SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MASTER OF BUSINESS ADMINISTRATION

Effective from the Academic Year 2025-26 admitted batch

R-25 MBA COURSE STRUCTURE AND SYLLABUS

I Year I Semester

Course Code	Course Title	L	T	P	Internal	External	Credits
25MBA01	Management and Organizational Behaviour	4	0	0	40	60	4
25MBA02	Business Economics	4	0	0	40	60	4
25MBA03	Financial Reporting & Analysis	4	0	0	40	60	4
25MBA04	Research Methodology and Statistical Analysis	4	0	0	40	60	4
25MBA05	Legal and Business Environment	4	0	0	40	60	4
Open Elective-I 25MBA06	6A ESG and Sustainability Management 6B Cyber Security 6C Cross Cultural Management 6D Banking and Insurance	3	0	0	40	60	3
25MBA07	Business Communication Lab	1	0	2	40	60	2
25MBA 08	Statistical Data Analysis Lab	1	0	2	40	60	2
	TOTAL	**25**	**0**	**4**	**320**	**480**	**27**

I Year II Semester

Course Code	Course Title	L	T	P	Internal	External	Credits
25MBA09	Human Resource Management	4	0	0	40	60	4
25MBA10	Marketing Management	4	0	0	40	60	4
25MBA11	Financial Management	4	0	0	40	60	4
25MBA12	Quantitative Analysis for Business Decisions	4	0	0	40	60	4
25MBA13	Entrepreneurship and Design Thinking	4	0	0	40	60	4
25MBA14	Production & Operations Management	4	0	0	40	60	4
Open Elective-II 25MBA15	15A Project Management 15B Business Ethics & Corporate Governance 15C International Business 15D E-Commerce	3	0	0	40	60	3
25MBA16	Start-up / MSME / Innovation Development Plan / Sector Specific Report			2	100	-	1
	TOTAL	**27**	**0**	**2**	**380**	**420**	**28**

***Internship during summer vacation (after Semester -II): 2 credits**

II Year I Semester

Course Code	Course Title	L	T	P	Internal	External	Credits
25MBA17	Supply Chain Management	4	0	0	40	60	4
25MBA18	AI for Business	4	0	0	40	60	4
25MBA19	Business Analytics	4	0	0	40	60	4
25MBA20 M1/H1/FI/E1	(MRKG/HRM/FIN/ENTP)	4	0	0	40	60	4
25MBA21M2/H2/F2/E2	(MRKG/HRM/FIN/ENTP)	4	0	0	40	60	4
25MBA22 M3/H3/3I/E3	(MRKG/HRM/FIN/ENTP)	4	0	0	40	60	4
25MBA23	Data Visualization Lab	1	0	2	40	60	2

25MBA24	Summer Internship	0	4	0	100	0	2
	TOTAL	**25**	**4**	**2**	**380**	**420**	**28**

II Year II Semester

Course Code	Course Title	L	T	P	Internal	External	Credits
25MBA 25	Strategic Management	4	0	0	40	60	4
25MBA 26 M4/H4/F4/E4	(MRKG/HRM/FIN/ENTP)	4	0	0	40	60	4
25MBA27 M5/H5/F5/E5	(MRKG/HRM/FIN/ENTP)	4	0	0	40	60	4
25MBA28 M6/H6/F6/E6A	(MRKG/HRM/FIN/ENTP) - Elective Specific Analytics Theory	2	0	0	40	60	2
25MBA29 M6/H6/F6/E6B	Elective Specific Analytics Lab: Marketing/Finance/HRM/Entrepreneurship	0	0	4	40	60	2
25MBA30A	Pre-submission project Seminar	0	2	2	100	0	2
25MBA30B	Main Project Viva-Voce	0	0	4	0	100	4
	TOTAL	**14**	**2**	**10**	**300**	**400**	**22**

LIST OF ELECTIVE SUBJECTS

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

Course Code	Specialization	Credits
	MARKETING	
25MBA20M1	Digital Marketing	4
25MBA21 M2	Sales and Promotion Management	4
25MBA22 M3	Brand Management and Consumer Behaviour	4
25MBA26 M4	International Marketing	4
25MBA27 M5	Services & Retail Management	4
25MBA28 M6-A	Marketing Analytics - A	2
25MBA29 M6-B	Marketing Analytics Lab - B	2
	FINANCE	
25MBA20F1	Security Analysis and Portfolio Management	4
25MBA21 F2	FINTECH	4
25MBA22 F3	Strategic Cost and Management Accounting	4
25MBA26 F4	International Financial Management	4
25MBA27 F5	Risk Management and Financial Derivatives	4
25MBA28F6-A	Financial Analytics - A	2
25MBA29F6-B	Financial Analytics Lab - B	2
	HUMAN RESOURCES	
25MBA20H1	Talent and Performance Management	4
25MBA21 H2	Learning and Development	4
25MBA22 H3	Employee Relations	4
25MBA26 H4	International Human Resource Management	4
25MBA27H5	Leadership and Change Management	4
25MBA28 H6-A	HR Analytics - A	2

25MBA29 H6-B	HR Analytics Lab - B	2
	ENTREPRENEURSHIP	
25MBA20E1	Startup and MSME Management	4
22MBA21 E2	Family Business Management	4
22MBA22 E3	Innovation and Entrepreneurship	4
22MBA26E4	Entrepreneurial Finance	4
22MBA27 E5	Entrepreneurial Marketing	4
22MBA28 E6-A	Technology Business Incubation - A	2
22MBA29 E6-B	Business Incubation - Idea Lab - B	2

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA01: MANAGEMENT & ORGANIZATIONAL BEHAVIOR

SDG 8 (Decent Work and Economic growth) SDG 5 (Gender Equality)

Course Objectives:

1. To familiarize the students with key concepts, functions, and theories of management.
2. To explain the importance and process of planning and decision-making by using various approaches, styles and models.
3. To identify the principles of organizing and controlling in business operations.
4. To analyze individual and group behaviors in the organizational context.
5. To evaluate different leadership styles and motivational strategies for effective management.

Course Outcomes: Students will be able to

1. Interpret fundamental management concepts and functions and theories of management.
2. Apply the process of planning and decision-making by using various models in the organizational context.
3. To apply and analyze the principles of organizing and controlling in the managerial context.
4. To examine the impact of individual and group behaviors in organizations.
5. To assess effective leadership styles and motivational strategies in the workplace for effective management.

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Unit - I: Introduction to Management: The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory.

Unit - II: Planning and Decision Making: Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-making Model.

Unit - III: Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and Challenges.
Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.

Unit - IV: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

Unit - V: Leadership and Motivation: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.
Motivation: Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.

Suggested Readings:

- Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson

Education, 18e, 2018.
- Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e, 2016.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 1e,2015.
- K. Aswathappa, Organisational Behaviour, Himalaya Publications, 14e, 2024.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA02: BUSINESS ECONOMICS

SDG 8 (Decent Work and Economic Growth) SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. Identify the core principles and basic concepts of business economics.
2. Explain the key determinants of demand and supply and their interaction in establishing market equilibrium.
3. Calculate and interpret various measures of production and cost to identify optimal production levels and cost efficiencies.
4. Explain various market structures and their impact on firm conduct, performance and pricing decisions.
5. Justify optimal pricing strategies for different market conditions, considering both economic theory and practical business implications.

Course Outcomes: Students will be able to

1. Examine the basic concepts of business economics and its role in managerial decision-making.
2. Analyze the impact of demand and supply in establishing market equilibrium.
3. Analyze the relationship between production output and cost structures to identify optimal production levels and cost efficiencies.
4. Assess the characteristics of various market structures and their impact on firm conduct, performance and pricing decisions.
5. Design effective pricing strategies for products and services based on market conditions and economic analysis.

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Unit - I: Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-Marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty.

Unit - II: Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Demand Schedule and Demand Curve. Movement along and shift in Demand Curve. Types of Demand,Exceptions to the Law of Demand. Elasticity of Demand, Types of Elasticity of Demand, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.

Unit - III: Production and Cost Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquant and Isocost curves, Returns to Scale, Economies of Scale, Indifference Curve. Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis (with problems).

Unit - IV: Market Structures- Pricing and Output decisions: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly - both the Long-run and the Short-run.

Unit - V: Pricing Strategies: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioral Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.

Suggested Readings:

- Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
- Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.
- P L Mehta, Managerial Economics, Sultan Chand & Sons,
- Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
- Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA03: FINANCIAL REPORTING AND ANALYSIS

SDG 8 (Decent Work and Economic Growth) SDG 16 (Peace, Justice and Strong Institutions)

Course Objectives:

1. To acquaint the students with various fundamental concepts and principles of accounting.
2. To know the accounting process including journal entries, ledger posting and trial balance preparation in various managerial decisions.
3. To compute depreciation and goodwill using appropriate valuation methods.
4. To analyze financial statements using horizontal and vertical analysis techniques.
5. To evaluate the financial performance of a company using various accounting ratios.

Course Outcomes: Students will be able to

1. Understand the various fundamental concepts and principles of accounting.
2. Apply the accounting process including journal entries, ledger posting and trial balance preparation.
3. Analyze the depreciation and goodwill using appropriate valuation methods and assess their financial impact on organization.
4. Examine financial statements using horizontal and vertical analysis to interpret financial performance.
5. Assessing the firm's financial performance using ratio analysis for effective decision-making.

