: definition; reasons for rapid growth of Sales Promotion; objectives of Sales Promotion; Types of Sales Promotion. Tools and techniques of Consumer and Trade Promotion, role of sales promotion in IMC Programme. Public Relations and Corporate Advertising: definition; new role of PR; objectives; tools and techniques of public relations with merits and demerits; Corporate advertising- scope and types; role of PR in IMC Programme; Direct Marketing: definition; reasons for growth, objectives of direct marketing; tools and techniques of direct marketing. Personal selling – steps, objectives of communication, types of presentations, objection handling	8	20%	0.8	CO3, CO4
7	Promotional effectiveness	Measuring promotional effectiveness by pre and post tests	Evaluation of Promotional Effectiveness: reasons to measure effectiveness; what; when; where; how to test. Testing methods - pre-testing and post testing techniques to measure effectiveness of advertisements. Essentials of effective measures; problems with current methods; measuring effectiveness of other promotions	2	5%	0.2	CO5

Suggested Readings:

Textbooks:

1) G.E. Belch & M. A Belch, Advertising & Promotion, TMH
2) K.E. Clow & D. Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education

Reference Books

1. Advertising and Integrated Brand Promotion, T. C. O'Guinn, C.T. Allen & R, J. Semenik, Advertising, Thompson
2. W. Wells, J. Brunett & S, Moriarty, Advertising, Pearson
3. J. Jethwaney & S. Jain, Advertising Management, OUP

CO-PO mapping

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	M	M	L			L	L	
CO2	H	M	L	M				L
CO3	H	H	M	M				M
CO4	H	H		M	L			M
CO5	H	M	H			L	L	L

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Case Based Assignment (tentatively after 6 sessions)	Individual	5	CO1
Case Based Assignment (tentatively after 12 sessions)	Group	5	CO1, CO2
Surprise Quiz (tentatively after 20 sessions)	Individual	10	CO1, CO2,
Mid Semester Exam	Individual	20	CO1, CO2,
Project Assignment based on field work (tentatively to be submitted after 36 sessions)	Group	20	CO2, CO3, CO4,
TOTAL	60		

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO2, CO3, CO4, CO5

Section 02

- **MBR3022T: [Consumer Behaviour], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Enumerate the theories associated with Consumer Behaviour
- **CO2:** Identify and interpret the factors affecting the consumer behaviour
- **CO3:** Demonstrate the impact of internal dynamics such as attitude, learning, motivation, perception, and personality, on the consumer's decision-making process
- **CO4**: Illustrate the shift in consumers behaviour with respect to the changing business situations
- **CO5:** Analyze the behaviour of consumers to create strategic consumer segments

Course Content

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	**Introduction to Consumer Behaviour**	Meaning; nature and importance of Consumer Behaviour; Understanding consumers and market segments	Overview of Consumer Behaviour and its scope	2	5%	0.2	CO1
2	**Consumer as an Individual**	Dynamics of Motivation; Needs; Need Arousal; Goals; Maslow's Hierarchy of Needs; A Trio of Needs; Measurement of Motives	Internal Factors responsible for consumer's behaviour	6	15%	0.6	CO1, CO2
3	**Personality and Consumer Behaviour**	Nature and Theories of Personality; Freudian, Neo-Freudian, Trait Theory of Personality; Consumer Innovators and Innovativeness; Dogmatism; Inner- versus Other-Directedness; Need for Uniqueness; Optimum Stimulation Level; Sensation Seeking; Variety and Novelty Seeking; Need for Cognition; Visualizers versus Verbalizers; Consumer Materialism; Fixated Consumption; Compulsive Consumption; Consumer Ethnocentrism; Personality and Color; Self and Self-Image	Impact of Consumer Personality on their buying behaviour	6	15%	0.6	CO1, CO2, CO3
4	**Consumer Perception**	Elements of Perception; Sensory Input; Absolute and Differential Threshold; Perceptual Selection, Organization, Interpretation; Perceived Quality; Perceived Risk; Consumer Imagery	Formation and Impact of Consumer Perception	2	5%	0.2	CO1, CO2, CO3

5	**Consumer Learning**	Elements of Consumer Learning; Motives, Cues, Responses, Reinforcement; Classical Conditioning; Instrumental Conditioning; Observational Learning; Information Processing; Cognitive Learning; Outcomes and Measures of Consumer Learning	Types and Impact of Consumer Learning	4	10%	0.4	CO1, CO2, CO3
6	**Consumer Attitude Formation and Change**	Attitude-Toward-Behavior Model; Theory of Reasoned Action; Theory of Trying-to-Consume; Attitude-Toward-the-Ad Model; The Utilitarian Function; The Ego-Defensive Function; The Value-Expressive Function; The Knowledge Function; The Elaboration Likelihood Model; Self-Perception Attributions; Types of attributions	Building blocks of consumer attitude	6	15%	0.6	CO3, CO4, CO5
7	**Socio-Cultural Settings of Consumers**	Family and Its Social Standing; Family Decision-Making and Consumption-Related Roles; Family Life Cycle; Nontraditional Families and Non-Family Households; Reference Groups; Types of Reference Groups and their influence on products and brands; Social Standing and Consumer Behavior; Characteristics of Social Classes; Influence of Culture; Subcultures; Nationality and Ethnicity; Religious Subcultures; Regional Subcultures; Generation; Gender; Cross-Cultural Consumer Behavior;	Impact of socio-cultural setting on consumer behaviour	8	20%	0.8	CO1, CO2, CO3
8	**Consumer Decision-making and Consumer Research**	Consumer Decision-Making Model; Decision-Making Input; Decision-Making Process; Models of consumer decision-making: Traditional; behavioural economics; and contemporary (Howard and Sheth Model; Nicosia Model; Engle and Blackwell Model); Input; process and output model; Gifting Behavior; Diffusion and Adoption of Innovations; Types of Innovations; The Adoption Process	Consumer Decision making process	6	15%	0.6	CO4, CO5

Suggested Readings:

Text Book:

1. Leon G. Schiffman & Leslies Lazer Kankuk: Consumer Behaviour (Edition 6th) PHI – New Delhi

Reference Books

1. Loudon & Bitta: Consumer Behaviour, McGraw Hill International, 2000
2. Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company

CO-PO mapping

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	L		L					
CO2	M					M		
CO3	M	M				M	M	L
CO4	M	M				M	M	L
CO5	M	H	L			M	L	L

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Case Based Assignment (tentatively after 15th session)	Individual	10	CO2, CO3
Surprise Quiz (tentatively after 25th session)	Individual	10	CO1, CO2
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 25th session)	Individual	10	CO3, CO4, CO5
Project Presentation (tentatively between 35th-40th session)	Group	10	CO4, CO5
TOTAL	60		

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4

Section 02

- **MBR3032T: [Sales and Distribution Management], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Understand the background and fundamental concepts of personal selling.
- **CO2:** Understand and apply the principles of sales organization and sales planning to create an effective sales force structure.
- **CO3:** Demonstrate in-depth knowledge of various roles, skills and functions related to sales force management and control.
- **CO4:** Analyze different types of distribution channels and apply various principles of channel management to real world scenarios.
- **CO5:** Understand and apply the core concepts of physical distribution & logistics to relevant business situations.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Introduction :**	Concept; Objectives and Functions of Sales Management; Evolution of Sales Department; Nature and Scope of Personal Selling and Sales Management; Duties; Responsibilities; Functions of a Sales Manager	Acquaintance with the fundamental Concept	4	10%	0.4	CO1
II	**Personal Selling:**	Types of Selling situations; Buyer-seller dyad; Theories of selling; Steps of Selling process; Salesmanship; Product and customer knowledge; Types of objections; Negotiation; When and How to Negotiate	Theories & application; Negotiations	4	10%	0.4	CO1
III	**Sales Organization:**	Setting up Sales organization; Different models of Sales Organization; Factors determining Sales organization structure; Problems associated with structuring the sales organization; Modifications of Sales Organization.	Creation & designing of Sales organization	4	10%	0.4	CO2
IV	**Sales Planning :**	Importance of Sales Planning; Sales objectives; Strategies; Sales Forecasting; Sales 5Territories; procedure for designing sales territories; assigning territories; Sales Quotas ; importance; procedure; types and method of establishing Quotas; Sales budget	Sales Planning objectives	6	15%	0.6	CO2

