

Program Scheme for Master of Business Administration (MBA)
Th -Theory; OP-Practical; Pro-Project; T-Total; Crd –Credit

"This revised syllabus is considered for July 2025 to June 2028"

Program Outcome-

PO1: Management Knowledge

Apply knowledge of management theories and practices to solve business problems effectively.

PO2: Critical Thinking and Decision Making

Demonstrate critical thinking skills to identify, analyze, and solve complex business situations and make informed decisions.

PO3: Leadership and Teamwork

Develop leadership capabilities and function effectively as an individual, and as a member or leader in diverse teams.

PO4: Communication Skills

Communicate effectively in both verbal and written forms in the professional and business context.

PO5: Ethics and Corporate Responsibility

Understand, analyze, and apply ethical principles and commit to professional ethics and responsibilities in business and society.

PO6: Global and Cross-Cultural Competence

Understand global business environment and develop cross-cultural awareness to operate effectively in international markets.

PO7: Entrepreneurial Skills

Identify business opportunities, design business plans, and demonstrate entrepreneurial capabilities and innovation.

PO8: Analytical and Quantitative Skills

Apply appropriate analytical and statistical tools for business analysis and decision-making.

I Semester

Course Code	Course Title	Credit	Sem	Th/P
LMB0101	Business Communication	5	1	Th
LMB0102	Managerial Economics	5	1	Th
LMB0103	Management Accounting	5	1	Th
LMB0104	Organizational Behaviour	5	1	Th
LMB0105	Marketing Management	5	1	Th
SEM I TOTAL CREDIT		25		

Business Communication

Course Code: LMB0101	Course Title: Business Communication (5 Credits)
Course Objectives: - ➤ To understand the concept, process and importance of effective business communication. ➤ To demonstrate verbal and non-verbal communication ability through presentations. ➤ To identify key principles of effective public speaking and develop skills in listening actively and empathetically. ➤ To evaluate the appropriate usage of informative business messages and writes an informative business message. ➤ To prepare and present effective presentations aided by ICT tools and able to compose e-mail, Resume, formal reports and business letters.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction: Nature, Process and Importance of Communication, Types of Communication Verbal & Non-Verbal, Different forms of Communication.	Students will be able to define communication, explain its nature and process, and differentiate between verbal and non-verbal communication. BTL: 1 & 2 – Remembering & Understanding
2	Barriers to Communication I: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers	Students will be able to identify various communication barriers and apply strategies to overcome them. BTL 2: Understanding, BTL 3: Applying
3	Barriers to Communication II: Cultural Barriers, Physical Barriers, Organizational Barriers.	Students will be able to analyze communication breakdowns caused by cultural, physical, and organizational barriers. BTL 3:

		Applying, BTL 4: Analyzing
4	Verbal and Non-Verbal Communication: Principles of successful oral communication, effective Listening, non-verbal communication	Students will be able to apply principles of effective oral communication, improve listening skills, and analyze non-verbal cues in communication. BTL: 3 & 4 – Applying & Analyzing
5	Forms of Communication in Written Mode I: Planning and execution of messages, writing reports, proposals and business plans, drafting of notice.	Students will create professional reports and proposals using structured formats and data visualization. BTL 4: Analyzing, BTL 5: Evaluating, BTL 6: Creating
6	Forms of Communication in Written Mode II: Agenda, Minutes and resolutions of meeting, Creating and delivering good presentations, Managing data and visuals.	Students will design and deliver effective presentations with clear visuals and structured meeting documents. BTL 5: Evaluating, BTL 6: Creating
7	Business Etiquettes: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology,	Students will apply etiquette in business contexts, including modern tech platforms and multicultural settings. BTL 3: Applying, BTL 4: Analyzing, BTL 6: Creating
8	Cross-cultural Communication: Workplace culture, communicating across different cultures, Culture and writing skills.	Students will evaluate cross-cultural factors affecting business writing and adapt strategies accordingly. BTL 4: Analyzing, BTL 5: Evaluating
9	Career Management and Technology I: Introduction, searching for talent, looking for Job, Planning for Job, Social Networking and Job search.	Students will create professional resumes and leverage technology for effective job searching. BTL 6: Creating
10	Career Management and Technology II: Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in	Students will develop job application materials and demonstrate preparation for recruitment processes. BTL 5:

	Business Communication.	Evaluating, BTL 6: Creating
11	Storytelling for Business Success: Role of storytelling in businesses today, Methods of storytelling, Model of crafting an effective story, 7 C's of storytelling, crafting participants' personal stories	Students will be able to construct compelling business stories, implement storytelling techniques, and apply the 7 C's framework for effective business communication. BTL: 4, 5 & 6 – Analyzing, Evaluating & Creating
12	Business Correspondence: Theory of Business Letter Writing, Parts, Structure, Layouts—Full Block, Modified Block, Semi – Block, Principles of Effective Letter Writing	Students will write professional business letters following correct formats and principles. BTL 3: Applying, BTL 4: Analyzing
13	Personnel Correspondence: Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation	Students will compose various types of personnel correspondence effectively. BTL 3: Applying, BTL 6: Creating
14	Impact of Technological Advancements on Communication: Internet, Blogs, E-mails, Moodle, social media (Facebook, Instagram, X, & WhatsApp), Advantages and Disadvantages	Students will analyze how digital tools affect business communication and assess their pros and cons. BTL 4: Analyzing, BTL 5: Evaluating
15	Communication in Organizations: Internal vs. External Communication, Strategies for Improving Organizational Communication, Role of Feedback	Students will design communication strategies and evaluate the role of feedback in organizational effectiveness. BTL 5: Evaluating, BTL 6: Creating

Text Books References:-

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. 2015, "Business Communication", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. 2012, "Business Communication", 2nd Edition, New Delhi: Oxford University Press.

Other References:-

3. Chaturvedi, P.D. and Chaturvedi M. 2011, "Business Communication, Concepts: Cases and Applications, 2nd Edition, Pearson Education, India.

4. Mukerjee, H.S. 2013, “Business Communication”, 2nd Edition, OUP India.

(Bloom’s Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Managerial Economics

Course Code: LMB0102	Course Title: Managerial Economics (5 Credits)
Course Objectives: - ➤ To familiarize the students with concepts and techniques used in Micro-Economic Theory. ➤ To develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. ➤ To describe the relationship between various types of cost curves. ➤ To evaluate the differences between different types of market structures. ➤ To learn real case scenarios to implicate in real life.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Managerial Economics: Nature & Scope of Managerial Economics, Traditional vs Managerial Economics.	Students will be able to define the nature and scope of managerial economics and differentiate between traditional and managerial economics. BTL: 1 & 2 – Remembering & Understanding
2	Incremental and Equi-marginal Principle: Incremental and Equi-marginal Principle and Objectives of Business firms.	Students will be able to explain the Incremental and Equi-marginal Principles and apply them to business decision-making. BTL: 2 & 3 – Understanding & Applying
3	General Tools for Economic Analysis & Decision Making: Functional relationship between economic variables.	Students will be able to analyze the functional relationship between economic variables and apply it in decision-making. BTL: 4 – Analyzing
4	Supply and Demand: Market equilibrium, Supply and demand side of market.	Students will be able to analyze market equilibrium and evaluate supply and demand factors affecting the market.

		BTL: 4 & 5 – Analyzing & Evaluating
5	Demand Analysis: Determinants of demand, Demand function and demand elasticity.	Students will be able to evaluate the determinants of demand, interpret demand functions, and analyze demand elasticity. BTL: 4 & 5 – Analyzing & Evaluating
6	Demand Estimation and Forecasting: Approaches to estimation, Demand estimation by regression analysis, Qualitative forecasts and quantitative forecasts.	Students will be able to apply demand estimation techniques, including regression analysis and forecasting methods, for business decision-making. BTL: 5 – Evaluating
7	Theory of Production: Iso-Product curve and Producer's equilibrium.	Students will be able to define the Iso-product curve and explain the concept of producer's equilibrium. BTL: 1 & 2 – Remembering & Understanding
8	Laws of Returns to Scale: Short run and Long run production and Laws of returns to scale.	Students will be able to explain short-run and long-run production concepts, evaluate the laws of returns to scale, and create strategies for efficient production. BTL: 2, 5 & 6 – Understanding, Evaluating & Creating
9	Theory of Cost: Cost concepts, Cost-output relationship.	Students will be able to define cost concepts and explain the cost-output relationship in business operations. BTL: 1 & 2 – Remembering & Understanding
10	Economies and Dis-economies of scale: Economies and Dis-economies of scale and Break-even analysis.	Students will be able to explain economies and diseconomies of scale and apply break-even analysis for financial decision-making. BTL: 2 & 3 – Understanding & Applying
11	Market Structures: Perfect Competition, Monopoly, Monopolistic Competition,	Students will be able to analyze different market structures Perfect Competition,