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Unit - I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and Conventions. Generally Accepted Accounting Principles (GAAP), their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle.

Unit - II: The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments, Rectification of Errors.
Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System, Preparation of Accounts, and Ascertainment of Profit from Incomplete Records,

Unit - III: Valuation Models: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.

Unit - IV: Financial Statement Analysis-I: Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company.

Unit - V: Financial Statement Analysis-II: Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, Focus on INDAS, International Financial Reporting Standards (IFRS).

Suggested Readings:

- S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management,

Vikas Publishing House, 5e, 2022.
- Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.
- Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
- Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, 2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.

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SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA04: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. To introduce the basic concepts of research and measurement of variables.
2. To impart knowledge on research design and various data collection tools and methods for research process.
3. To describe Tabulation and graphical representation of One, Two, Three-Dimensional Data and various small sample tests.
4. To study the significance of statistical tools for analysis and interpretation of Qualitative & Quantitative data
5. To introduce the concepts of time series analysis and report writing.

Course Outcomes: Students will be able to

1. Summarize the basic concepts of research and measurement of variables.
2. Interpret various types of research design and data collection tools and methods for research process.
3. Apply different methods of representing data through Graphs and Tables and various small sample tests used for hypothesis testing.
4. Analyze the application of suitable statistical tools for interpretation of Qualitative & Quantitative data
5. Examine time series data analysis and importance of writing research report.

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Unit - I: Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research.

Unit - II: Research Design: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

Unit - III: a) Tabulation of Univariate, Bivariate and Multivariate Data, Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. **b) Small Sample Tests**: t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.

Unit - IV: a) **Analysis of Variance:** One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. **b) Correlation Analysis**: Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis.

Unit - V: Time Series Analysis and Report Writing:
Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free

hand Curve, Semi Averages, Moving Averages, Least Square Methods. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation in Business Management Research.

Suggested Readings:

- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e, 2021.
- Gerald Keller, Statistics for Management and Economics, Cengage, 12e, 2025
- S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 8e, 2023
- P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand Publishing, 2016.
- Shashi K. Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers, 6e, 2020.
- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
- Deepak Chawla, Neena Sondhi, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 8e, 2016.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY
MBA SEMESTER - I
25MBA05: LEGAL AND BUSINESS ENVIRONMENT

SDG 8 (Decent Work & Economic Growth), SDG16 (Peace, Justice & Strong Institutions)

Course Objectives:

1. To impart knowledge on the Legal and Regulatory Framework for incorporating business in India.
2. To familiarize students with the key principles of Law of Contract and the Sale of Goods Act.
3. To study Negotiable Instruments and RBI guidelines on Digital Transactions.
4. To interpret the reforms undertaken by the Government with respect to the challenges in business environment.
5. To impart the knowledge of different Legal Regulations and Environmental Laws related to business.

Course Outcomes: Students will be able to

1. Understand the Legal and Regulatory Framework for incorporating a company in India.
2. Apply the Law of Contract & Sale of Goods Act in business transactions.
3. Analyze the salient features of Negotiable Instruments Act and RBI guidelines on Digital Transactions.
4. Analyze the reforms undertaken by the Government with respect to the challenging business environments.
5. Examine different Legal Regulations and Environmental Laws related to business.

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Unit - I: Introduction: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company.

Unit - II: Law of Contract: Nature and Types of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object. Unlawful and illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract.
Contracts-II: Indemnity and Guarantee, Contract of Agency, Sale of Goods Act-1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction Sale and E-Auctions.

Unit - III: Negotiable Instruments Act - 1881: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments, Types of Endorsements, Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions.

Unit - IV: Business Environment: Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions. Green Business Initiatives.

Unit - V: Business Regulations and Environment Laws:

a. Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights.
b. Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.

Suggested Readings:

- Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 6e, 2024.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
- Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
- MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 9e, 2024.
- Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e, 2022.
- Parul Gupta, Legal aspects of Business,2e, Vikas Publishing,2019.
- V Balachandran, Legal Aspects of Business, 2e, Vijay Nicole Imprints, 2023

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA06A: ESG AND SUSTAINABILITY MANAGEMENT

SDG 12 (Responsible Consumption & Production), SDG 13 (Climate Action), SDG 17 (Partnerships for Goals)

Course Objectives:

1. To explain the significance and evolution of ESG and sustainability in modern business.
2. To orient on environmental challenges and sustainability strategies.
3. To examine social responsibility and stakeholder engagement strategies.
4. To explain governance principles and ethical practices in organizations.
5. To Integrate ESG strategies and emerging trends with business vision.

Course Outcomes: Students will be able to

1. Understand ESG concepts and sustainability in modern business.
2. Analyze the impact of environmental, social, and governance factors on business performance and stakeholder value.
3. Develop strategies for integrating ESG principles into business operations and decision-making.
4. Evaluate global frameworks, standards, and regulations related to ESG and sustainability.
5. Apply governance structures and formulate ethical decision-making frameworks.

Unit-I: Introduction to ESG and Sustainability: The definition and importance of ESG in business; Historical evolution of ESG and sustainability concepts and the rise of ESG in corporate and investor agendas; Key concepts such as sustainability, corporate social responsibility (CSR), and the triple bottom line (people, planet, profit); Global frameworks and standards including the UN Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Business Responsibility & Sustainability Reporting (BRSR)

Unit-II: Environmental Management and Climate Strategies: Climate change and its impact on business operations and strategy, Sustainable practices in manufacturing and operations, Environmental Management Systems (EMS), ISO 14001, Environment Impact assessment (EIA); Resource Management: focusing on water, energy, and waste reduction strategies; The concept of a circular economy: the Ellen MacArthur Foundation, Circular business models and value creation, Life cycle assessment (LCA); Carbon foot-printing and GHG Protocols: measure, report, and reduce greenhouse gas emissions; Scope 1, Scope 2 and Scope 3 emissions; environmental regulations and compliances, such as carbon taxes and emissions trading systems; Renewable energy and their applications, decarbonization, energy transition strategies

Unit-III: Social sustainability and Stakeholder Management: Social Responsibility and Community Engagement: Pyramid of corporate social responsibility (CSR), Community development and impact, stakeholder engagement, Stakeholder theory, Legitimacy theory; Human rights and ethical labour practices in global supply chains, Modern slavery and child labour prevention, Worker safety and occupational health management; Diversity, Equity, and Inclusion (DEI) in the workplace, Importance of DEI in the workplace and strategies for promoting DEI and gender gap in senior management; Employee wellbeing and development: Employee engagement and retention strategies, Learning/Training and development programs, Mental health and work-life balance initiatives.

Unit-IV: Governance and Ethics: Corporate governance principles; Board composition, diversity and executive accountability; Anti-corruption, ethical decision-making and leadership in business, whistle-blower policies; Data privacy and cybersecurity governance; Corporate disclosure and transparency

practices, Stakeholder communication strategies, Greenwashing: Third-party assurance and verification; Risk management and investor perspectives and opportunities

Unit-V: Strategic ESG and Future Trends: Aligning ESG with corporate mission, vision, and business strategy; Embedding ESG across value chains and decision-making; Technological Innovations in ESG: Utilizing technology to advance ESG goals: data analytics for ESG metrics, blockchain for supply chain transparency, Digital transformation and sustainability: smart grids, IoT for resource efficiency; Future Trends and Challenges: ESG in emerging economy

Suggested Readings:

- Kristyn Noeth, The ESG and Sustainability Desk book for Business: A Guide to Policy, Regulation, and Practice , Apress; 1st edition, July 2024
- Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe, Implementing Environmental, Social and Governance (ESG) Principles for Sustainable Businesses: A Practical Guide in Sustainability Management (Responsible Leadership and Sustainable Management) Springer International Publishing AG; 1st ed. 2024 edition
- Crane, A., Matten, D., & Spence, L. Corporate Social Responsibility*: Readings and cases in a global context* (4th ed.), Routledge.2019
- Eccles, R. G., & Klimenko, S. The investor revolution: Shareholders are getting serious about sustainability. Harvard Business Review Press, 2019
- Serafeim, G., Purpose and profit: How business can lift up the world. HarperCollins Leadership.2020
- O'Connor, B., *The ESG investing handbook: Insights and developments in environmental, social and governance investment*. Harriman House, 2021.
- C.V. Baxi and Ajit Prasad, Corporate Social Responsibility: Concepts and Cases - The Indian Experience, Excel Books

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I
25MBA06B: CYBERSECURITY

SDG9 (Industry, Innovation and Infrastructure) SDG 16 (Peace, Justice and Strong Institutions)

Course Objectives:

1. Understand the fundamental principles and objectives of cybersecurity in modern organizations.
2. Identify and assess types of cyber threats and understand the role of cyber laws and ethics.
3. Evaluate management practices, policies, and control mechanisms for cybersecurity.
4. Analyze tools, technologies, and frameworks used in cybersecurity.
5. Apply cybersecurity knowledge to current trends and personal practices in digital environments.