V	**Sales Force Management and Sales Control:**	Sales Force Planning; Recruitment and selection; Training and Development; Placement and Induction; Motivating Sales Force; Leading the Sales Force; Compensation and Promotion Policies. Analysis of Sales Volume; Costs and Profitability; Managing expenses of sales personnel; Evaluating Sales Force Performance.	Sales Force Management functions	6	15%	0.6	CO3
VI	**Introduction to Distribution Management :**	Marketing Channel structure; functions and advantages; types of channel intermediaries – wholesalers; distributors; stockiest; sales agents; brokers; franchisers; C&F agents; and retailers.	Distribution Management concepts	6	15%	0.6	CO4
VII	**Channel Design and Management :**	channel objectives & constraints; identification; evaluation and selection of channel alternatives; channel management and control – recruiting and selecting channel members; motivating; evaluating channel arrangements , conflict management	Channel Design Management	6	15%	0.6	CO4
VIII	**Physical Distribution & Logistics:**	Goals; function; processing; warehousing; inventory & transportation	Distribution & Logistics	4	10%	0.4	CO5

Suggested Readings:

1. Still, Cundiff, Govani & Puri: Sales and Distribution management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases – McGraw Hill.
3. Sahadev, Sales & Distribution Management, OUP
4. K.K. Havaldar & V. M. Kavale, Sales and Distribution management, TMH

CO-PO Mapping

CO/ PO	PO1: Knowledge of Business	PO2: Critical & Problem-Solving Skills	PO3: Ethical orientation	PO4: Global perspective & Communication Skills	PO5: Leadership & Team Building Skills	PO6: Entrepreneurship Skills	PO7: Sustainability Perspective	PO8: Lifelong learning & Research Skills
CO1	H			M				
CO2	H	M	M	L	H			
CO3	H			L	H			
CO4	H	H		M	M			M
CO5	H	H						H

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz (tentatively after 10th session)	Individual	10	CO1, CO3
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after the 20th session)	Group	10	CO3, CO4
Case Presentation (tentatively between 35th-40th session)	Group	20	CO4, CO5
TOTAL		**60**	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

MBR3042T: [Strategic Brand Management], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective]

Course Outcomes (CO)

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

CO1: Understand fundamental concepts of brands, brand equity, brand identity, and brand personality.
CO2: Explain effective brand positioning and brand value propositions for different markets.
CO3: Analyze and formulate integrated marketing programmes and communication strategies to build and strengthen brands.
CO4: Evaluate brand performance and equity using appropriate research tools and metrics.
CO5: Design strategic options for brand extensions, brand revitalization, and sustainable brand management in dynamic environments.

Course Content

Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction to Fundamentals of Branding	Meaning and evolution of brands; product vs. brand; types of brands; Reasons for branding: value to consumers, firms, and society; Branding challenges and opportunities in contemporary markets (Indian and global context)	Basics ideas about the concept of Brandings and Brand Management	4	10%	0.4	CO1
2	Core concepts of Branding	Brand Image, Brand Personality (Aaker), Brand Identity Models (Aaker, Kapferer's Brand Identity Prism); Brand Essence; Brand Equity: Concept and sources of brand equity; Customer-Based Brand Equity (CBBE) – Keller's model; Aaker's Model; Overview of other equity perspectives (e.g., financial-based brand equity)	Basic ideas about major concepts and models of branding	12	30%	1.2	CO1, CO2
3	Building the Brand – Positioning & Value Creation	Brand positioning; Concept, importance, and steps in positioning; Points of parity and points of difference;	Concepts about brand positioning and value communication	4	10%	0.4	CO3, CO5

		Positioning maps and perceptual mapping (conceptual introduction); Positioning guidelines in competitive markets; Defining and communicating brand values and brand promise					
4	Designing marketing programmes for brand building	Product strategy and brand elements (name, logo, symbol, slogan, packaging); Price and channel strategy as branding tools; Role of customer experience and service quality in branding (services and retail contexts); Internal branding and employer branding (overview)	Strategic branding tools and brand experience	4	10%	0.4	CO3, CO4
5	Integrated Marketing Communications & Measuring Brand Performance	Integrated Marketing Communications (IMC) and branding: Role of advertising, sales promotion, PR, personal selling, events & experiences, direct and digital marketing; Consistent messaging and creative strategy for brand building; Brand communication in digital space; Social media, influencers, content marketing, brand	Integrated brand communication and digital branding	4	10%	0.4	CO3, CO5

		communities (conceptual overview)					
6	Brand Management Research	Role of research in brand decisions; exploratory and descriptive approaches; Qualitative tools: focus groups, depth interviews, projective techniques in brand personality & image; Quantitative tools: brand tracking studies, brand awareness, brand associations, perceived quality, loyalty measures; Measuring and managing brand performance: Brand audits and brand inventories; Brand valuation approaches (brief introduction); Brand Value Chain (Keller) – overview	Concepts of brand research, measurement, and performance evaluation	4	10%	0.4	CO3, CO5
7	Brand Growth Strategies – Extensions, Architecture & Repositioning	Building and leveraging brand equity over time; Brand extensions: Line extension vs. category extension;	Brand equity growth, brand expansion, and revitalization	4	10%	0.4	CO3, CO4

		Advantages, risks, and success factors; Fit between parent brand and extension; Brand portfolio and brand architecture; House of brands vs. branded house; Sub-brands, umbrella brands, range brands; Corporate branding and co-branding, ingredient branding (conceptual overview); Reinforcing and revitalizing brands; Diagnosing brand health; managing brand crises; Strategies for rejuvenation and revitalization (e.g., communication, product innovation); Brand repositioning					
8	Designing Sustainable & Contemporary Brands	Concept of sustainable branding; Sustainability, CSR, and ethical branding; Green branding and eco-labels; Brands and stakeholders: Socially responsible brands; Cause-related marketing and purpose-driven brands; Nation branding, place branding, and city branding –	Brand sustainable, digital, and emerging trends in branding	4	10%	0.4	CO3, CO4

		overview with Indian context; Managing brands in the digital & omni-channel era; User-generated content, online reviews, e-WOM; Personal branding and influencer brands (conceptual introduction); Future trends in brand management; AI, data analytics, and personalization in branding; Challenges of brand consistency across touchpoints					

Suggested Readings

1. Keller, K. L., Swaminathan, V., Parameswaran, A. M. G. (2020). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (5th Global/Indian Edition). Pearson. Pearson Education
2.Kapferer, J.-N. (Latest ed.). *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term.* Kogan Page
3.Aaker, D. A. (2010 or later reprints). *Building Strong Brands*. Free Press / Pocket Books
Sengupta, S. (2nd ed., 2005). *Brand Positioning: Strategies for Competitive Advantage*. Tata McGraw-Hill
4.Kumar, S. R. (2nd ed., 2009). *Managing Indian Brands.* Vikas Publishing House.

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	L					L	L	
CO2	M					M	M	L
CO3	M	M	L			M	M	L
CO4	M	H				M	M	L
CO5	M	H				M	L	L

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	10	CO1
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2
Individual Assignment 1 (tentatively after 20th session)	Individual /Group	15	CO3, CO4 & CO5
Individual Assignment 2 (tentatively after 35th session)	Individual/Group	15	CO4
TOTAL		60	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40 (10 marks compulsory question in the form of case let or situation based)	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3052T: [Services Marketing], [4 credits], [Semester III], [Nature of the Course: Marketing Specialization]**

- **Course Outcomes (CO)**

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

- **CO1:** Understand the fundamental characteristics of services and the unique marketing challenges faced by service organizations.
- **CO2:** Analyze key parameters of service design to effectively identify and manage customer experiences, expectations, perceptions, and outcomes.
- **CO3:** Develop service quality measurement tools to enhance customer loyalty and evaluate the effectiveness and efficiency of customer service offerings using the elements of the marketing mix for services.
- **CO4:** Analyze the role of customer relationship marketing (CRM) and retention strategies in fostering an environment that promotes excellence in customer service.
- **CO5:** Evaluate a firm's service performance by applying theoretical concepts and practical approaches to contemporary case studies.