	Oligopoly.	Monopoly, Monopolistic Competition, Oligopoly and their impact on pricing and competition. BTL: 4 – Analyzing
12	Pricing Decisions: Pricing of outputs and Pricing of inputs.	Students will be able to evaluate pricing strategies for inputs and outputs in different market conditions. BTL: 5 – Evaluating
13	National Income and Its Measurement: Concepts, Methods, and Applications	Students will be able to focus on understanding national income aggregates, various measurement methods, and their application in economic planning and business analysis. Students will be able to interpret national income data and assess its implications on economic decision-making. BTL: 2 – Understanding, BTL: 4 – Analyzing (under Managerial Economics)
14	Evaluation criteria: NPV, IRR and PBP, Circular flow of economy.	Students will be able to apply financial evaluation techniques such as NPV, IRR, and PBP and create models to assess economic activity through the circular flow of the economy. BTL: 5 & 6 – Evaluating & Creating
15	Monetary Policy and Case studies of Zimbabwe Economy and Sri Lanka Economy: Instruments of monetary policy, Limitations of monetary policy, Monetary policy in India	Students will analyze monetary policy's effectiveness in regulating economic activity and controlling inflation. BTL3: Applying, BTL5: Evaluating
Text book References: - 1. Salvatore, D. 2014, “Managerial Economics in a Global Economy”, 8th edition, New Delhi: Thomson South-Western. 2. Samuelson, A.P. and Nardhas, W.D. 2010, “Economics”, 19th, New Delhi, McGraw Hill Education. Other References:-		

MU CODE MBA SYLLABUS

1. Dholakia, R.H. and Oza, A.N. 2003, “Microeconomics for Management Students”, New Delhi: Oxford University Press.
2. Gupta, G.S. 2003, “Managerial Economics”, New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. 2010, “Managerial Economics: Economic Tools for Today’s Decision Makers”, 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. 2004, “Microeconomics for Managers”, New Delhi: W.W. Norton and Company.

(Bloom’s Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Management Accounting

Course Code: LMB0103	Course Title: Management Accounting (5 Credits)
Course Objectives: - ➤ To understand the fundamentals of management accounting and its distinction from financial and cost accounting. ➤ To explore various costing techniques and their application in managerial decision-making. ➤ To develop the ability to prepare budgets and apply budgetary control methods. ➤ To analyze cost variances and interpret performance reports for effective management. ➤ To evaluate responsibility accounting systems and apply transfer pricing concepts in business decisions.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction: Management Accounting, Financial Accounting Information, Techniques of management accounting, Comparison of financial and management accounting.	Students will be able to define management accounting, explain its techniques, and differentiate it from financial accounting. BTL: 1 & 2 – Remembering & Understanding
2	Role of cost in decision making: Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts,	Students will be able to compare management accounting with cost accounting and explain different types and concepts of cost. BTL: 2 – Understanding
3	Elements of cost: Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.	Students will be able to identify the elements of cost materials, labor, and overheads, apply cost allocation methods, and reconcile cost and financial accounting. BTL: 2 & 3 –