Course Outcomes: Students will be able to

1. Define and explain key cybersecurity concepts, terminologies, and frameworks.
2. Identify and classify cyber threats, threat actors, and legal considerations.
3. Apply organizational security practices, controls, and incident response plans
4. Evaluate the effectiveness of cybersecurity technologies and frameworks.
5. Formulate strategies to protect data and privacy in evolving tech contexts

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UNIT-I: Foundations of Cybersecurity: Introduction to Information Systems, Cyberspace and Cybersecurity, Cybersecurity vs. Information Security. Key Concepts of Cybersecurity: definition, meaning and scope of cybersecurity. Key objectives of cybersecurity: confidentiality, integrity & availability (CIA triad). Essential Security and Privacy Goals. Cybersecurity Vulnerabilities and Challenges, Common Vulnerabilities and Exposures (CVE).

UNIT-II: Cyber Threats, Crimes, and Legal Frameworks: Types of Cybercrime and Threat Actors, Motives of attackers, Cyberattack Tools and Methods, Cyber Kill Chain and Response, National and International Cybersecurity Policies, Cybersecurity Laws and Ethics, Role of Law Enforcement and Cyber Forensics, Cybercrime Investigation and Evidence Handling.

UNIT-III: Cybersecurity Management and Controls: Information Security Governance and Risk Management. Cybersecurity Management Practices, Security Policies, Procedures, and Controls, Security Incident Response and Business Continuity, Data and Application Security. Overview of Technical Controls, Physical and User Access Security, Internet of Things (IoT) Security.

UNIT-IV: Cybersecurity Tools, Technologies, and Emerging Frameworks: Cybersecurity Frameworks and Industry Standards, Cyber Resilience and Human Factor, Cryptography and Digital Signatures, Identity and Access Management (IAM), Antivirus, Email Security, Role of AI, Blockchain, and Quantum Computing in Cybersecurity.

UNIT-V: Contemporary Applications and Personal Cybersecurity: Personal Cybersecurity Best Practices, Privacy and Data Protection Regulations, Cybersecurity. Emerging Technologies: Web 3.0, 5G, APTs, Secure-by-Design and Supply Chain Security, Ethical Use of Technology and Digital Trust.

Suggested Readings:

- Ajay Singh. Introduction to Cybersecurity: Concepts, Principles, Technologies and Practices. Universities Press (India) Pvt. Ltd. 2023.
- Jocelyn O. Padallan. Cybersecurity. Arceler Press. 2020. (e-book)
- Susan Lincke. Information Security Planning: A Practical Approach. Springer. 2024
- Susanne Chishti and Janob Barberis, The Fintech Book, Wiley
- David L.Shrier and Alex Pentlan, Global Fintech, The MIT Press, 2022.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA6C: CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE- I)

SDG 9 (Industry, Innovation & Infrastructure), SDG 16 (Peace, Justice and Strong Institutions)

Course Objectives:

1. To explain the importance of cross culture in the conduct of business.
2. To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
3. To explain the culture and organizations.
4. To impart knowledge on cross-cultural business communications and identify barriers to intercultural interactions and international negotiations.
5. To learn the processes in international settings and approaches to cross cultural team management.

Course Outcomes: Students will be able to

1. Understand the importance of cross culture in the conduct of business.
2. Analyze various value orientations and dimensions of management.
3. Assess culture and leadership, culture and strategy, cultural change in organizations.
4. Analyze the impact of cross-cultural business communications to identify barriers to intercultural interactions and international negotiations.
5. Evaluate the processes in international settings and approaches to cross cultural team management.

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Unit - I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context. The Influence of National Culture on Business Culture. Business Cultures: East and West.

Unit - II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

Unit - III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

Unit-IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

Unit -V: Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Suggested Readings:

- Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.
- David C.Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz, Cross-cultural Management Textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA06D: BANKING AND INSURANCE

SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the Goals)

Course Objectives:

1. To understand the fundamentals of banking.
2. To understand banking operations and practices.
3. To familiarize fundamentals of Insurance.
4. To analyze the regulatory frameworks governing banking an insurance
5. To explore contemporary risk management practices, technological innovations, and trends transforming the financial services sector.

Course Outcomes: Students will be able to

1. Describe how banking started and grew in India, the different types of banks, and the work of RBI and commercial banks.
2. Explain how banks work, including opening accounts, payment methods, and checking credit risk.
3. Understand what insurance is, how it works, and how policies are issued and claims are handled.
4. Understand the rules and regulations for banks and insurance companies, including anti-money laundering and KYC.
5. Discuss how banks and insurance companies manage risks and use new technology like fintech, digital wallets, and AI.

Unit-I: Banking: Introduction to Banking, Structure of Indian Banking System, Types of Banks - retail, commercial, cooperative, development banks. Role of Commercial Banks, Banking Sector Reforms and Financial Intermediation.

Unit-II: Banking Operations and practices: Account types, payment systems -NEFT, RTGS, UPI, payment gateways. Types of Loans and Advances, Loan portfolio and credit risk assessment, Non-Performing Assets (NPAs): Causes and Recovery, Priority Sector Lending.

Unit -III: Insurance Fundamentals: Insurance, Advantages, disadvantages, principles, elements of insurance contract, Types of Insurance: Life, General, Health. Policy structure, underwriting process, claims management and customer service in insurance.

Unit -IV: Regulatory framework for Banking and Insurance: Role and functions of RBI, RBI guidelines and monetary policy. Role and functions of IRDAI, IRDAI regulations 2002, Anti-money laundering (AML) measures and KYC norms.

Unit -V: Risk and technology in banking and Insurance: Risk management in banking and insurance, Cyber security concerns in financial services, Role of fintech, digital wallets, insurtech, AI applications, Financial Inclusion and Microfinance, Innovations in banking.

Suggested Readings:

- Neelam C. Gulati, **Banking and Insurance,** Excel Books, Latest Edition.
- O.P. Agarwal, **Banking and Insurance,** Himalaya Publishing House, 6e, 2024
- E. Gordon & P.K. Gupta, **Banking and Insurance,** Himalaya Publishing House, 2023 Edition.
- M.N. Mishra & S.B. Mishra, **Principles and Practice of Insurance,** S. Chand Publishing, 22nd Edition.
- Michael W. Brandl, Money, Banking, Financial Markets & Institutions, Cengage, 2e, 2025
- Bharati V. Pathak, **Indian Financial System,** Pearson Education, 5e, 2018.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I
25MBA07 BUSINESS COMMUNICATION LAB

SDG1 (No Poverty) SDG 8 (Decent Work & Economic Growth)

Course Objectives:

1. To explain the various modes of communication and their application in business.
2. To impart knowledge on business writing skills and improving the readability of written communication.
3. To outline the importance of writing business reports and proposals.
4. To explain the necessary employable skills.
5. To orient on the contemporary aspects of business communication.

Course Outcomes: Students will be able to

1. Interpret the various modes of communication and its application in business.
2. Categorize the various business writing skills and improve the readability of written communication.
3. Justify the importance of writing business reports and proposals.
4. Examine the necessary skills to enhance employability.
5. Exemplify the need for upskilling on the contemporary aspects of business communication.

*****

Unit - I: Introduction: Introduction to Business Communication, Business Communication Models, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.

Unit - II: Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.

Unit - III: Business Reports and Proposals: Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.

Unit - IV: Oral and Employment Communication: The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.

Unit - V: Contemporary Aspects in Communication: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

Suggested Readings:

- Mary Ellen Guffey and Dana Loewy, Business Communication, Cengage, 11e, 2025
- Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
- Lehman and Dufrene, Business Communication, Cengage, 10e, 2022
- Dr. V.K. Jain, Dr. Omprakash Biyani, Business Communication, S.Chand, 2022

- Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019.
- R K Madhukar, Business Communication, Vikas, 3e, 2018
- Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
- Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.
- Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
- Elevate English, McGraw Hill, www.ellevateenglish.com.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - I

25MBA08: STATISTICAL DATA ANALYSIS LAB

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. To impart knowledge on the functions of MS Excel and SPSS for data analysis.
2. To understand the various templates and formatting techniques to organize and manipulate data in Excel/SPSS.
3. To understand data analysis using charts, graphs, tables, worksheets, pivot tables and pivot charts.
4. To demonstrate data analysis using statistical tools like correlation, regression and other techniques.
5. To impart knowledge on various statistical tests for data-driven decisions.

Course Outcomes: Students will be able to

1. Identify the functions of MS Excel and SPSS for data analysis.
2. Examine the practice of data management and formatting using templates and tools in Excel/SPSS.
3. Analyze data using charts, graphs, analysis of data using graphs, tables, worksheets, pivot tables, pivot charts for meaningful insights.
4. Justify the usage of suitable statistical tools and techniques for data analysis.
5. Evaluate the usage of various statistical tests for effective decision-making.

*****

Unit - I: Introduction to Statistical Packages: MS - EXCEL or SPSS: Introduction, Uses, Functions and Features of Statistical Packages, getting started with Excel/SPSS, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-inns, Using Help Function, Customizing the Quick Access Toolbar.

Unit - II: Creating and Using Templates: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort and Validation Lists.