Course Content

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1	I. Service Marketing	Introduction to services; Importance of services in the economy; Reasons for growth of services	Overview and Concepts of Services Marketing	4	10%	0.1	CO1
		Different types of service sector; Trends in service sector; Role of technology in service sector					
		Concept and characteristics of services					
		Marketing Mix of Services					
2	II. Consumer Behaviour in Services	The Three Stage Model of Service Consumption; Customer Expectations of Services; Factors affecting customer expectations of services; Customer Perceptions of Services	Concepts, Models and application	6	15%	0.15	CO2
		Positioning of Services					
3	III. Creating the Service Product & Distribution	Creating service product; The Flower of Services;	Concepts, Models and application	6	15%	0.15	CO1, CO2, CO3
		New Service Development; Branding Service Firms, Products and Experiences					
		Distribution in service context; Strategies for effective distribution					
4	IV. Pricing & Promotion of services	Approaches to Pricing; Value-definition based pricing strategies	Concepts, Models and application	6	15%	0.15	CO1, CO2, CO3
		Promoting Services: Integrated Services Marketing Communications; The Service Communication Mix; Challenges of service communication					
5.	V. Designing and managing	Designing service delivery system; Service Blueprinting; Balancing Demand and Capacity	Concepts, Models and application	9	22.5%	0.225	CO1, CO2, CO3

	service process	Planning the service environment; Servicescape strategies					
		Managing People; Strategies for delivering service quality through people; Service leadership and culture					
6.	VI. Service Performance	Service quality: GAPS Model; Measuring & improving service quality: Customer handling, Recovery Management & Service Guarantee; Relationship Management: Role of CRM	Concepts, Models and application	6	15%	0.15	CO3, CO4, CO5
7.	VI. Overview of Current Trends in Service Industries	Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.	Concepts and application	3	7.5%	0.075	CO5

Suggested Readings

1. Jochen Wirtz, C.Lovelock, J. Chatterjee (2019) *Essentials of Services Marketing* (3rd ed.) Pearson Education
2. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. (2018) *Services Marketing: Integrating Customer Focus Across the Firm with Connect Access*.(7th ed.). New York: NY. McGraw-Hill Education.

- **CO-PO mapping**

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H	M		M				
CO2	H	H		M			L	M
CO3	H	H		M				M
CO4	H	M		M			M	M
CO5	H	H		M			M	M

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	CO1, CO2
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15th session)	Group	10	CO2
Project Presentation (tentatively between 35th-40th session)	Group	20	CO2, CO3, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3062T: [Business to Business Marketing], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Identify various marketing concepts involved in organizational buying.
- **CO2:** Comprehend the buying process of business markets.
- **CO3:** Analyse the Channel Management opportunities for business-to-business marketing
- **CO4:** Apply the Business Marketing Intelligences concepts to B2B markets
- **CO5:** Apply the Sales Promotion & communication strategies for B2B markets

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**B2B Overview**	Perspective on the organization buyer; Nature of Industrial Marketing. Industrial Marketing Vs. Consumer Marketing; difference between B2B and B2C offerings. Relational approach to	Familiarity with Basic Concepts	**7**	20 %	0.8	CO1

		Industrial Marketing- The Nature of Industrial Demand & Industrial Customer; Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and non-standardized parts; Industrial services					
II	**Dimensions of Organizational Buying**	Organizational customer - Buying behavior. Environmental & organizational Influences; The Buy Grid Model; Buy phases; Buying decision making; Processes and procedures Buying Roles; buying center concept; Interpersonal Dynamics of Industrial Buying Behavior; Roles of Buying Centre; Conflict Resolution in Decision Making; Ethics in Purchasing.	Identification of Important Variables of Industrial Buying Behavior	7	20 %	0.8	CO2
III	**Business Marketing Intelligences**	Segmenting the organizational Market. Organizational Demand Analysis: demand measurement techniques; Measuring Market Potential and Sales Forecasting. Measuring customer values and creating value for the customer; Value Analysis and measurement	Segmentation & Sales Forecasting	7	20 %	0.8	CO3, CO4
IV	**Channel Management**	Main Distribution Channels; Aspects of Contractual Arrangements; Advantages and Disadvantages of the Use of Middlemen; Factors in Channel Choice; Selling to Middlemen; Physical Distribution; Distribution Effectiveness Analysis	Marketing Channels for B2B	7	15 %	0.6	CO4
V	**Pricing**	The Simple Pricing Models; Pricing Objectives; Industry Pricing Process. Price Monitoring; The Use of Probability in Pricing;	Industry Pricing Process	6	15 %	0.6	CO4, CO5

		Legislation and Pricing; Export Pricing;					
VI	**Sales Promotion**	Influencing the Buyer; Personal Selling; The COMPACT Model. Advertising; Other Forms of Sales Promotion; The Co-ordination of Promotion; Direct Marketing Strategies; CRM	Industrial Sales Promotion tools	6	10 %	0.4	CO4, CO5

Suggested Readings:

1. Michael D Hutt, Dheeraj Sharma, Thomas W Speh, B2B Marketing: A South-Asian Perspective Cengage Learning, 11/e, 2014
2. Sharad Sarin, Strategic Brand Management for B2B Markets: A Road Map for Organizational Transformation, Sage publications, 2010
3. Dwyer, F. Robert & Tanner, John F. Jr. Business Marketing, McGraw-Hill, 4/e., 2009

Journals:

1. Journal of Marketing Research
2. Journal of Business-to Business Marketing, Taylor & Francis Online.

CO-PO Mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H							
CO2	M	M	L	L				M
CO3	M	M			M	M		M
CO4		M					M	M
CO5	H	M			M		M	H

** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz (tentatively after 10th session)	Individual	10	CO1
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2, CO3
Individual Assignment or Group Project (tentatively after 20th session)	Individual	15	CO4, CO5
Case Study Presentation (tentatively after 35th session)	Group	15	CO3, CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4

Section 02

- **MBR3072T: [Event and Experiential Marketing], [4 credits], [Semester III], [Nature of the Course: Marketing Specialization]**

- **Course Outcomes (CO)**

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

1. Understand the fundamental concepts, scope, and role of event and experiential marketing in contemporary business environments.
2. Analyze consumer experiences, event design frameworks, and experiential value creation models.
3. Evaluate the strategic planning, budgeting, branding, and operational elements involved in event and experiential marketing campaigns.
4. Assess the use of digital tools, technology, and sensory branding to enhance audience engagement.
5. Develop an integrated experiential marketing plan incorporating event strategy, communication, logistics, and post-event evaluation.

- **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1.	I. Introduction to Event & Experiential Marketing	Nature and Scope of Event Marketing	Introduction & Basic Concepts	8	20%	0.20	CO1
		Evolution of Experiential Marketing					
		Events as Strategic Marketing Tools					
		Types of Events—Corporate, Retail, Sports, Entertainment, Social, MICE					
		Experience Economy and Customer Engagement					
		Trends in Global and Indian Event Industry					
2.	II. Consumer Experience, Engagement and Event Design	Understanding Audience Needs	Concept, process and application	10	25%	0.25	CO2, CO5
		Experience Design Models (Pine & Gilmore, Schmitt's Experiential Modules)					
		Sensory Branding					
		Engagement Mapping					
		Creative Strategy and Ideation					
		Event Themes, Concepts and Storytelling					
		Experience Measurement					
3.	III. Event Planning, Budgeting and Marketing Communications	Event Planning Process	Concept, process and application	8	20%	0.20	CO3, CO5
		Budgeting and Financial Management					
		Venue Selection					
		Vendor and Stakeholder Management					
		Event Sponsorship					
		Integrated Marketing Communication for Events					
		Public Relations and Media Management					
		Content and Influencer Strategies					
4.	IV. Event Operations, Logistics and Technology	Operations Planning	Concept, process and application	8	20%	0.20	CO3, CO4, CO5
		On-ground Execution; Risk Management and Safety Protocols					
		Legal and Regulatory Considerations					

		Event Logistics					
		Technology in Events—AR/VR, RFID, Projection Mapping, AI Tools					
		Event Data Analytics					
		CRM and Audience Tracking					
5.	V. Experiential Strategy, ROI and Future Trends	Experiential Branding	Concept, process and application	6	15%	0.15	CO4, CO5
		Customer Journey Mapping					
		Omnichannel Experience Planning					
		Measuring Event ROI and Impact					
		Sustainability and Green Events					
		Festivals and Destination Marketing					
		Hybrid Events					
		Future of Experiential Marketing					

Suggested Readings

1. Leonard H. Hoyle: Event Marketing, Wiley.
2. Allison Saget: The Event Marketing Handbook, Kaplan Publishing.
3. David M. Kilkenny: Experiential Marketing: Concepts and Strategies, Kogan Page.
4. Bernd Schmitt: Experiential Marketing, Free Press.
5. Shone & Parry: Successful Event Management, Cengage.
6. Recent industry reports by EEMA, EY-FICCI, and leading experiential marketing agencies.