		Understanding & Applying
4	Process Costing: Cost flow in process costing, cost accumulation in process costing, process costing for decision making and cost control.	Students will be able to analyze cost accumulation and flow in process costing and apply it for cost control and decision-making. BTL: 3 & 4 – Applying & Analyzing
5	Marginal Costing I: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications.	Students will be able to evaluate marginal costing and absorption costing, perform cost-volume-profit analysis, and use break-even analysis for decision-making. BTL: 2 & 4 – Understanding & Analyzing
6	Marginal Costing II: Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc.	Students will be able to use break-even analysis for decision-making. BTL: 2 & 4 – Understanding & Analyzing
7	Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.	Students will be able to compute differential and incremental costs and apply them in management decisions related to pricing, replacement, and sales. BTL: 3, 4 & 5 – Applying, Analyzing & Evaluating
8	Budget: Definition, classification of budget and budget procedure.	Students will be able to define budgeting, classify different types of budgets, and explain the budget preparation process. BTL: 2 & 3 – Understanding & Applying
9	Budgetary Control: Budgetary control, Fixed and flexible budgeting, revision of budgets, zero-based budgeting, Performance report.	Students will be able to analyze budgetary control methods, evaluate fixed and flexible budgeting, and apply zero-based budgeting techniques. BTL: 4 & 5 – Analyzing & Evaluating

10	Standard Costing: Standard cost, Estimated cost, establishing cost standards, budgetary control and standard costing	Students will be able to develop cost standards, differentiate between estimated and standard costs, and create budgetary control systems. BTL: 5 & 6 – Evaluating & Creating
11	Material Variances and Labour Variances: Material price variance, Usage Variance, total material variance, Labour Variance-Rate Variance, Efficiency variance, Total labour variance. `	Students will be able to calculate material price and usage variances, analyze labor variances, and apply variance analysis for performance evaluation. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
12	Overhead Variance and Sales Variance: Variable overhead variance, Volume variance, Sales margin Price Variance, Sales margin volume variance.	Students will be able to compute variable overhead, volume, and sales variances and apply variance analysis for business decision-making. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
13	Activity Based Costing: Traditional costing system, Steps in overhead allocation, activity based costing system.	Students will be able to differentiate between traditional and activity-based costing systems and analyze the steps in overhead allocation. BTL: 3 & 4 – Applying & Analyzing
14	Responsibility Accounting: Concept and various approaches to responsibility accounting, cost centre, profit centre, investment center, responsibility centre.	Students will be able to evaluate responsibility accounting approaches, differentiate between cost, profit, and investment centers, and create responsibility accounting frameworks. BTL: 5 & 6 – Evaluating & Creating
15	Transfer Pricing: Methods of transfer pricing and general rule for transfer pricing.	Students will be able to define transfer pricing, explain its methods, and understand the general rules governing transfer pricing decisions. BTL: 1 & 2 – Remembering & Understanding

Text book References: -

1. Khan, M.Y. and Jain, P.K. 2103, “Management Accounting: Text, Problems and Cases”, 6th Edition, New Delhi: McGraw Hill Education.
2. Rustagi, R.P. 2016, “Management Accounting” 2nd edition, New Delhi, Taxmann Publications P. Ltd.

Other References:-

1. Colin, D. 2005, “Management Accounting for Business”, 3rd Edition, Thomson, India
2. Pandey, I.M. 2009, “Management Accounting”, New Delhi: S. Chand and Sons.
3. Pauline, W. 2006, “Financial and Management Accounting”, 7th Edition, Pearson Education

(Bloom’s Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Organizational Behaviour

Course Code: LMB0104	Course Title: Organizational Behaviour (5 Credits)
Course Objectives: - ➤ To introduce the fundamental concepts of management and organizational behavior, including structure, functions, and the role of managers. ➤ To develop an understanding of individual behavior in organizations through concepts like personality, perception, learning, attitude, and motivation. ➤ To explore group dynamics, leadership styles, communication, and power structures, and their influence on organizational effectiveness. ➤ To evaluate key organizational processes such as climate, job satisfaction, change management, conflict resolution, and development. ➤ To equip students with the ability to manage modern organizational challenges including stress, innovation, and cross-cultural diversity.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction: Concept of Management; Need for study, Organizational structure, Management functions and roles,	Students will be able to define the concept of management, explain its importance, and describe organizational structure, functions, and managerial roles. BTL: 1 & 2 – Remembering & Understanding
2	Organizational Behaviour: Definition, Nature and Importance of Organizational Behavior.	Students will be able to explain the definition, nature, and importance of organizational behavior in workplace settings. BTL: 2 – Understanding
3	Personality: Concept and Types, Factors influencing Personality. Personality assessment instruments.	Students will be able to analyze different personality types, identify factors influencing personality, and assess personality using various instruments. BTL:

		3 & 4 – Applying & Analyzing
4	Learning: Concept and Types of Learners, The Learning Process, Learning Theories; Organizational Behavior Modification.	Students will be able to explain different types of learners, apply learning theories, and analyze organizational behavior modification techniques. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
5	Attitude, Perception and Motivation: Attitude – Formation of Attitude, Measurement of Attitude; Perception – Importance, Factors influencing Perception, Interpersonal Perception; Motivation – Importance, Types and Theories.	Students will be able to evaluate attitude formation, assess perception in interpersonal interactions, and design motivation strategies based on key theories. BTL: 4, 5 & 6 – Analyzing, Evaluating & Creating
6	Groups in Organizations: Group Formation in Organizations and their Influence, Group Dynamics – Emergence of Informal Leaders and Working Norms, Group Decision-Making Techniques, Interpersonal Relations, Communication.	Students will be able to explain group formation, analyze group dynamics, apply decision-making techniques, and evaluate the role of interpersonal relations and communication in organizations. BTL: 1, 2, 3, 4 & 5 – Remembering, Understanding, Applying, Analyzing & Evaluating
7	Leadership and Power: Leadership Styles and Theories, Leaders vs Managers; Sources of Power, Power Centers, Power and Politics.	Students will be able to analyze leadership styles and theories, differentiate between leaders and managers, and create strategies for managing power and politics in organizations. BTL: 2, 4 & 6 – Understanding, Analyzing & Creating
8	Organizational Climate: Meaning and Importance, Factors affecting Organizational Climate.	Students will be able to evaluate the significance of organizational climate and create strategies for improving workplace environments. BTL: 5 & 6 – Evaluating & Creating
9	Job Satisfaction: Job Satisfaction – Determinants, Measurement and its	Students will be able to analyze determinants of job satisfaction, evaluate methods for measuring it, and assess its

	Influence on Behavior.	impact on employee behavior. BTL: 4 & 5 – Analyzing & Evaluating
10	Organizational Change I: Importance, Stability vs Change, Proactive vs Reactive Change.	Students will be able to evaluate the importance of organizational change, compare proactive and reactive change strategies. BTL: 4, 5 & 6 – Analyzing, Evaluating & Creating
11	Organizational Change II: The Change Process, Resistance to Change, Managing Change.	Students will be able to evaluate the importance of reactive change strategies, and design approaches to manage resistance to change. BTL: 4, 5 & 6 – Analyzing, Evaluating & Creating
12	Conflict: Definition of conflict, Transition in conflict thought, process,	Students will be able to define conflict, analyze conflict resolution strategies, and evaluate the impact of conflict on organizational effectiveness. BTL: 1, 2, 4 & 5 – Remembering, Understanding, Analyzing & Evaluating
13	Organizational Development: Characteristics, Objectives; Team Building.	Students will be able to evaluate organizational development strategies and design team-building interventions for improved efficiency. BTL: 5 & 6 – Evaluating & Creating
14	Stress Management: Definition, sources of stress, consequences and managing stress.	Students will be able to identify sources of stress, analyze its consequences, and apply stress management techniques in workplace settings. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
15	Managing Modern Organizations: Culture formation, managing cross cultural differences, Innovation and learning organization.	Students will be able to create strategies for culture formation, manage cross-cultural differences, and implement innovation-driven learning organizations. BTL: 6 – Creating

Text book References: -

1. Luthans, F. 2013, “Organizational Behavior-An Evidence-Based Approach”, 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. 2017, “Organizational Behavior”, 16th Edition, New Delhi, Pearson Education.

Other References:-

1. Newstrom, J.W. 2007, “Organizational Behavior-Human Behavior at Work”, 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. 2011, “Understanding Organizational Behavior”, 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. 2010, “Organizational Behavior”, McGraw Hill Education.