Unit - III: Data from External Sources: Using and Formatting Tables, Basic Formulae and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

Unit - IV: Data Analysis - I: Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation, Correlation and Regression Lines.

Unit -V: Data Analysis - II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes.
Time series: Forecasting Method of Least Squares, Moving Average Method, Inference and Discussion of Results.

Suggested Readings:

- R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
- Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e,

2014.
- D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers - Using MS Excel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
- Ajai .S Gaur, Sanjaya S. Gaur, Statistical Methods for Practice and Research, Response, 2009.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA09: HUMAN RESOURCE MANAGEMENT

SDG3 (Good Health and Well Being), SDG 5 (Gender Equality), SDG 8 (Decent Work & Economic Growth)

Course Objectives:

1. To introduce the concepts, significance and role of Human Resource Management in an Organization.
2. To impart knowledge on the aspects of Talent acquisition and Management.
3. To provide insights into the design and implementation of training, development and performance appraisal systems that align with individual and organizational goals.
4. To highlight the significance of effective Compensation, Rewards and Employee Welfare measures in Organizations along with the relevant Acts.
5. To familiarize students with employee relations frameworks, grievance redressal mechanisms, separation policies and essential labour laws governing workplace safety and health.

Course Outcomes: Students will be able to

1. Understand the concepts, significance and role of Human Resource Management in an Organization.
2. Interpret job analysis, recruitment and selection including modern approaches like e-recruitment.
3. Evaluate and implement training, development and performance appraisal systems that align with individual and organizational goals.
4. Analyze the importance of effective Compensation, Rewards and Employee Welfare measures in Organizations to improve the productivity of the employees.
5. Examine employee relations, grievance redressal mechanisms, separation policies and labour laws on health and safety to ensure effective HR governance.

*****

Unit - I: Introduction of HRM: Introduction to HRM, Line Managers, HRM: Managerial and Operative Functions, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, Equal Employment Opportunity and DEI. HR Score Card. Self-Directed Work Teams (SDWT)Human Resource Information System (HRIS), e-HRM, Introduction to HR Analytics and AI in HRM.

Unit - II: Recruitment and Selection: Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Design, Job Enlargement, Job Enrichment and Job Rotation, Job Satisfaction. HR Planning, Recruitment, e-Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.

Unit - III: Training and Development and Performance Management: Importance of Training and Development, Training Process, Analyzing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs.

Performance Management: Concept of Performance Management and Appraisal, The Performance Management Process, Traditional and modern Performance Appraisal Methods, Career Management.

Unit - IV: Compensation and Employee Welfare: Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Pay for Performance. Employee Insurance, Retirement Benefits, Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act.

Unit - V: Employee Relations: Labor Movement, Collective Bargaining Process, Grievances: Grievances Redressal Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Workplace Health Hazards Problems and Remedies. Stress Management and Work-Life Integration. Salient Features of Industrial Disputes Acts 1947, Factories Act. Prevention of Sexual Harassment (PoSH) and Migrant Labor Act.

Suggested Readings:

- Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 17e, 2023.
- P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
- K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2016.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II
25MBA10: MARKETING MANAGEMENT

SDG 12 (Responsible Consumption and Production), SDG 9 (Industry, Innovation, and Infrastructure)

Course Objectives:

1. To enable understanding of the core concepts of marketing, marketing environment and process of Marketing Research.
2. To educate on the aspects of analyzing market opportunities, customer value and marketing mix.
3. To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. To outline the significance of Distribution decisions, Promotion & Communication strategies.
5. To highlight the importance of pricing decisions & contemporary marketing topics.

Course Outcomes: Students will be able to

1. Understand the core concepts of marketing, marketing environment and process of Marketing Research.
2. Analyze market opportunities and customer value with the help of marketing mix variables.
3. Design a customer driven strategy through Market Segmentation, Targeting and Positioning.
4. Analyze the significance of Distribution decisions, Promotion & Communication strategies.
5. Assess the importance of pricing decisions and contemporary marketing topics.

*****

Unit - I: Introduction to Marketing: Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction.
Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research.

Unit - II Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision-making, Building Customer Value, Analyzing Consumer Markets, Consumer Behavior, Cultural, Social & Personal Factors, Developing Products & Brands, Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/ Service innovation development, The Process of Adoption, Branding.

Unit - III: Designing a Customer Driven Strategy: Market Segmentation, Targeting, Positioning Process, Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Selecting Target Market, Segmentation, Positioning and Repositioning, Positioning Maps, Product Positioning Strategies.

Unit - IV: Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication: Communication Process, Communication Promotion Mix, Factors Affecting the Promotion Mix.

Unit - V: Pricing Decisions & Personal Communication: Importance of Price, Cost Determinant of

Price, Markup Pricing, Profit Maximization Pricing, Break-even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, Word of Mouth, Rural Marketing, Bottom of the Pyramid, Relationship Marketing, Retail Marketing, Digital marketing, social media and Mobile Marketing, Market Sustainability and Ethics, Global marketing, Green Marketing.

Suggested Readings:

- G. Shainesh, Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N.Sheth, Marketing Management,Pearson,16e, 2022.
- Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, Pearson Education, 2020.
- Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Mukesh Chaturvedi & A.V. Shukla, Marketing - A New Age Perspective, 1e, Vikas Publishing, 2025.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications,3e, 2016.
- Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, Sage Publications, 5e, 2021.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA11: FINANCIAL MANAGEMENT

***The students need Discounting Table and Annuity tables for the examination.**

SDG 4 (Quality Education), SDG 8 (Decent Work & Economic Growth), SDG 16 (Peace, Justice & Strong Institutions)

Course Objectives:

1. To introduce the fundamental concepts, objectives and the evolving role of financial management within a business entity.
2. To explain the various capital budgeting techniques in order to recommend long-term investment proposals.
3. To elucidate different theories and factors influencing capital structure decisions to determine an optimal mix of debt and equity financing.
4. To summarize various dividend theories and policies to determine the appropriate distribution of earnings to shareholders while considering firm value.
5. To elucidate the importance of working capital management.

Course Outcomes: Students will be able to

1. Interpret the fundamental concepts, objectives and the evolving role of financial management within a business entity.
2. Implement various analytical techniques to make sound capital budgeting decisions for long-term investments.
3. Analyze different theories and factors influencing capital structure decisions to determine an optimal mix of debt and equity financing.
4. Assess various dividend theories and policies to determine the appropriate distribution of earnings to shareholders while considering firm value.
5. Develop comprehensive strategies for effectively managing working capital to ensure both liquidity and operational efficiency.

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Unit - I: The Finance Function: Nature and Scope, Evolution of Finance Function, Its New Role in the Contemporary Scenario, Goals of Finance Function, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit - II: The Investment Decision: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate, Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. Cost of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.

Unit - III: Capital Structure and Dividend Decisions: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

Unit - IV: Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue,

Share-splits, Major Forms of Dividends, Cash and Bonus Shares. Dividends and Valuation. Major Theories centered on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

Unit - V: (a) Working Capital Management and Finance: Working Capital Management: Components of Working Capital, Gross vs. Net Working capital, Determinants of Working Capital Needs, the Operating Cycle Approach. Financing of Working Capital through Bank Finance and Trade Credit. **(b) Management of Current Assets**: Basic Strategies for Cash Management, Cash Planning, Cash Budget, Cash Management Techniques/Processes. Marketable Securities: Characteristics, Selection Criterion, Management of Receivables, Credit Policy, Credit Evaluation of Individual Accounts, Monitoring Receivables. (c) Management of Inventory, Inventory Management Process, Inventory Control Systems, Analysis of Investment in Inventory.

Suggested Readings:

- Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, Mc Graw Hill, 8e, 2019.
- I M Pandey, Financial Management, Vikas Publications, 11e, 2015.
- James C Vanhorne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi,12e, 2011.
- Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Arindam Banerjee, Financial Management, Oxford Publications, 2016.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA12: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. To explain the nature, scope, and significance of Operations Research in decision-making.
2. To illustrate the structure and formulation of Linear Programming Problems.
3. To demonstrate the methods for solving assignment and transportation problems.
4. To explain decision-making processes under risk and uncertainty using network analysis techniques.
5. Explain queuing models and game theory concepts in operations management.

Course Outcomes: Students will be able to

1. Analyze various OR models and evaluate their applications in solving managerial problems.
2. Evaluate and solve Linear Programming Problems using graphical, simplex methods and interpret the results.
3. Apply various methods to compute optimal solutions for assignment and transportation models.
4. Design decision trees and analyze networks to determine critical paths and project duration.
5. Analyze queuing models and game theory concepts in operations management.

*****

Unit - I: Introduction to Operations Research: Nature and Scope of Operations Research: Origins of OR, Applications of OR in different Managerial Areas, Problem Solving and Decision-making, Quantitative and Qualitative Analysis. Defining a Model, Types of Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model.

Unit - II: Linear Programming Method: Structure of LPP, Assumptions of LPP, Application Areas of LPP, Guidelines for Formulation of LPP, Formulation of LPP for Different Areas, Solving of LPP by Graphical Method: Extreme Point Method, Simplex Method, Converting Primal LPP to Dual LPP, Limitations of LPP.