- **CO-PO mapping**

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	M		H				M
CO2	H	H		M				M
CO3	H	H		M				H
CO4	H	H		M				M
CO5	H	H		M		M	M	M

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Assignment/Quiz	Individual	10	CO1, CO2
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15th session)	Group	10	CO3
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3013T: [Manpower Planning, Recruitment and Selection], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Comprehend the various techniques of HRP in a global perspective
- **CO2:** Integrate the theories and predict manpower requirements
- **CO3:** Examine the application of job analysis and evaluation on manpower planning
- **CO4:** Assess the efficiency of the recruitment and selection process of global organizations with suitable recommendations
- **CO5:** Realise the significance of human resource accounting and audit for a business enterprise

- **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Introduction to Human Resource Planning**	Meaning & Concept Responsibilities of modern HR Objectives Macro & Micro HRP	Overview and Scope	4	10%	0.4	CO1
II	**Productivity, Technology and**	Time Scale & Wastage Analysis	HRP: process & practice	3	7.5%	0.3	CO1

	HRP	HRP in practice					
III	**Job Analysis and Job Evaluation**	Job Description & Job Specification Job Assessment & Work Measurement Ergonomics	Understanding Job details	7	17.5%	0.7	CO3
IV	**Forecasting**	Demand Forecasting Supply Forecasting	Methods of analysing manpower requirements	8	20%	0.8	CO2
V	**Recruitment**	Recruitment process Internal & External Recruitment Attitude Survey	Recruitment practices	5	12.5%	0.5	CO4
VI	**Selection**	Steps in Selection Process Application Blank & Selection Tests Strategic Employment Interview Appointment & Induction Benefits of Internal Mobility; Transfers, promotions, Demotions, Separations	Selection practices	5	12.5%	0.5	CO4
VII	**HRA and Audit**	Concept Approaches HRD Audit	Accounting & Audit	3	7.5%	0.3	CO5
VIII	**Application & Reflective Learning**	Projects & Case Study	Practical applications	5	12.5%	0.5	CO1, CO2, CO3, CO4, CO5

Suggested Readings

1. Ian Maitland, Manpower Planning and Recruiting, 2005, Infinity Books
2. D K Sharma, Manpower Planning, 2012, Centrum Press

- **CO-PO mapping**

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H			M				
CO2	H	H						M
CO3	H							
CO4	H			H				
CO5	H						H	

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15th session)	Group	10	CO4
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

MBR3023T: Human Resource Policies and Practices

Credits: 4 | Semester: III | Nature of the Course: Human Resource Elective Course

Course Outcomes (CO)

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

CO1: Understand HR governance, communication, and employment frameworks.

CO2: Interpret ethics, discipline, and compliance within HR policies.

CO3: Analyze employee growth, promotion, and performance management practices.

CO4: Identify technology integration and HR digitization practices.

CO5: Evaluate HR operations for the enhancement of ease of doing business.

Course Content

Module	Module Name	Topics & Description	Hours	Marks	Credit	CO
1	**HR Governance & Employment Framework**	HR policies, recruitment, induction, service conditions, corporate communication, and labour compliance.	6	15%	0.15	CO1
2	**Ethics & Disciplinary Framework**	Code of conduct, discipline, grievance handling, ethics, and industrial relations practices.	6	15%	0.15	CO2
3	**Employee Growth & Performance Practices**	Promotion, appraisal, incentives, development, career progression, and performance-linked policies.	10	25%	0.25	CO3
4	**Gender Equity & POSH**	Gender policies, prevention of sexual harassment (POSH), DEI, legal frameworks, and institutional mechanisms.	8	20%	0.20	CO2, CO5
5	**HR Digitization & Technology**	ERP, HR analytics, digital HR systems, AI-driven HR processes, and e-governance.	6	15%	0.15	CO4
6	**Case Studies & Simulations**	Applied HR policy cases, policy analysis, simulations, and industry best practices.	4	10%	0.10	CO5

Suggested Reading

Dessler, G. (2025). Human Resource Management (17th ed.). Pearson Education India. Comprehensive coverage of HR policies, practices, performance management, and compliance frameworks.

Armstrong, S., & Mitchell, B. (2022). The Essential HR Handbook (2nd ed.). Career Press. Practical guide to HR governance, employee relations, ethics, and modern digitization practices.

CO-PO Mapping Matrix

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H			M				
CO2	M		H					
CO3	H	H			M			
CO4	M	M				M		
CO5	H	H			M			H

H = High , M = Medium , L = Low

Continuous Internal Assessment (CIA) 60 Marks

Component	Mode	Marks	Timeline	Associated CO
Surprise Quiz 1	Individual	5	After 10th session	CO1, CO2
Surprise Quiz 2	Individual	5	After 25th session	CO1, CO2
Mid Semester Exam	Individual	20	Scheduled	CO1, CO5
Assignment	Group	10	After 15th session	CO3, CO5
Project Presentation	Group	20	35th–40th session	CO1, CO3, CO5

End Semester Examination - 40 Marks

Component	Mode	Marks	Associated CO
End Semester Exam	Individual	40	CO1, CO3, CO5

Section -02

MBR3033T: [Industrial Relations and Labour Laws], [4 Credits], [Semester III], [Nature of the Course: Specialization]

- **Course Outcomes (CO)**

At the end of this course, Students will be able to

- **CO1:** Understand the concepts of Industrial Relations and Its dynamics
- **CO2:** Enumerate the meaning of Labour, Labour Market and its demand
- **CO3:** Elaborate the Functions; Approaches of Trade Unions and Labour Legislations in India
- **CO4:** Examine Industrial Disputes and its settlement and Labour Administration in Indian Context and EPM
- **CO5:** Distinguish Industrial Relations between Public and Private Sectors

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Introduction to Industrial Relations (IR)**	Industrial Relations – Concept and Perspectives Approaches to IR,	Managing IR Changes, Scope and importance of IR, Actors and Models of IR	4	10%	0.4	CO1

II	**Trade Unions**	Concept, Purpose, Functions and Structure of Trade Unions**,** Trade union movement in India	The Trade Union Act, 1926 and International Trade Union Federations.	4	10%	0.4	CO2
III	**Industrial Disputes and its settlement**	Industrial Disputes Grievances Prevention Machinery for Settlement	Factors, Forms, Trends, Classification Conciliation; Arbitration; Adjudication	4	10%	0.4	CO3
IV	**Employee Participation in Management (EPM)**	Participation vs Collective bargaining	Elements; Objectives; Levels; Forms; Pre-requisites; Practices Management Strategy in Collective Bargaining.	4	10%	0.4	CO4
V	**Industrial Relations in Public and Private Sectors**	Public and Private Sectors	Analysis, Features, Managing Human Capital, State Interventions and informal unorganized sector	3	9%	0.4	CO5
VI	**Labour and Labour Market**	Meaning, definitions, types, forms and characteristics. Features, Demand and Supply of Labour	Nature and Composition of Indian Labour Force New Dynamics of Labour Market in India and Problems of Labour in India	3	9%	0.4	CO2
VII	**Labour Legislations in India**	Concept, meaning, objectives, forms, and Classification, Social Justice and Labour Legislation	The Code on Wages, 2020, Industrial Relations Code, 2020, Social Security Code and the Occupational Safety,2020, Health and Working Conditions Code**, 2020.**	6	12%	0.4	CO3
VIII	**Labour Administration in India and ILO**	Labour Administration; Meaning, Purpose, Indian Context, Labour Policy	Administrative Agencies, Autonomous Organizations and Reforms in Labour Administration. International Labour organizations (ILO) and its administration: Origin, importance and nature	4	10%	0.4	CO4
IX	**Labour**	Concept, Scope,	Classification of	4	10%	0.4	CO6

	Welfare and Measures	Types, Theories and Principles	Labour Welfare activities and Measures, Industrial Health and Hygiene, Industrial Accidents and safety, Occupational Diseases				
X	Case Presentations	Case Analysis	Creating new knowledge of IR	4	10%	0.4	CO7

Suggested Readings

1. Dynamics of Industrial Relations by Mamoria, Mamoria & Gankar, Himalaya Publishing House, 2006.
2. Industrial Relations: Concepts and Legal Framework by A. M. Sarma, Himalaya Publishing House, 2007.
3. Industrial Relations: Trade Unions & Labor Legislations by Sinha, Sinha & Shekhar, Pearson, 2013.
4. P.L. Malik, Industrial Law, Eastern Book Company, New Delhi, 2011
5. N. D. Kapoor; Handbook of Industrial Laws; Sultan Chand
6. H. K. Saha Roy; Industrial &Amp; Labour Laws
7. C.S. Venkata Ratnam, Globalization and Labour-Management
8. Relations Dynamics of Change, Response Books,2001

Section 03

CO-PO mapping

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H			H				
CO2	H					H		
CO3	H			M				
CO4	H	M						
CO5	H	M		M				H

*** H means High relevance, M means Medium relevance, L means Low relevance.*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15th session)	Group	10	CO3, CO4
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3043T: [Training and Development], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

- **Course Outcomes (CO)**

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

- **CO1:** Enumerate the meaning of TD
- **CO2:** Interpret the rational and overview of TD
- **CO3:** Classify the TNA methods
- **CO4:** Assess the various approaches to learning and review training transfer at work.
- **CO5:** Contrast the approaches and methods of Training and Development; evaluate them; distinguish between approaches to Training Evaluation and Monitoring