(Bloom’s Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Marketing Management

Course Code: LMB0105	Course Title: Marketing Management (5 Credits)
Course Objectives: - ➤ To understand comprehensive and practical introduction to marketing management. ➤ To improve their ability to make effective marketing decisions. ➤ To assessing marketing opportunities ➤ To developing marketing strategies and implementation plans. ➤ To create practical knowledge among all the students	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction: Defining marketing for new realities, marketing tasks.	Students will be able to define marketing in the modern business environment and explain key marketing tasks. BTL: 1 & 2 – Remembering & Understanding
2	Marketing Concepts and scope: Scope of marketing, core marketing concepts, and the new marketing realities.	Students will be able to describe the scope of marketing, understand core marketing concepts, and apply knowledge to analyze new marketing realities. BTL: 1, 2 & 3 – Remembering, Understanding & Applying
3	Developing Marketing Strategies and Plans: Corporate and division strategic planning, business strategic planning.	Students will be able to develop marketing strategies and plans by integrating corporate, division, and business-level strategic planning. BTL: 3 – Applying
4	Marketing Process: Strategic marketing planning and process, building customer value, satisfaction, and loyalty.	Students will be able to explain the strategic marketing process and apply techniques for building customer value,

		satisfaction, and loyalty. BTL: 2 & 3 – Understanding & Applying
5	Conducting Marketing Research: The scope of marketing research, the marketing research process, measuring marketing productivity.	Students will be able to analyze the scope of marketing research, evaluate research methodologies, and assess marketing productivity. BTL: 3, 4 & 5 – Applying, Analyzing & Evaluating
6	Analyzing Consumer Market: Consumer behaviour and factors influencing consumer behavior.	Students will be able to analyze consumer behavior and identify key factors influencing buying decisions. BTL: 4 – Analyzing
7	Buying Decision Process: Organizational buying and participants. Organizational buying process and stages.	Students will be able to assess the organizational buying process, evaluate participants involved, and analyze different buying stages. BTL: 4 & 5 – Analyzing & Evaluating
8	Building Strong Brands: Identifying market segments and targeting, segmentation criteria, crafting the brand positioning, creating brand equity, managing brand equity	Students will be able to segment markets, target customers, position brands, and evaluate strategies for managing brand equity. BTL: 3 & 5 – Applying & Evaluating
9	Creating value through product: Product characteristics, classifications and differentiation, product life cycle and marketing strategies	Students will be able to design product differentiation strategies, classify product characteristics, and develop marketing strategies based on the product life cycle. BTL: 6 – Creating
10	Creating value through price: Developing pricing strategies and programs.	Students will be able to formulate pricing strategies and programs to maximize market value and competitiveness. BTL: 6 – Creating
11	Managing Marketing Channels: Work performed by marketing channels, functions, flow, levels, channel design	Students will be able to analyze the roles, functions, and design decisions involved in marketing channel management. BTL: 4

	decision.	& 5 – Analyzing & Evaluating
12	Designing Integrated Marketing Communication: Role of marketing communication, developing effective communication,	Students will be able to develop effective marketing communication strategies and evaluate their role in brand positioning. BTL: 5 & 6 – Evaluating & Creating
13	Managing Integrated Marketing Communication: Managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations.	Students will be able to analyze the integrated marketing communication process and evaluate advertising, sales promotion, events, and public relations strategies. BTL: 4 & 5 – Analyzing & Evaluating
14	Managing digital communication: online, social media, and mobile.	Students will be able to evaluate online, social media, and mobile marketing strategies for effective digital communication. BTL: 4 & 5 – Analyzing & Evaluating
15	Case Study	Students will be able to understand market concept with real life examples BTL: 2 & 4- Understanding & Analyzing
Text book References: - 1. Kotler, P. and Keller, K.L. 2016, “Marketing Management”, 15th Edition, New Delhi: Pearson Education. 2. Saxena, Rajan. 2019, “Marketing Management”, 6th Edition, McGraw Hill Education Other References:- 1. Grewal, D. and Levi, M. “Marketing,” 5th Edition, Chennai: McGraw Hill Education. 2. Kotler, P., Jain, D.C. and Measincee, S. 2002, “Marketing Moves: A New Approach to Profit Growth and Renewal”, Boston: Harvard Business School Press.		