Unit - III: Assignment Model: Algorithm for Solving Assignment Model, Hungarians Method for Solving Assignment Problem, Variations of Assignment Problem: Multiple Optimal Solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Travelling Salesman Problem, Simplex Method for Solving Assignment Problem.
Transportation Problem: Mathematical Model of Transportation Problem, Methods for Finding Initial Feasible Solution: Northwest Corner Method, Least Cost Method, Vogels Approximation Method, Test of Optimality by Modi Method, Unbalanced Supply and Demand, Degeneracy and its Resolution.

Unit - IV: Decision Theory: Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty under Risk, under Perfect Information, Decision Tree, Construction of Decision Tree.
Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time, Project Crashing.

Unit - V: Queuing Theory: Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Suddle Point, Value of the Game.

Suggested Readings:

- Mik Wisniewski, Dr Farhad Shafti, Quantitative Analysis for Decision Makers, Pearson,7e,2019.
- Miguel Ángel Canela, Inés Alegre, Alberto Ibarra ,Quantitative Methods for Management: A Practical Approach, Springer International Publishing,1e,2019.
- James E. Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset ,Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publising,1e,2021.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015.
- N.V.S. Raju, Operations Research: Theory and Practice, CRC Press, 2020.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015
- J.K. Sharma, Operations Research: Theory and applications, Macmillian, 5e, 2013.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA13: ENTREPRENEURSHIP & DESIGN THINKING

SDG 1 (No Poverty), SDG 8 (Decent Work & Economic Growth), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. To explain the qualities, skills, competencies of entrepreneurs and their role in economic development.
2. To outline various strategic perspectives and their applicability for different types of ventures.
3. To elucidate on the opportunities and challenges of entrepreneurship.
4. To orient the students on the significance of principles and process of Design Thinking.
5. To educate on the development of Prototypes, testing ideas and implementing Design Thinking.

Course Outcomes: Students will be able to

1. Understand the qualities, skills, competencies of entrepreneurs and their role in economic development.
2. Analyze the various strategic perspectives and their suitability for different types of ventures.
3. Interpret the opportunities and challenges of entrepreneurship.
4. Summarize the significance and implementation of principles and process of Design Thinking.
5. Appreciate the importance of Creativity in developing prototypes, testing ideas and the process of implementation of Design Thinking.

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Unit - I: Understanding Entrepreneurial Mindset: The Evolution of Entrepreneurship, Qualities, Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development.

The individual Entrepreneurial Mindset and Personality: The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations, Motivational Cycle, Entrepreneurial Motivational Behavior, Entrepreneurial Competencies, Entrepreneurial Stress.

Unit - II: Strategic Perspectives in Entrepreneurship: Strategic Planning, Strategic Actions, Strategic Positioning, Business Stabilization, Building the Adaptive Firms, Understanding the Growth Stage, Internal Growth Strategies and External Growth Strategies, Unique Managerial Concern of Growing Ventures.

Unit - III: Opportunities and Challenges of Entrepreneurship: Initiatives by the Government of India to Promote Entrepreneurship, Social and Women Entrepreneurship. Feasibility Analysis, Industry and Competitor Analysis, Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Developing an Effective Business Model, Blue and Red Ocean Strategies, Sources of Finance, Critical Factors for New venture Development, Evaluation Process. Intellectual Property Protection: Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls.

Unit - IV: Design Thinking - An Introduction: Principles of Design Thinking, Process of Design Thinking, Planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.

Unit - V: Prototype, Testing Ideas, Implementing Design Thinking: Creativity, Creativity Process,

Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Startup Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, Acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking.

Suggested Readings:

- Ali J Ahmed, Punita Bhatt, Lain Acton, Entrepreneurship in Developing and Emerging Economies, Sage Publications, 1e, 2019.
- D F Kuratko and T V Rao, Entrepreneurship-A South-Asian Perspective, Cengage Learning, 1e, 2012.
- Christian Mueller - Roterberg, Handbook of Design Thinking -Tips and Tools for how to design Thinking, Independently Published, US, 2018.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 10e,2018.
- Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- Chandramouli Subramanian, Thyagarajan Paramsivan & Sankaran Venkataramani, Design Thinking -A hands on Approach,1e, Universities Press, 2025.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA14: PRODUCTION AND OPERATIONS MANAGEMENT

SDG 9 (Industry, Innovation and Infrastructure), SDG 12 (Responsible Consumption & Production)

Course Objectives:

1. To familiarize students with the concepts of production and operations management in an organization.
2. To outline the steps involved in product design and analysis.
3. To provide an understanding of plant location and layout.
4. To help students understand the process and factors that influence scheduling.
5. To impart knowledge on various aspects of materials management like e-Procurement, Green Purchasing.

Course Outcomes: Students will be able to

1. Understand the concepts of production and operations management in an organization.
2. Analyze the steps involved in product design for value analysis.
3. Examine the various aspects of plant location and layout.
4. Summarize the process and factors that influence scheduling.
5. Interpret the various aspects of materials management like e-Procurement, Green Purchasing.

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Unit - I: Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Corporate Strategic, Generic Competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0.

Unit - II: Product Design and Analysis: New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System.

Unit - III: Plant Location and Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-Facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine Y-Coordinate.
Plant Layout - Plant Layout: Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures.

Unit - IV: Scheduling: Introduction, Johnson's Algorithm, Extension of Johnson's Rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling, Quality Control Concepts.

Unit - V: Materials Management: Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e-Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming

Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Suggested Readings:

- K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2e, 2021.
- S N Chary, Production and Operations Management, Mc Graw Hill, 6e, 2019.
- Jay Heizer, Barry Render, Operations Management, 12e, 2017.
- Panneerselvam, Production and Operations Management, PHI, 3e, 2012.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011
- Metters, King-Metters, Pullman, Walton Successful Service Operations Management, Cengage,2024
- B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 3e, 2018.
- Ajay K. Garg, Production and Operations Management, TMH, 2017.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA15A: PROJECT MANAGEMENT (OPEN ELECTIVE-II)

SDG 12 (Responsible Consumption & Production), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. Describe the key characteristics of projects, outline the stages of the project life cycle, and diverse applications of projects across various sectors.
2. Outline the various steps involved in project planning and appraisal.
3. To calculate project finance using various project evaluation techniques.
4. To know the different Control Mechanisms to manage a project.
5. To explain the importance of organizational behaviour in Project Management.

Course Outcomes: Students will be able to

1. Understand the key characteristics of projects, outline the stages of the project life cycle, and diverse applications of projects across various sectors.
2. Apply project planning principles and conduct comprehensive feasibility studies to appraise project viability.
3. Evaluate the financial viability of projects using standard project evaluation techniques and cost analysis.
4. Apply tools and methodologies for effective project execution, monitoring, and control, by using agile approaches.
5. Interpret the human and organizational factors critical for successful project management.

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Unit - I: Introduction: Introduction to Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector and Government Projects. Systems Approach to Project Management.

Unit - II: Project Appraisal: Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis, Project Risk Analysis.

Unit - III: Project Finance: Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis.

Unit - IV: Project Control: Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management.

Unit - V: Organizational Behavior in Project Management: Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management.

Suggested Readings:

- Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagasar, Project Management, Sage

Publications, 1e, 2021.
- Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.
- Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, Cengage Learning, 7e, 2018
- John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
- K. Nagarajan, Project Management, New Age International Publishers, 8e, 20

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA15B: BUSINESS ETHICS & CORPORATE GOVERNANCE

SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities)

Course Objectives:

1. To enable understanding of the basic concepts of Business Ethics and Corporate Governance in Indian and Global Context.
2. To elaborate on various aspects in Professional Ethics.
3. To explain Corporate Governance practices followed in Indian corporate. +
4. To enlighten students the significance of Company Board and Governance Ratings.
5. To explain different aspects of CSR and Business Council for Sustainable Development (BCSD) India.

Course Outcomes: Students will be able to

1. Understand the Need for Business Ethics and Corporate Governance in India.
2. Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
3. Learn Codes and Committees in Corporate Governance.
4. Understand the Role of Board in Corporate Governance.
5. Assess the Stakeholder perspective of Corporate Governance.

Unit - I: Business Ethics in the Changing Environment: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics.

Unit - II: Professional Ethics: Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.

Unit - III: Corporate Governance: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.

Unit - IV: Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, Kotak Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees.

Unit - IV: Role of Board: Types of Directors, Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

Unit - V: Corporate Social Responsibility (CSR): Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business

Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135)

Suggested Readings:

- O.C. Ferrell, John Fraedrich & Linda Farrel, business Ethics- Ethical Decision making and Case, 13e, Cengage, 2024.
- A. C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.
- Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
- C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
- Martin J. Ossewaarde, Introduction to Sustainable Development, sage,1e,2018.
- Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e, 2016.
- T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA15C: INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)

SDG 12 (Responsible Consumption and Production), SDG 16 (Peace, Justice and Strong Institutions)

Course Objectives:

1. To outline the concepts, principles and theories of International Business.
2. To impart knowledge of International Trade Theories and foreign trade.
3. To orient on the aspects of various Regional Economic Integrations and Multilateral Trade Agreements.
4. To elucidate on the elements of Strategy & Structure in International Business
5. To highlight the role played by various international agencies in International Business Operations with emphasis on cross-cultural issues.