- **Course Content**

Module No	Module Name	Module Subtopic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Introduction to TD**	Meaning, Forces Snapshots of TD in enterprises	Introduction	5	10%	0.4	CO 1
II	**Strategic Training Interventions**	Evolution of TD Process, Methods	Evolution and Process	6	15%	0.4	CO2

III	**Training Needs Assessment**	Concept and Significance of TNA Process and Scope of TNA	TNA	5	15%	0.7	CO3
IV	**Learning Approaches and Program Design**	Meaning, Theories Process of learning Learning Outcomes	Learning	6	10%	0.4	CO 4
V	**Transfer of Training**	Training Design Training Transfer	Training Transfer	6	15%	0.8	CO 5
VI	**Training Methods**	Traditional and Modern Methods of TD Application of Methods in specific situations On-the-job and off-the-job initiatives of TD	Methods and Tools	8	17.5%	0.8	CO 5
VII	**Training Evaluation**	Meaning and Scope Evaluation Process Evaluation strategy	Evaluation	7	17.5%	0.5	CO 5
VIII	**Employee Development & Special Issues in TD**	Employee Development Special issues in TD	Employee Development	7	17.5%	0.5	CO 4, CO 5
IX	**Case Studies and Application**	Case Discussion Application and Review	Cases and Application	7	17.5%	0.5	CO 5

Suggested Reading

3. Employee Training and Development by Raymond A Noe and Amitabh Deo Kodwani, 5th Edition, McGraw-Hill 2012

- **CO-PO mapping**

CO/ PO	**PO1:** Knowledge of Business	**PO2:** Critical & Problem-Solving Skills	**PO3:** Ethical orientation	**PO4:** Global perspective & Communication Skills	**PO5:** Leadership & Team Building Skills	**PO6:** Entrepreneurship Skills	**PO7:** Sustainability Perspective	**PO8:** Lifelong learning & Research Skills
CO1	H			H				
CO2			M					
CO3	H					L	M	M
CO4		M						
CO5	H	M		L		H		
CO6	H			L		H		
CO7			L					H
CO8						L		H

*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	5	CO1, CO2, CO3
Surprise Quiz2 (tentatively after 25th session)	Individual	5	CO4, CO5
Mid Semester Exam	Individual	20	CO1 & CO2
Assignment (tentatively after 15th session)	Group	10	CO3
Project Presentation (tentatively between 35th-40th session)	Group	20	CO4 & CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40 (10 marks compulsory question in the form of conceptual, application oriented, case-based or situation based)	CO1, CO2, CO3, CO4, CO5

MBR3053T: Performance Management System [4 Credits] | [Semester III] Nature of the course: HR Specialisation Course

Course Outcomes (CO)

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

- **CO1:** Describe PMS concepts, principles, trends and strategic linkages.
- **CO2:** Apply Agile, Coaching, Balanced Scorecard and other PMS models.
- **CO3:** Analyse performance planning, appraisal and feedback systems.
- **CO4:** Evaluate monitoring, recognition systems and ethics in PMS.
- **CO5:** Design an industry-oriented PMS using digital tools.

Course Content

Module No	Module Name	Topics Description	No of Hours	Marks Allotted	Credit of Each Module	Associated CO
I	**Performance Management Overview**	Integration with strategy & HR systems; emerging PMS trends, concepts, and objectives.	06	15%	0.6	CO1

II	**Performance Management Models**	Agile, Coaching, BSC, and Performance Prism; Frameworks linking goals, behavior, and outcomes.	06	15%	0.6	CO2
III	**Performance Planning & Goal Setting**	Planning process: OKR, KPI, KRA, and competencies; Aligning individual, team, and organizational goals.	08	20%	0.8	CO2, CO3
IV	**Performance Appraisal & Ratings**	Traditional & modern appraisal methods: 360°, BARS, dashboards, and bias reduction.	08	20%	0.8	CO3
V	**Performance Monitoring & Feedback**	Continuous monitoring, feedback, and development; PMP, improvement models, and coaching culture.	06	15%	0.6	CO4
VI	**PMS Implementation, Recognition & Ethics**	Implementation issues, rewards, and ethics; Recognition systems and ethical PMS practices.	06	15%	0.6	CO4, CO5

Suggested Readings

- **Aguinis, H. (2023).** *Performance Management* (5th ed.). Chicago Business Press/Pearson Education.

- **Armstrong, M. (2021).** *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (7th ed.). Kogan Page.

CO-PO Mapping

CO / PO	**PO1** Knowledge of Business	**PO2** Critical & Problem Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H			M				
CO2	H	H		M	M			
CO3	H	H			M			
CO4	M	M	H					
CO5	H	H			M	M		H

H = High, M = Medium, L = Low

CIA Plan (Out of 60 Marks)

Evaluation Components	**Mode**	**Full Marks**	**CO for Rubrics**
Surprise Quiz 1	Individual	05	CO1
Surprise Quiz 2	Individual	05	CO2
Mid Semester Exam	Individual	20	CO3, CO4
Assignment	Group	10	CO3
Project & Presentation	Group	20	CO4, CO5

End Semester Examination (Out of 40 Marks)

Evaluation Components	Mode	Full Marks	CO for Rubrics
End Semester Exam	Individual	40	CO1, CO2, CO5

MBR3063T : Compensation and Benefits Management

Credits: 4 | Semester: III | Nature of the Course: HR specialization Course

Course Outcomes (CO)

- **CO1**: Define and explain core compensation concepts and approaches.
- **CO2:** Interpret compensation data, structures and emerging trends.
- **CO3:** Analyse pay systems, benefits and strategic compensation models.
- **CO4:** Identify wage theories, job evaluation methods and legislation.
- **CO5**: Evaluate equity, effectiveness and compliance of compensation practices.

Course Content

Module No.	Module Name	Topic(s)	Description	No. of Hours	Marks %	Associated CO
1	Introduction to Compensation Management	Concepts, approaches, theories, executive compensation, trends	Foundations of compensation management, strategic perspectives, emerging trends including gig economy and AI-based compensation models	7	15%	CO1
2	Compensation Classification & Structure	CTC, base pay, incentives, salary bands, job evaluation	Designing equitable and competitive pay structures, salary architecture, and performance-linked compensation systems	7	15%	CO2
3	Employee Benefits & Services	Benefits classification, LTIs, ESOPs,	Strategic benefit design, long-term incentives, ESOP frameworks,	8	20%	CO3

		taxation, skill-based pay	taxation implications, and flexible benefits administration			
4	Wage Dynamics & Administration	Wage theories, wage fixation, wage policy, collective bargaining	Institutional wage determination, collective bargaining mechanisms, wage boards, pay equity and audit systems	8	20%	CO4
5	Wage Legislation & Compliance	Labour codes, social security, tax implications	Legal framework of compensation, labour codes, compliance mechanisms, statutory benefits and regulatory impact	5	15%	CO4, CO5
6	Case Applications	IIMA and industry cases	Applied compensation strategy, real-time case analysis, pay restructuring decisions, and strategic compensation analytics	5	15%	CO5

Suggested Readings

1. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). *Compensation* (13th ed.). McGraw Hill Education. ISBN: 978-1260152816
2. Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson Education. ISBN: 978-0135172782
3. Bhatia, S. K. (2018). *Compensation Management: Principles and Practices*. Excel Books. ISBN: 978-9386042199

CO–PO Mapping

CO / PO	**PO1** Knowledge of Business	**PO2** Critical & Problem Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO 1	H			M				
CO 2	H	H			M			
CO 3	H	H			M			
CO 4	M	M	H					
CO 5	H	H			M			H

H = High relevance, M = Medium relevance, L = Low relevance

CIA Plan (Out of 60 Marks)

Evaluation Component	**Mode**	**Marks**	**CO for Rubrics**
Surprise Quiz 1	Individual	5	CO1
Surprise Quiz 2	Individual	5	CO1
Mid-Semester Examination	Individual	20	CO2, CO3
Assignment	Group	10	CO3
Project & Presentation	Group	20	CO4, CO5

End Semester Examination (Out of 40 Marks)

Evaluation Component	**Mode**	**Marks**	**CO for Rubrics**
End Semester Examination	Individual	40	CO1, CO2, CO5

MBR3073T: Competency Mapping and Management Credits: 4 | Semester: III | Nature of the Course: Discipline Specific Elective (DSE)

Course Outcomes (CO)

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

- **CO1:** Understand the fundamental concepts and strategic significance of competency mapping.
- **CO2:** Interpret the processes and methodologies used to map competencies within business enterprises.
- **CO3:** Analyze gap analysis techniques to evaluate competency levels within an organization.
- **CO4:** Identify the practical application of competency mapping across various HR processes.
- **CO5:** Evaluate recent trends and modern technological integrations in competency management.