(Bloom’s Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

II Semester

Course Code	Course Title	Credit	Sem	Th/P
LMB0201	Business Research Methods	5	2	Th
LMB0202	Financial Management	5	2	Th
LMB0203	Human Resource Management	5	2	Th
LMB0204	Operation Management	4	2	Th
LMB0221	Minor Project	4	2	Pro
SEM II TOTAL CREDIT		23		

Business Research Methods

Course Code: LMB0201	Course Title: Business Research Methods (5 Credits)
Course Objectives: - ➤ To understand the fundamental concepts and methods of business research. ➤ To develop skills in defining research problems and designing research studies. ➤ To gain knowledge in sampling techniques, data collection methods, and data analysis. ➤ To learn to apply various statistical techniques in business research. ➤ To foster ethical practices in conducting business research and reporting findings.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Business Research: Overview of business research methods, Importance of research in business decision-making, Types of business research: exploratory, descriptive, causal	Students will be able to understand the basics of business research and its significance in decision-making. BTL 1: Remembering, BTL 2: Understanding
2	Defining Research Problem: Overview of research problems, Selecting the problem and statement, Techniques in defining research problem	Students will be able to define and select appropriate research problems. BTL 2: Understanding, BTL 3: Applying
3	Research Design: Meaning and need for research design, Different research designs, Formulating hypotheses, Basic principles of experimental designs, Experimental design vs. non-experimental design	Students will be able to design research studies and formulate hypotheses. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
4	Sampling: Meaning and definition of Census and sample, Steps in sample design, Criteria for selecting a sampling procedure, Characteristics of a good sample design, Different types of sample designs, Probability and non-probability	Students will understand sampling techniques and how to select samples. BTL 2: Understanding, BTL 3: Applying

	sampling	
5	Measurement and Scaling Techniques: Measurement in research, Measurement scales, Sources of error in measurement, Tests of sound measurement, Technique of developing measurement tools, Meaning of scaling, Scale classification bases, Important scaling techniques, Scale construction techniques	Students will learn measurement and scaling techniques in research. BTL 1: Remembering, BTL 2: Understanding, BTL 3: Applying
6	Data Collection Methods: Primary data collection methods surveys, interviews, observations, Secondary data collection methods using existing data, literature review, Questionnaire design, Collecting data through schedules, Other methods of data collection	Students will gain knowledge of various data collection methods. BTL 1: Remembering, BTL 2: Understanding, BTL 3: Applying
7	Sampling Techniques: Need for sampling, Sampling theory, Concept of standard error, Estimating the population and proportion, Sample size and its determination	Students will understand sampling theory and determine sample sizes. BTL 2: Understanding, BTL 3: Applying
8	Data Analysis Techniques Part 1: Descriptive statistics measures of central tendency and dispersion, Regression & correlation analysis, Hypothesis, Concept of testing hypotheses, Important parametric tests	Students will learn basic data analysis techniques and hypothesis testing. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
9	Data Analysis Techniques Part 2: Chi-square tests and t-tests, Analysis of variance ANOVA, Analysis of covariance ANOCOVA	Students will learn advanced data analysis techniques. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
10	Testing Hypotheses Non-parametric tests: Important non-parametric tests, Characteristics of non-parametric tests, Relation between Spearman's r and Kendall's w	Students will understand non-parametric tests and their applications. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
11	Multivariate Analysis Techniques: Growth of multivariate techniques, Characteristics and applications, Classification of multivariate techniques, Variables in multivariate analysis, Important multivariate techniques, Important methods of factor analysis, Rotation in factor	Students will learn multivariate analysis techniques and factor analysis. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating

	analysis, R-type and Q-type factor analyses	
12	Case Study Research: Understanding case study methodology, Selecting cases and data collection, Analyzing and presenting case study findings	Students will understand and apply case study methodology. BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating
13	Research Ethics: Importance of ethics in business research, Ethical considerations in data collection and analysis, Institutional Review Board IRB approval process	Students will learn the importance of ethics in research and the IRB process. BTL 2: Understanding, BTL 4: Analyzing, BTL 5: Evaluating
14	Writing and Presenting Research: Structure and components of a research report, Writing literature reviews, methodologies, results, and discussions, Creating effective presentations of research findings	Students will learn to write and present research findings effectively. BTL 3: Applying, BTL 4: Analyzing, BTL 6: Creating
15	Research Proposal Development: Components of a research proposal, Writing research objectives, hypotheses, and research questions, Developing a timeline and budget for research projects	Students will learn to develop comprehensive research proposals. BTL 4: Analyzing, BTL 5: Evaluating, BTL 6: Creating

Textbook References:-

1. Cooper, D. R., & Schindler, P. S. 2014. Business Research Methods 12th ed.. McGraw-Hill Education.
2. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. 2013. Business Research Methods 9th ed. Cengage Learning.