Course Outcomes: Students will be able to

1. Understand the concepts, principles and theories of International Business.
2. Interpret various International Trade Theories and foreign trade.
3. Categorize various Regional Economic Integrations and Multilateral Trade Agreements.
4. Understand the Strategy and Structure of International Business with the help of Value Chain Analysis, Environmental Scanning, Strategic Alliances.
5. Gain knowledge of the contribution of various international agencies in International Business Operations.

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Unit - I: Introduction to International Business: Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multinational Corporation (MNCs), International Business Environment: Cultural, Political, Social and Technological Environment.

Unit - II: International Trade Theories: Classical Theories: Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. Modern Theories: Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments.

Unit - III: International Business and Economic Integration: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding Economic Integration, Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8, Rise of BRICS. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India. Recent Trade-Tarriff Wars.

Unit - IV: Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design.

Unit - V: International Business Operations: Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. Issues of International Financial management: Forex Market, International Monetary System, International

Financial Markets, Export Financing. Managing International HR Activities: HR Planning, Recruitment and selection, Expatriate Selection and Training. Cross Cultural Issues in International Business.

Suggested Readings:

- Michael R. Czinkota, Ilkka A. Ronkainen, Suraksha Gupta, International Business, Cambridge University Press, 9e, 2021.
- K Ashwatappa, International Business, Mc Graw Hill, 6e,2019.
- Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, Mc Graw Hill,11e, 2019.
- Mike W. Peng, Global Business, Cengage, 5e, 2025
- Ehud Menipaz, Amit Menipaz and Shiv S Tripathi, International Business - Theory and Practice, Sage Publishers, 1e, 2017.
- Sanjay Misra, P.K. Yadav, International Business: Text & Cases, PHI, 2009.
- Rakesh Mohan Joshi, International Business, Oxford University Press, 2009.
- Subba Rao, International Business, Himalaya Publications, 2007.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA015D: E-Commerce

SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the Goals)

Course Objectives:

1. To understand the evolution of e-commerce and evaluate key success factors shaping the Indian e-commerce market.
2. To identify various e-commerce business models and explain the digital infrastructure that supports them.
3. To examine the digital payment systems and evaluate the role of logistics in e-commerce success.
4. To discuss examples of successful Indian e-commerce companies.
5. To explore modern digital marketing techniques and examine opportunities in rural e-commerce.

Course Outcomes: Students will be able to

1. Analyze the growth patterns of Indian e-commerce and differentiate between the strategies of Flipkart and Amazon India.
2. Compare B2B, B2C, C2C, C2B, and hybrid models and evaluate the impact of technologies like AI, ML, blockchain, and UPI on the Indian e-commerce ecosystem.
3. Assess the effectiveness of payment gateways, security mechanisms, and logistics models including 3PL and hyperlocal delivery in the Indian context.
4. Share examples of companies that explain their business approaches. Apply strategies like influencer marketing, WhatsApp commerce, and vernacular content to rural and Tier 2/3 markets.
5. Understand and Apply regulations to meet Complainces.

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Unit - I: Introduction to E-Commerce: Concepts and evolution of e-commerce, Indian e-commerce market landscape and statistics, Key success factors in Indian e-commerce startups, Case study: Flipkart vs Amazon India.

Unit - II: Business Models in E-Commerce and Digital infrastructure: Business Models in E-Commerce B2B, B2C, C2C, C2B, and hybrid models, Marketplace vs inventory, led models, Subscription and freemium models, Case studies: Nykaa, Zomato, Meesho, Digital Infrastructure - Internet and mobile penetration in India, Cloud computing and data centers, Role of AI, ML, blockchain in Indian e-commerce, UPI and India Stack: Driving digital inclusion.

Unit - III: Payment Systems and Fintech, Logistics and Supply Chain Management: Digital wallets, UPI, and payment gateways, online payment mechanism, RBI regulations and guidelines, Security and fraud prevention, Fintech startups and innovations in India. Role of third-party logistics(3PL), Reverse logistics and cash-on-delivery challenges, Hyper local delivery models, Indian Postal Service's role in rural e-commerce.

Unit - IV: E-Marketing & Social Commerce and Rural E-Commerce & Digital India: SEO/SEM, affiliate marketing, influencer marketing, viral and permission marketing. WhatsApp commerce and live selling, Role of regional languages and vernacular content, Case studies: v, Moj, Sharechat, YouTube India. Digital literacy and access challenges, Opportunities in Tier 2, Tier, 3 and rural markets, Government initiatives: Digital India, ONDC, Case study: Reliance Jio's disruption.

Unit - V: Legal and Regulatory Framework: Information Technology Act, 2000, Consumer Protection (E-Commerce) Rules, 2020, FDI Policy for e-commerce, Data privacy laws and compliance

(DPDP Act), General data protection regulation (GDPR).

Suggested Readings:

- P.T. Joseph, S.J., E-Commerce: An Indian Perspective, PHI Learning Pvt. Ltd., 7th Edition, 2023.
- C.S.V. Murthy, E-Commerce: Concepts, Models and Strategies, Himalaya Publishing House, Reprint Edition, 2023.
- Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, 18e, Pearson, 2024.
- Bharat Bhasker, Electronic Commerce: Framework, Technologies and Applications, Tata McGraw Hill Education, 4th Edition (2013).
- Bajaj and Nag, E-Commerce: The Cutting Edge of Business, Tata McGraw Hill.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - II

25MBA16 START-UP / MSME / INNOVATION DEVELOPMENT PLAN / SECTOR SPECIFIC REPORT

SDG 1 (No Poverty), SDG 8 (Decent Work & Economic Growth), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives: To provide students with practical exposure to diverse organizational settings—Start-ups, MSMEs, innovation initiatives, or sector-specific domains—enabling them to apply theoretical knowledge to real-world business problems and strategic decision-making.

Course Outcomes: After completion of the course, students will be able to analyze organizational structures, evaluate functional processes, identify challenges and opportunities, and develop actionable insights or innovative solutions aligned with business goals.

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Approach to Summer Internship:

(a) START-UP:

1. Company Profile & Founding Journey: Include the start-up's origin story, vision, founding team, funding stages, and current status (incubator, accelerator, market stage).
2. Business Model Analysis: Explain the value proposition, revenue model, customer segments, and go-to-market strategy.
3. Roles & Responsibilities during Internship: Detail your tasks, problem-solving contributions, learning outcomes, and exposure to entrepreneurial challenges.
4. SWOT Analysis & Strategic Recommendations: Analyze strengths, weaknesses, opportunities, and threats, and suggest future strategies for growth/scalability.

(b) MSME (Micro, Small & Medium Enterprise)

1. MSME Background & Operational Context: Provide a brief overview of the company, its size (micro/small/medium), industry type, location, and core operations.
2. Functional Area Observations: Describe the internship role, specific departmental exposure (HR, Marketing, Operations, etc.), and process understanding.
3. Challenges Faced by the MSME: Discuss typical pain points such as resource constraints, market competition, digitization gaps, or financial limitations.
4. Suggestions for Process Improvement: Offer actionable recommendations to improve efficiency, customer reach, or financial performance.

(c) INNOVATION DEVELOPMENT PLAN

1. Identification of a Problem Area: Begin by clearly stating the real-world problem or unmet need identified through observation, research, or stakeholder inputs.
2. Ideation & Conceptualization: Outline the innovation idea (product, service, process), how it was developed, and how it addresses the defined problem.
3. Feasibility & Impact Assessment: Assess technical feasibility, market potential, cost-benefit analysis, and possible risks involved.
4. Implementation Roadmap: Provide a plan with milestones, resource requirements, stakeholder involvement, and scalability scope.

(d) SECTOR-SPECIFIC REPORT

1. Industry Overview: Present a macro-level view of the chosen sector (e.g., BFSI, FMCG, Healthcare, IT, etc.), including size, trends, challenges, and opportunities.
2. Company-Specific Analysis: Highlight the organization's position in the sector, its market share, competitors, and key strategic moves.
3. Internship Learnings & Functional Insights: Reflect on your experience in a functional area and its alignment with sector trends (e.g., digital banking in BFSI).
4. Policy or Regulatory Impacts: Discuss relevant government policies, economic factors, or sector-specific reforms that influence the company’s operations.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - III

25MBA17: SUPPLY CHAIN MANAGEMENT

SDG 9 (Industry, Innovation & Infrastructure), SDG 12 (Responsible Consumption & Production), SDG 13 (Climate Action)

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.
- IMT Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021.
- K Sridhara Bhat, Logistics & Supply Chain Management, HPH,1e,2017
- Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
- Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1e, 2005.
- Ballou, R.H. Business Logistics Management. Pearson Education, 5e, 2014.
- Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, James L. Patterson, Purchasing and Supply Chain Management, 7e

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - III
25MBA18: AI FOR BUSINESS

SDG 9 (Innovation), SDG 8 (Decent Work & Economic Growth), SDG 16 (Peace, Justice and Strong Institutions)

Course objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

Unit - IV: AI Agents & Robots: Autonomous agents, Agentic AI, Robots in used today, Human-machine collaboration, Managing automation with robots. AI & ML - overlaps among AI, ML and Data science.