Course Content

Module	Module Name	Topics & Description	Hours	Marks	Credit	Assoc. CO
1	**Introduction to Competency Mapping**	Fundamentals, strategic role in HR; Core, functional, and behavioral competencies; Iceberg & SHRM models.	6	15%	0.15	CO1, CO2
2	**Process & Methodologies**	Step-by-step mapping; Job analysis, expert panels; Skill matrices, assessment centers, and digital tools.	8	20%	0.20	CO2, CO3
3	**Assessment & Gap Analysis**	360-degree feedback; Gap analysis techniques; Designing role-specific models (Leadership/Technical); Performance metrics.	8	20%	0.20	CO3, CO4
4	**Application in HR Processes**	Competency-driven recruitment, training, and succession planning; Integration with AI-HR analytics.	8	20%	0.20	CO4, CO5
5	**Management & Modern Trends**	System integration; Agile mapping; Diversity, inclusion, sustainability, and future skills tracking.	4	10%	0.10	CO5
6	**Case Studies & Simulations**	Industry best practices (National & Global); Hands-on sessions with the mapping process.	6	15%	0.15	CO1, CO2, CO5

Suggested Readings

Spencer, L. M., & Spencer, S. M. (1993). Competence at Work: Models for Superior Performance. John Wiley & Sons.

Sanghi, S. (2024). Competency Mapping and Assessment: A Practitioner's Handbook. Routledge India.

CO-PO Mapping Matrix

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H	M	L	H	M	M		
CO 2	H	H	M	M	H	L	L	H
CO 3	H	H	H	H	M	M	M	H
CO 4	H	M	M	M	H	L	M	
CO 5	H	H	L	H	H	H	H	H

H = High, M = Medium L = Low

Continuous Internal Assessment Plan (60 Marks)

Component	Mode	Marks	Timeline	Associated CO
Surprise Quiz 1	Individual	5	After 10th session	CO1, CO2
Surprise Quiz 2	Individual	5	After 25th session	CO3
Mid-Semester Exam	Individual	20	Scheduled	CO1, CO2, CO3
Group Assignment	Group	10	After 15th session	CO2, CO4
Project Presentation	Group	20	35th–40th session	CO5

End Semester Examination (40 Marks)

Component	Mode	Marks	Associated CO
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3014T: Decision Modelling, (4 credits) (Semester III), Nature of the Course: [Optional Paper – Business Analytics]**
- **Course Outcomes (CO)**

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

CO1: Understanding decision-making frameworks and identify the different components of a decision problem, including objectives, constraints, alternatives, and potential outcomes.

CO2: Develop modeling skills and to translate real-world business scenarios into structured decision models using spreadsheet.

CO3: Evaluating decision alternative by assessing the potential impacts and trade-offs associated with different decision options using quantitative analysis methods.

CO4: Mathematically model and solve optimization problems where the objective function and constraints are linear

CO5: Understanding the concept of Simulation, including random sampling, probability distributions, and iterative calculations to model uncertain variables.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
1	**Decision Theory**	Type of managerial decision, Classification of decision based on complexities	Fundamental concepts of Decision Theory and types of Decision making	12	35%	1	CO1, CO2
		Decision making under certainty, Decision making under uncertainty					
		Decision under risk, Decision under conflict					
		Decision trees, Application of decision trees					
		Illustrative examples					
2	**Spreadsheet Modeling**	Introduction to Spreadsheets,	Decision implementation and representation through Excel Spreadsheet	6	15%	1	CO2, CO3
		Formula Entry in Excel, Implementation of Control-Flow Statements					
		Creating Charts in Excel, Dashboard Development, Generating Tornado Diagrams, Pivot Tables and Charts, Lookup and Reference Functions					
		Customization of Toolbars and Menus, User-Defined Functions, Utilizing Auditing Tools					
3	**Linear Programming**	Principles of simplex method, Problems involving mixed constraints, special cases on simplex	Simplex method for Linear Programming and its extension	8	30%	1	CO3, CO4

Module No.	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
		method					
		Degeneracy in linear programming, multiple optimal solution, unbounded solution, infeasibility					
		Dual Simplex method, revised simplex method, goal programming					
		Meaning of sensitivity analysis, concept of shadow price and Reduced Cost, scarce and abundant resources. Illustrative examples					
4	**Simulation**	Introduction of simulation technique, Advantages of simulation, Limitation of simulation	Simulation theory and techniques using Monte Carlo Simulation	6	20%	1	CO5
		Applications of simulation, Monte Carlo Simulation					

Section - 03

- **CO-PO mapping**

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	M	L	L	M	H		M
CO2	H	H		M		H		M
CO3	H	H				M		H
CO4	M	H				M		H
CO5	M	H				L		H

**** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Research project	Group presentation	30	CO1, CO2, CO3
Mid Semester Exam	CIA Written	20	CO1, CO2
Assignment (tentatively after 18th session)	Individual	10	CO1, CO2, CO3
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR3024T: Data Modelling, (4 credits) (Semester III), Nature of the Course: [Optional Paper – Business Analytics]**
- **Course Outcomes (CO)**

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

CO1: Explain the fundamental concepts of data modelling, including entities, relationships, constraints, normalization, and business rules, to translate organizational data requirements into conceptual and logical data models.

CO2: Design efficient relational and enterprise-level database schemas by applying advanced ER modelling techniques, integrity constraints, and performance considerations for transactional business systems.

CO3: Develop dimensional and analytical data models, including fact and dimension tables, star and snowflake schemas, to support managerial reporting and key performance indicators.

CO4: Construct integrated data models for enterprise applications such as ERP, CRM, and SCM systems by incorporating master data management, cross-functional data integration, and service-oriented architecture principles.

CO5: Evaluate and apply data governance, compliance, and ethical principles in strategic data modelling to ensure regulatory adherence, data accountability, and long-term business value creation.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
1	Foundations of Data Modelling	Introduction to data modelling. Role of data modelling in managerial decision-making. Conceptual, logical, and physical data models. Business rules, entities, attributes, relationships. Normalization vs. denormalization. Metadata and data dictionaries	Core concepts of data models, entities, relationships, and normalization.	8	20%	0.8	CO1
2	Relational & Enterprise Data Design	Advanced ER modelling (weak entities, specialization/generalization). Keys, constraints, and referential integrity. Schema design for transactional systems. Indexing and performance considerations. Data quality and consistency in enterprise databases.	Advanced ER modelling and relational schema design for enterprise.	8	20%	0.8	CO2
3	Dimensional & Analytical Data Modelling	Analytical vs. transactional data models. Dimensional modelling concepts. Fact tables, dimension tables, granularity. Star schema, snowflake schema, fact constellation. Slowly Changing Dimensions (SCD Types 1, 2, 3). Modelling KPIs and business metrics.	Design of dimensional models for KPIs and managerial reporting.	8	20%	0.8	CO3
4	Data Modelling for	Data modelling for ERP, CRM, SCM systems. Master Data Management (MDM) models. Reference data vs.	Integrated data models for ERP,	8	20%	0.8	CO4

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
	Enterprise Applications	transactional data. Data integration modelling across business functions. API-driven and service-oriented data models. Modelling for cloud-based enterprise systems.	CRM, and enterprise systems.				
5	Data Governance & Strategic Modelling	Data governance frameworks and ownership models. Data stewardship and accountability. Regulatory and compliance-driven data modelling. GDPR, data localization, industry standards. Ethical considerations in data design. Strategic data modelling for long-term business value. Case studies on data failures and redesign.	Governance-driven and ethical data modelling for strategic use.	8	20%	0.8	CO5
				40	100%	4	

Suggested Readings:

1. Data Modeling Essentials by Graeme Simsion, Graham Witt, Morgan Kaufmann Publishers
2. Beginning Relational Data Modeling by Sharon Allen, Apress.
3. The Enterprise Data Model: A framework for enterprise data architecture, 2nd edition by Andy Graham.
4. Patterns of Data Modeling by Michael R. Blaha.
5. The Data Model Resource Book: Volume 3: Universal Patterns for Data Modeling by Len Silverston.

Section - 03

- **CO-PO mapping**

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	M						M
CO2	H	H			M			M
CO3	H	H		M				M
CO4	H	H	M	M	H			M
CO5	M	M	H	M	M		H	H

**** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Assignment (tentatively after 18th session)	Individual	20	CO1, CO2
Mid Semester Exam	CIA Written	20	CO1, CO2, CO3
Research project	Group presentation	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

MBR3034T: Multivariate Analytics, (4 credits) (Semester III), Nature of the Course: [Optional Paper – Business Analytics]

Course Outcomes (CO)

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

CO1: Understand the fundamentals of multivariate analysis including measurement scales, statistical assumptions, and techniques for handling data issues such as outliers and missing values.