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

Suggested Readings:

- Pavan Kumar Gurazada, Seema Gupta. Artificial Intelligence in Business. Vikas Publishing House. 2025.

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - III
25MBA19: BUSINESS ANALYTICS

SDG 9 (Innovation), SDG 17 (Partnerships for the Goals), SDG 12 (Responsible Consumption & Production)

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- James Evans, Business Analytics, Pearson Education, 3e, 2020.
- James E.Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publising,1e,2021.
- Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019.

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - III
25MBA23 DATA VISUALIZATION Lab

SDG 4(Quality Education), SDG (Industry, Innovation and

Infrastructure) Course Objectives:

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

Course Outcomes: S**tudents will be able to**

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

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

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

Unit -II: Understanding visualization and the interface

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

Unit-III: Deployment of Structured data

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

Unit-IV: Deployment of Unstructured data

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

Unit -V: Dashboards and storytelling

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

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

Suggested Readings:

2. Jonathan Schwabish, Data Visualization in Excel, Routledge
3. Sharada Sringeswara, Purvi Tiwari, U. Dinesh Kumar, Data Visualization, Wiley,2022
4. Mathew O.ward, Georges Grinstein, Daniel Keim, Interactive data Visualization, Routledge, 2015.
5. Seema Acharya, Mastering Data Visualization using Tableau, Wiley, 2024.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - III

25MBA24 SUMMER INTERNSHIP

Course Objectives: To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding dynamics in an organization.

Course Outcomes: Students will be able to understand a) Management Functions and Organizational Structure b) Organizational Dynamics in terms of Organizational Behaviour, Culture and Climate c) Functional Domain Knowledge d) Processes and Systems d) External and Internal Environment Impact on the Organization.

Approach to Summer Internship:

- Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework.
- The students in consultation with Supervisor / Mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.
- The students can approach any Business Organizations / Corporate of Public and Private Sectors, Government Departments, Research Organizations, J-Hub, T-Hub, Wehub etc. for the Summer Internship. The students should do the Internship during the summer break.
- Summer Internship report has to be submitted to the Department after approval by the concerned Supervisor/Mentor and the Head of the Department for the Power Point (PPT) Presentation for Evaluation.
- Summer Internship Report is evaluated for 25 marks for Internal Exam and for 75 marks for External Exam.
- The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA SEMESTER - IV
25MBA25: STRATEGIC MANAGEMENT

SDG 8 (Decent Work & Economic Growth), SDG 9 (Innovation & Infrastructure), SDG 12 (Responsible Consumption)

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings*:*

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

Syllabus of Elective Subjects

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA MARKETING ELECTIVE

25MBA20M1: DIGITAL MARKETING

SDG 9 (Industry, Innovation, and Infrastructure), SDG 12(Responsible Consumption and Production), SDG 13 (Climate Action)

Course Objective:

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

Course Outcome: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA MARKETING ELECTIVE
25MBA21M2: SALES AND PROMOTION MANAGEMENT

SDG 8 - Decent Work and Economic Growth, SDG 12 - Responsible Consumption and Production

Course Objective:

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

Course Outcome: Students will be able to

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

*****

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

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

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

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

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

Suggested Readings:

- Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
- George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.
- Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016.
- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA MARKETING ELECTIVE

25MBA22M3: BRAND MANAGEMENT AND CONSUMER BEHAVIOR

SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 12 (Responsible Consumption and Production)

Course Objectives

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA MARKETING ELECTIVE
25MBA26M4: INTERNATIONAL MARKETING

SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the Goals), SDG 8 (Economic Growth)

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA MARKETING ELECTIVE

25MBA27M5: SERVICES AND RETAIL MANAGEMENT

SDG 9 - Infrastructure, SDG 11 - Sustainable Cities and Communities, SDG 12 - Responsible Consumption

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

UNIT-IV: MERCHANDISE AND STORE MANAGEMENT: Sources of merchandise, category

management, allocation of merchandise, merchandise presentation techniques, logistics management, Objectives of good store design, store layout, types of store layout and design, Space planning, store atmospherics, traffic flow and analysis.

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

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA MARKETING ELECTIVE

25MBA28M6 (A): MARKETING ANALYTICS

(This paper has both Theory 100 marks and Laboratory work -100 marks)

SDG 9 - Industry and Innovation, SDG 11 - Sustainable Cities, SDG 13 - Climate Action

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

UNIT - V: Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer

Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

25MBA29 M6 (B) - Elective Specific Analytics Lab: Marketing Analytics Lab

Laboratory work

List of Experiments

Week	Title/Experiment
1	MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data.
2	Creation of Pivot Tables and Organizing Data. Summarizing Revenue Data: Month-wise and Product wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers.
3	Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables.
4	Location-wise Clustering, Using Solver to find Optimal Clusters.
5	Using Decision Trees for Segmenting the Market.
6	Using Solver Table to Price Multiple Products and Finding Demand Curve.
7	Using Evolutionary Solver to Find Optimal Bundle Prices.
8	Measuring the Effectiveness of Advertising: The Adstock Model.
9	Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.
10	Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV).
11	Measuring Sensitivity Analysis with Two-Way Tables.
12	Estimating the Chance if Customer is still Active.

Suggested Readings:

- Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
- Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
- Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.
- Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
- Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA FINANCE ELECTIVE

25MBA20F1: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

SDG 10 - Reduced Inequalities, SDG 12 - Responsible Consumption and Production

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- ZVI Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty Investments, Mc Graw Hill, 11 e, 2019.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.

- Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014.
- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6e, Pearson.
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Prasanna Chandra: Investment analysis and Portfolio Management" 4th Edition, TMH, 2013

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA FINANCE ELECTIVE
25MBA22F2: FINTECH

SDG 8 - Economic Growth, SDG 9 - Industry, Innovation, and Infrastructure, SDG 10 - Reduced Inequalities

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

Unit - III: FinTech in Banking: Digital Transformation in Banks. Changing Customer Expectations, Fitment of FinTech Companies in Digital Transformation - Core Banking Solutions, Network Banking and Cheque Truncation System, Cards with Chip and Pin, Net banking, Toll Gate Collections, PoS Terminals, Buy Now Pay Later (BNPL), Prepaid Mechanisms

FinTech in Lending and Borrowing: Introduction to the Business of Lending - Credit-worthiness of the Borrower, FinTech in Lending Business, Latest Technology Trends in Lending, Case Study—Amazon SMB Lending - Amazon as a FinTech Lender, Case Study—Indifi - How the Platform Works

Unit - IV: FinTech in Capital Markets: Raising Capital, Types of Securities, Important Stakeholders in Capital Markets, The Trade Lifecycle, Clearing, Settlement & Back office Operations - Clearing, Settlement, Asset Servicing, How Technology Supports Capital Market Processes

Other Types of FinTech Companies: Insurtech, PropTech - Case Study—Property Locator App of DBS Bank, TailFin, EnablingTech, RegTech

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

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA FINANCE ELECTIVE

25MBA22F3: STRATEGIC COST AND MANAGEMENT ACCOUNTING

SDG 9 - Innovation and Infrastructure, SDG 12 - Responsible Production, SDG 13 - Climate Action

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

UNIT - III: Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC): Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems. CVP analysis in Service and Nonprofit Organizations.

Activity Based Cost (ABC) Systems: Comparison of Traditional and Activity Based Cost Systems. Emergence of ABC Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. ABC Systems in Service Organizations. The Technological Edge of using ABC Systems.

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

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

Suggested Readings:

- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 6e, 2019.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi,7e, 2019.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e 2017.
- Horngre, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education, 16e, 2017.
- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications, 5e, 2012.
- Colin Drury, Cost and Management Accounting, Cengage Learning,8e, 2015.
- John K Shank and Vijay Govindarajan. Strategic Cost Management The new tool for competitive Advantage. The Free press. 2008.
- Atkinson, Banker, Kaplan and Young, Management Accounting PHI, 2006.

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MBA FINANCE ELECTIVE

25MBA26F4: INTERNATIONAL FINANCIAL MANAGEMENT

SDG 8 - Economic Growth, SDG 10 - Reduced Inequalities, SDG 17 - Partnerships for the Goals

Course Objective:

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

Course Outcome: Students will be able to

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

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

Unit - II: International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends.

International Monetary System: Evolution, Gold Standard, Bretton Woods's System, the Flexible Exchange Rate Regime, Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.

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

Unit - IV: (a) Exchange Rates: Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity.

(β) Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect, Interest Rate Parity, Expectations Theory

Unit - V: Asset-liability Management: (a) Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management.

(b) International Financing: Equity, Bond Financing, Parallel Loans, International Cash Management, Accounts Receivable Management, Inventory Management. Payment methods of International Trade, Trade Finance Methods, Export - Import Bank of India, Recent Amendments in EXIM policy, Regulations and Guidelines.

Suggested Readings:

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

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MBA FINANCE ELECTIVE

25MBA27F5: RISK MANAGEMENT & FINANCIAL DERIVATIVES

SDG 8 - Economic Growth, SDG 11 - Sustainable Cities, SDG 13 - Climate Action

Course Objective:

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

Course Outcome: Students will be able to

1. Understand risk management and derivatives.
2. Learn the relevance of Basel norms, types of risks.
3. Learn various aspects about Derivatives Market in India.
4. Understand the uses of options strategies.
5. Examine the importance of SWAP Market.