CO2: Design, estimate, and interpret multiple linear regression models, including the use of dummy variables and assessment of model assumptions and fit using R/SPSS.

CO3: Apply logistic regression models for binary and categorical outcomes, interpret odds ratios, and assess classification performance in business, for example healthcare and social sciences.

CO4: Analyse and forecast time-series data using techniques such as moving averages, exponential smoothing, and autoregressive models, and evaluate model fit using appropriate criteria.

CO5: Develop the ability to use statistical software like R or SPSS to apply multivariate techniques to real-world datasets and interpret the outcomes effectively.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
1	**Overview of Multivariate Analysis**	Variables, Measurement Scale, Measurement Error, Graphical representation of data, Outliers, Missing values	Fundamental concepts of Multivariate Analysis	8	20%	1	CO1
		sample size, validity, reliability, Statistical Significance and Statistical power, Dummy variable					
		Type of statistical error, Important statistical					

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
		Assumptions Classification of multivariate techniques.					
2	**Multiple Linear Regression Analysis (MLR)**	Overview, Objectives of MLR, Design of a MLR Assumptions of MLR, Outlier detection, Estimation of the model Assessment of overall fit, Interpretation of regression model, Effect of multi-co linearity, heteroscedasticity, Inclusion of dummy variables, Validity of result, Step wise regression Illustrative examples using R / SPSS	Multiple Linear Regression methods and execution using R/SPSS	10	25%	1	CO1, CO2, CO5
3	**Logistic Regression (LR)**	Objectives of LR, Comparison with linear regression, Applications in business, healthcare, and social sciences Probability and Odds Ratio, Design of LR, Assumptions of LR, Estimation of LR model, Interpreting logistic regression coefficients, Assessment of overall fit, interpretation of the result, validation of the model Miss-classification and Classification accuracy, Extension of logistic regression for multiple categories Illustrative examples using R	Logistic Regression, probability concepts and various categories of LR and examples using R	10	25%	1	CO3, CO5
4	**Time Series Forecasting (TS)**	Trend, Cyclical effect, Irregular or random effect, Seasonal effect, Auto Correlation, Moving Averages, Exponential Smoothing, Linear Trend Model, Quadratic Trend Model, Exponential Trend Model, Model Selection	Time Series Forecasting – methods, modelling and illustration with R / SPSS	12	30%	1	CO4, CO5

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
		Using First, Second and Percentage Differences, Autoregressive Modeling for Trend Fitting and Forecasting, Time-Series Forecasting of Seasonal Data, Least-Squares Forecasting with Monthly or Quarterly Data.					
		Illustrative examples using R / SPSS					

Section - 03
CO-PO mapping

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem-Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H	M	L	M	L	M	L	M
CO2	H	H	L	M	M	M	L	H
CO3	H	H	L	H	M	H	L	H
CO4	H	H	L	M	M	M	L	H
CO5	M	H	L	M	M	M	L	H

**** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Research project	Group presentation	30	CO1, CO4, CO5
Mid Semester Exam	CIA Written	20	CO1, CO2
Assignment (tentatively after 18th session)	Individual	10	CO1, CO2, CO3
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

MBR3044T: Data Mining, (4 credits) (Semester III), Nature of the Course: [Optional Paper – Business Analytics]

Course Outcomes (CO)

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

CO1*:* Understand the fundamental concepts of data mining including pre-processing, data transformation, normalization, and exploratory data analysis (EDA).

CO2*:* Apply supervised and unsupervised learning algorithms including bagging, boosting, Bayesian networks, linear models, and nearest neighbour techniques for prediction and classification.

CO3*:* Perform Principal Component Analysis (PCA) for data dimensionality reduction and interpret results using R/SPSS.

CO4*:* Design and implement Cluster Analysis (CA) using methods like k-means, hierarchical, and DBSCAN; validate and interpret clustering results.

CO5*:* Develop and validate discriminant models using Multiple Discriminant Analysis (DA) to assess classification accuracy and interpret outputs using R.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
1	**Introduction to Data Mining**	Definition and significance of data mining, Key concepts: data, information, knowledge	Fundamental concepts of Data Mining including data cleaning, transformation	10	25%	1	CO1
		Data mining process: preprocessing, modeling, evaluation, interpretation, Exploratory data analysis (EDA)					
		Data cleaning and handling missing values, data reduction, data exploration					
		Data transformation and normalization, Dealing with categorical variables					
2	**Data mining algorithms**	Supervised and Unsupervised Learning	Data Mining Algorithms – Learning methods; Prediction and Classifications	10	25%	1	CO1, CO2
		Prediction and Classification, Bagging and Boosting, Prediction Vs Classification					
		Defining Bayesian networks, Linear Models and Nearest Neighbor					
3	**Principal Component Analysis (PCA)**	Overview, Deriving Factors and overall fit, Choosing Factor model and number of factors, Interpretation of the factors, Validation of factors	Factors and related model of PCA	8	20%	1	CO1, CO3
		Additional use of PCA results,					
		Illustrative examples using R/ SPSS					
4	**Cluster Analysis (CA)**	Conceptual development, Objectives of CA, Assumptions of CA, Design of CA, CA decision process	Cluster Analysis methods and its applications	6	15%	0.5	CO1, CO4
		Employing k-means, hierarchical and DBSCAN methods, Deriving clusters, Assessment of overall result, Inter relationship between clusters, validation of clusters, illustrative examples using R					

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
5	**Multiple Discriminant Analysis (DA)**	Objectives of DA, Design of DA, Assumptions of DA, Estimation of discriminant model, Assessment of overall fit, interpretation of the result, validation of the model, Miss-classification and Classification accuracy	Concepts of MDA	6	15%	0.5	CO5
		Illustrative examples using R					

Section - 03

CO-PO mapping

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem-Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H	M	L	M	L	M	L	H
CO2	H	H	L	M	M	M	L	H
CO3	M	H	L	M	L	M	L	H
CO4	H	H	L	M	M	M	L	H
CO5	H	H	L	M	M	M	L	H

**** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Research project	Group presentation	30	CO1, CO2, CO3
Mid Semester Exam	CIA Written	20	CO1, CO2, CO3
Assignment (tentatively after 18th session)	Individual	10	CO3, CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

MBR3054T: Cognitive Analytics, (4 credits) (Semester III), Nature of the Course: [Optional Paper – Business Analytics]

Course Outcomes (CO)

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

CO1: Understand the role and importance of web and social media analytics in digital environments and explore their applications across various platforms.
CO2: Analyse and interpret key web metrics such as page views, bounce rate, traffic sources, and custom campaigns for digital performance evaluation.
CO3: Evaluate social media campaigns by analysing user engagement, reach, demographics, and platform-specific analytics for platforms like Instagram, Twitter, and YouTube.
CO4: Apply text analytics techniques including sentiment analysis, summarization, classification, and clustering to extract insights from textual data.
CO5: Utilize cognitive analytics tools and techniques in real-world contexts such as social media and retail to support business decision-making.

Course Content

Module No.	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
1	**Web Analytics Overview**	Introduction to Social Media, Social media landscape, Social Media Analytics & its need	Fundamental concepts of Web Analytics	8	20%	1	CO1
		Web & social media (websites, web apps , mobile apps & social media)					
		Application of WA in different social media platforms					
2	**Web metric**	Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement	Web metrics related to hits, views etc.	10	25%	1	CO1, CO2, CO5
		Average time on site, Real time report, traffic source report, custom campaigns, content report					
		Random graphs & network evolution					
		Social Context: Affiliation & Identity, On-site web analytics, off-site web analytics					
3	**Social media Analytics**	Introduction, parameters, demographics	Social media analytics to understand audience, engagement ad related in major	12	30%	1	CO3, CO5
		Analyzing page audience: Reach and engagement, Social Campaigns: Goals and evaluating outcomes					

Module No.	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
		Measuring and analysing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc.	social media				
4	**Introduction to Text Analytics**	Natural language basics, Text Documents vs Formal DBMS, Processing and understanding text, Pattern Recognition, Text Summarization, Text similarity and Clustering , Text classification	Natural language and text analytics	10	25%	1	CO4, CO5
		Semantic and Sentiment analysis, Text Analytics Applications and Opportunities, text analytics in social media, text analytics in retail industry					

Section - 03

CO-PO mapping

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	M	L	H	L	M	L	M
CO2	H	H	L	M	L	M	L	M
CO3	H	H	L	H	M	H	L	H
CO4	M	H	L	M	M	M	L	H
CO5	H	H	L	M	M	H	L	H

**** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Research project	Group presentation	30	CO1, CO3, CO4, CO5
Mid Semester Exam	CIA Written	20	CO1, CO2, CO3
Assignment (tentatively after 18th session)	Individual	10	CO1, CO2, CO3
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

MBR3064T: Data warehousing and DBMS, (4 credits) (Semester III), Nature of the Course: [Optional Paper – Business Analytics]

Course Outcomes (CO)

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

CO1*:* Understand the fundamentals of data management, types of database systems, data models, and the role of DBMS in business applications.
CO2*:* Design and model databases using Entity-Relationship Diagrams and apply normalization techniques up to the Fourth Normal Form.
CO3*:* Demonstrate knowledge of database administration including ACID properties, concurrency control, backup techniques, and security mechanisms.
CO4*:* Explain the architecture and components of data warehousing and apply tools for data extraction, transformation, and loading (ETL).
CO5*:* Analyse and apply OLAP techniques and multidimensional data models for business decision support and reporting.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
1	**Introduction to Data Management**	Definition and Importance of Data Overview of Data Management in Business, Types of Database Systems, Role of DBMS in Business Tables, Relationships, and Constraints, Purpose of Database Systems, View of Data , Data Abstraction, Instances and Schemas ER Model, Relational Model, Other Models	Fundamental concepts of Data Management	10	25%	1	CO1
2	**Database Design and Normalization**	Entity-Relationship Diagrams (ERD) Database Design Process, Normal Forms (1NF to 3NF), Benefits and Challenges of Normalization Multi-valued dependencies and Fourth normal form, Join dependencies design a database for a hypothetical business scenario	Entity Relationship models and Normalization techniques	10	25%	1	CO1, CO2
3	**Database Management**	ACID Properties, Locking Mechanisms, Authentication	DBA functions, Access Controls,	10	25%	1	CO3, CO5

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
	and Administration	and Authorization	Security, Roles and Authorizations				
		Encryption and Access Controls, Database Backup Techniques, Point-in-Time Recovery					
		Security Mechanism: Authorization, Encryption, Concurrency control, Problem of concurrency control					
4	**Data Warehousing**	Data warehousing Components, Purpose and Benefits, Building a Data warehouse, Data Warehouse Architecture, DBMS Schemas for Decision Support, Data Extraction, Cleanup, and Transformation Tools, Metadata, reporting	Data Ware housing concepts, architecture and process	10	25%	1	CO4, CO5
		Query tools and Applications, Online Analytical Processing (OLAP), OLAP and Multidimensional Data Analysis, Query Optimization Techniques					

Section - 03

CO-PO mapping

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H	M	L	M	L	M	L	M
CO2	H	H	L	M	M	M	L	H
CO3	H	H	M	M	M	M	L	H
CO4	H	H	L	M	M	M	L	H
CO5	H	H	L	M	M	M	L	H

**** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Research project	Group presentation	30	CO1, CO3, CO4, CO5
Mid Semester Exam	CIA Written	20	CO1, CO2, CO3
Assignment (tentatively after 18th session)	Individual	10	CO1, CO2, CO3
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

MBR3074T : FinTech Management , [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective]

Course Description

This course offers a comprehensive understanding of the rapidly evolving Financial Technology (FinTech) ecosystem, covering technology-driven innovations reshaping banking, payments, insurance, lending, wealth management, and financial markets. It explores the foundations of FinTech, digital transformation in financial services, regulatory frameworks, emerging technologies such as blockchain, AI/ML, robo-advisory, digital identity, and cybersecurity risks. Students will gain insights into digital payments infrastructure, financial inclusion, neobanking models, regtech solutions, P2P lending, crowdfunding, InsurTech, and the impact of data analytics on financial decision-making. The course equips learners with the knowledge required for careers in digital banking, FinTech strategy, financial product innovation, and technology-enabled financial services.

Course Outcomes (COs)

CO1: Understand the evolution, components, and technological foundations of the FinTech ecosystem.
CO2: Analyze digital payment systems, lending platforms, digital banking structures, and InsurTech innovations.
CO3: Understanding cyber security and managing cyber risk.
CO4: Examine regulatory frameworks governing FinTech, application of blockchain and data analytics in financial services including digital identity, KYC, cybersecurity, and consumer protection.
CO5: Assess the challenges, risks, and future trends in FinTech adoption across financial institutions and markets.

Course Contents

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome
I	**Introduction to FinTech**	FinTech Ecosystem Overview – Meaning, scope and evolution of FinTech; Key drivers of FinTech growth; Traditional finance vs Tech-enabled finance;	Understanding digital transformation in financial services; Different Fin Tech business models used	5	12.5%	0.5	CO 1

		Digital transformation in financial services. FinTech Business Models – Overview of digital financial services (DFS); Open finance; Embedded finance; API economy; BaaS (Banking as a Service). FinTech Stakeholders – Start-ups, incumbents, big tech firms, regulators and customers; FinTech innovations in India – UPI, Aadhaar, India Stack.					
II	**Digital Payments & Digital Banking**	Digital Payment Systems – Electronic payment mechanisms; UPI, IMPS, AePS, NETC; Wallets, QR-based payments; Payment aggregation and gateways; Cross-border payments; NPCI initiatives. Digital Banking Innovations – Neobanks, challenger banks, open banking; API-driven banking; Digital account opening; Operational and risk considerations. Regulatory Framework – RBI guidelines on payments, KYC norms, customer redressal, payment security, data privacy norms.	Types of digital payment mechanisms; Risks associated in digital banking	5	12.5%	0.5	CO 2
III	**Cyber Security and Risk Management**	Meaning and Importance of Cyber Security; Fundamental Concepts –	Understanding cyber security frameworks; Cyber risk management	10	25%	1	CO 3

		Confidentiality, Integrity, Availability (CIA); Types of Cyber Threats – Malware, Ransomware, Phishing, DoS, SQL Injection; Cyber Attack Vectors; Cyber Security Policies and Standards; Global Cyber Security Frameworks (ISO 27001, NIST, GDPR Overview Cyber Risk Identification and Assessment; Cyber Risk Quantification Models; Cyber Risk Controls – Preventive, Detective, Corrective; Vulnerability Assessment and Penetration Testing (VAPT); Incident Response Planning; Disaster Recovery and Business Continuity Planning					
IV	**Emerging Technologies in FinTech**	Digital Lending Systems – P2P lending, marketplace lending, Buy-Now-Pay-Later (BNPL); Loan origination systems; Digital underwriting; Alternative credit scoring.	Digital lending mechanism; Digital currencies; Portfolio analytics and use of big data and machine learning	10	25%	1	CO 4

		Credit Analytics – Use of big data, machine learning, behavioural scoring; Risk models and portfolio analytics. Blockchain Fundamentals – Distributed ledger technology (DLT); Smart contracts; Tokenization; Applications in banking, trade finance, supply chain. Digital currencies & Digital Assets – CBDCs, stablecoins; Risks and regulatory concerns. InsurTech – Usage-based insurance, telematics, AI-enabled claim processing; Online insurance platforms; Regulatory considerations. WealthTech & Robo-Advisory – Algorithmic advisory models; Digital portfolio management; Crowdfunding platforms. Emerging Tech in Finance – Artificial Intelligence, Machine Learning, Cloud computing, IoT, RegTech solutions; Cybersecurity issues in FinTech.					
V	**Regulatory Framework, Governance & Future Trends**	Regulatory & Governance Framework – RBI frameworks, SEBI guidelines, IRDAI norms, Data Privacy Bill; Digital identity, Aadhaar-KYC, e-sign,	Financial Inclusion & Sustainable FinTech; Opportunities and challenges in Fin Tech	10	25%	1	CO 4

		consent architecture. Risk Management in FinTech – Operational risks, fraud risk, cyber risk, data breach mitigation; Digital governance. Financial Inclusion & Sustainable FinTech – JAM trinity, PMJDY, digital microfinance, Agri-FinTech; ESG in FinTech. Future Trends – Metaverse finance, quantum computing, green FinTech, global FinTech landscape.					

Reference

Arner, Barberis & Buckley, "The RegTech Book", Wiley

Pramod Choudhury, "FinTech: The New DNA of Financial Services", Wiley

Susanne Chishti & Janos Barberis, "The FinTech Book", Wiley

Christine Barton, "Digital Banking", McGraw Hill

Nandan Nilekani, "Rebooting India", Penguin

S.K. Gupta, "Financial Services and FinTech", Himalaya Publishing House

**** The latest edition of the books should be referred by the students.**

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CO-PO mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H		M	M				
CO2	H		M	M			M	L
CO3	H	L	M	M			M	L
CO4	H		M	M			M	M
CO5	H	L	H	M			M	M
CO6	H		H	H	M	L	H	H

** *H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz1 (tentatively after 10th session)	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2
Case study	Group	10	CO4, CO5
Assignment	Group	20	CO3
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5