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

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

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

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

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

of Commodity Swap, Carbon Credit, Weather Derivatives.

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA FINANCE ELECTIVE

25MBA28F6 (A): FINANCIAL ANALYTICS

(This paper has both Theory - 100 marks and Laboratory work -100 marks)

SDG 9 - Industry and Innovation, SDG 11 - Sustainable Cities, SDG 13 - Climate Action

Course Objectives:

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

Course Outcomes: Students will be able to

1. Understand techniques of financial statements.
2. Learn the relevance of time value money.
3. Learn various aspects of capital budgeting.
4. Understand industry, technical and economic analysis.
5. Learn duration of bond and immunization strategies.

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

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

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

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

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

25MBA29 F6(B) - Elective Specific Analytics Lab: Finance Analytics Lab

Laboratory work

List of Experiments

Week	Title/Experiment
1	Ratio Analysis using MS Excel.
2	Computing Net Cash Flow using MS Excel.
3	Reporting and Interpretation using Spreadsheet.
4	Computing Future Value: Simple, Compound Interest and Annuity.
5	Computing Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.
6	Computing Risk and Returns using Spreadsheet.
7	Evaluating Capital Budgeting Techniques using Spreadsheet.
8	Calculation of Portfolio Mean and Variance.
9	Industry Analysis, Economic Analysis and Technical Analysis in Stock with MS Excel.
10	Computing Bond Valuation: Duration, Duration of Bond with Uneven Payments.
11	Calculating Expecting Bond Return in a Single and Multi period Framework, Semi-annual Transition Matrix.
12	Computation of Bond Beta.

Suggested Readings:

- Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e, 2022.
- R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI, 7e, 2022.
- Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
- N R Parasuraman, Financial Management-step by step approach, Cengage, 1e, 2014.
- Simon Bennings, Financial Modeling-Using Excel, MIT Press, Camberidge,3e
- Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA HUMAN RESOURCES ELECTIVE
25MBA20H1: TALENT AND PERFORMANCE MANAGEMENT

SDG 5 (Gender equality), SDG 8 (Decent Work and Economic Growth)

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings

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

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MBA HUMAN RESOURCES ELECTIVE
25MBA21H2: LEARNING AND DEVELOPMENT

SDG 5 (Gender Equality), SDG 8 (Decent Work & Economic Growth)

Course Objectives:

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

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

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

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

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

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

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

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

Suggested Readings:

- Raymond A. Noe, Amitabh Deo Kodwani, Employee Training and Development, 7e, McGraw Hill, 2019
- P. Nick Blanchard, James W. Thacker, A. Anand Ram - Effective Training: Systems, Strategies, and Practices, 4e, Pearson, 2012
- Rolf Lynton & Uday Pareek - Training for Development, 3e, Sage Publishers, 2012
- Jean Barbazette, Training Needs Assessment: Methods, Tools, and Techniques, Wiley, 2014
- G. Pandu Naik, Training and Development: Text, Research and Cases, Excel Books, 2011
- Steve W.J. Kozlowski & Eduardo Salas - Learning, Training, and Development in Organizations, Routledge, 2010 (Advanced reference)

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MBA HUMAN RESOURCES ELECTIVE
25MBA22H3: EMPLOYEE RELATIONS

SDG 5 - Gender Equality, SDG 8 - Decent Work and Economic Growth, SDG 16 - Peace, Justice and Strong Institutions

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

Unit - V: Labor Legislation - II: Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling,

Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (**Code on Wages, 2019**), Social Security for Everyone (Social Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) - 2020), Towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers.

Suggested Readings:

- SC Srivastava, Industrial Relations and Labour Laws, 8e, Vikas Publishing House Ltd., 2022
- C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2019.
- D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
- Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
- Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
- C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13e, 2014.
- P.N. Singh and Neeraj Kumar, “Employee Relations Management”, Pearson Education, 2010.

https://labour.gov.in/sites/default/files/Labour_Code_Eng.pdf

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA HUMAN RESOURCE ELECTIVE

25MBA26H4: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth)

Course Objectives:

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

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

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

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

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

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

UNIT IV: International Compensation and Performance Management: (a) International Compensation:

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

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

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
25MBA27H5 LEADERSHIP AND CHANGE MANAGEMENT

SDG 4 - Quality Education, SDG 5 - Gender Equality, SDG 16 - Strong Institutions

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

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

Suggested Readings:

- Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
- Change Management & OD, Ratna Raina, Sage Publications, 1e, 2018.
- Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 1e, 2016.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.
- John P. Kotter, Leading Change, HBR Press, 2012.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
25MBA28H6 (A): HR ANALYTICS
(This paper has both Theory - 100 marks and Laboratory work -100 marks)

SDG 9 - Industry and Innovation, SDG 11 - Sustainable Cities, SDG 13 - Climate Action

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

25MBA29H6(B) - Elective Specific Analytics Lab:HR Analytics Lab

Laboratory work

List of Experiments

Week	Title/Experiment
1	Computing Four Levels of Analysis: Descriptive, Diagnostic, Predictive and Prescriptive using MS Excel.
2	Applications of Big Data Era in HR Analytics.
3	Understanding HR Data: Methods of Capturing Data.
4	Data Examination & Purification.
5	Conduction of HR Analytics for key metrics: Recruitment & Selection,Training & Development, Performance Appraisal.
6	Conduction of HR Analytics for key metrics: Talent Management, Employee Engagement, Compensation Management and Expatriate Management.
7	Conduction HR Analytics: Statistical tools: MS Excel, SPSS & PSPP
8	Conduction HR Analytics: Visualization Tools: MS Excel, Tableau & Power BI.
9	Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications.
10	Predictive HR Analytics: Correlation, Regression, Factor and Cluster Analysis.
11	Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness.
12	Prescriptive HR Analytics: Tools for conduction of prescriptive analysis: Decision Trees and What-If Scenarios.

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA ENTREPRENUERSHIP ELECTIVE
25MBA20E1: STARTUP AND MSME MANAGEMENT

SDG 1 - No Poverty, SDG 8 - Decent Work and Economic Growth, SDG 9 - Industry, Innovation, and Infrastructure

Course Objective:

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

Course Outcome: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- Anjan Rai Chaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S.R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA ENTREPRENUERSHIP ELECTIVE
25MBA21E: FAMILY BUSINESS MANAGEMENT

SDG 8 - Economic Growth, SDG 10 - Reduced Inequalities, SDG 12 - Responsible Consumption and Production

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- Rajiv G. Agarwal, Family Business Management, Sage Publications,1e,2022.
- Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning,4e, 2020.

- Carole Howorth, Nick Robinson, Family Business, Routledge,1e,2020.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e,2010.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Business over 100 years, Springer, 2015.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY MBA
ENTREPRENUERSHIP ELECTIVE
25MBA22E3: INNOVATION AND ENTREPRENEURSHIP

SDG 9 - Industry and Innovation, SDG 11 - Sustainable Cities, SDG 13 - Climate Action

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- Mike Kennard, Innovation and Entrepreneurship, Routledge, 2021.
- Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.

- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
- Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- A. Dale Timpe, Creativity, Jaico Publishing House, 2003.

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA ENTREPRENUERSHIP ELECTIVE
25MBA26E4: ENTREPRENEURIAL FINANCE

SDG 8 - Economic Growth, SDG 10 - Reduced Inequalities, SDG 17 - Partnerships for the Goals

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA ENTREPRENUERSHIP ELECTIVE
25MBA27E5: ENTREPRENEURIAL MARKETING

SDG 3 - Good Health and Well-being, SDG 5 - Gender Equality, SDG 12 - Responsible Consumption

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

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

SHADAN COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA ENTREPRENUERSHIP ELECTIVE

25MBA28E6 (A): TECHNOLOGY BUSINESS INCUBATION

(This paper has both Theory - 100 marks and Laboratory work - 100 marks)

SDG 4 - Quality Education, SDG 9 - Innovation, SDG 17 - Partnerships for the Goals

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

25MBA29 E6 (B) Elective Specific Analytics Lab: Business Incubation Idea Lab

Laboratory work

List of Experiments

Week	Title/Experiment
1	Understanding the Concept and Characteristics of Technology Business Incubation (TBI).
2	Analysis of Government Policies Supporting Technology Business Incubators in India
3	Feasibility Analysis for Establishing a Technology Business Incubator
4	Designing a Business Plan for a Technology Business Incubator
5	Identification and Role Analysis of Key Stakeholders in a TBI
6	Designing Facilities and Service Structure for a Technology Business Incubator
7	Developing Organizational Structure for Technology Business Incubator Management
8	Evaluation and Selection Process of Startups for Incubation
9	Designing Exit Policy for Incubated Startups
10	Performance Assessment of Technology Business Incubators using Key Metrics
11	Startup Incubation Application and Selection Process Simulation
12	Comparative Analysis of Global and Indian Technology Business Incubators

Suggested Readings:

- M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek, 2021.
- Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.
- Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.

https://www.startupindia.gov.in/content/sih/en/compendium_of_good_practices/incubationsupport.html

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