Other References:-

1. Bryman, A., & Bell, E. 2015. Business Research Methods 4th ed.. Oxford University Press.
2. Sekaran, U., & Bougie, R. 2016. Research Methods for Business: A Skill-Building Approach 7th ed. Wiley.

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Financial Management

Course Code: LMB0202	Course Title: Financial Management (5 Credits)
Course Objectives: - ➤ To understand core finance functions such as investment decisions, financing, working capital management, and dividend policy. ➤ To apply the concept of time value of money in capital budgeting and other financial decision-making. ➤ To analyze the effects of leverage, cost of capital, dividend policy, and working capital on a firm's financial performance. ➤ To evaluate financial strategies that support effective decision-making within an organization. ➤ To develop integrated financial, strategic, and tactical plans for informed organizational decision-making.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Financial Management: Scope, Importance of Financial Management, Objectives and Functions of Financial Manager	Developing a foundational comprehension of the scope, significance, objectives, and functions of financial management for effective decision-making as a financial manager. BTL 1: Remembering, BTL 2: Understanding
2	Cost of Capital: Meaning, Types of Cost, Key Factors Affecting Financing Costs, Factors Determining the Cost of Capital, Significance of the Cost of Capital, Determining Cost of Capital	Gaining insight into the meaning, types, and determinants of costs, including financing costs and cost of capital, for informed financial decision-making. BTL 2: Understanding, BTL 3: Applying
3	Operating and Financial Leverage: Meaning of Leverage, Operating Leverage, Financial Leverage, Combined Leverage,	Understanding leverage types, including operating, financial, and combined, and their impact on financial

	Impact of Financial Leverage	performance and risk management. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
4	Capital Budgeting: Meaning, Importance of Capital Budgeting, Project Classification, Factors Affecting Capital Budgeting	Understanding the concepts of capital budgeting, its significance, project classification, and the factors influencing effective capital budgeting decisions. BTL 2: Understanding, BTL 3: Applying
5	Capital Budgeting Evaluation Techniques: Methods of Appraisal: Non-Discounted Payback Period, Accounting Rate of Return and Discounted Net Present Value, Internal Rate of Return, Profitability Index	Acquiring proficiency in various appraisal methods for evaluating investment projects effectively. BTL 3: Applying, BTL 4: Analyzing
6	Capital Budgeting Under Risk and Uncertainties: Meaning, Types of Risk, Sources of Risk, Financial Break-even Analysis, Decision-Tree Analysis, Project Selection under Risk, Analysis of Non-Financial Aspects	Developing the ability to navigate capital budgeting decisions under risk and uncertainty through comprehension of risk types, sources, financial break-even analysis, and decision-tree analysis. BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating
7	Working Capital Management: Concept, Need and Determinants, Importance of Working Capital Management, Gross Working Capital, Net Working Capital, Finance Mix for Working Capital, Estimating Working Capital Needs, Working Capital Cycle, Computation of Working Capital	Attaining proficiency in working capital management by understanding its concept, importance, determinants, and methodologies to optimize the working capital cycle effectively. BTL 3: Applying, BTL 4: Analyzing
8	Cash Management and Marketable Securities: Meaning, Motives for Holding Cash, Cash Management Objectives and Decisions, Determining the Appropriate Working Cash Balance, Techniques of Cash Management and Marketable Securities	Mastering cash management principles including motives, objectives, techniques, and determining optimal working cash balance along with effective utilization of marketable securities. BTL 3: Applying, BTL 4: Analyzing
9	Management of Receivables: Meaning,	Developing expertise in receivables

	Credit Policy, Collection Policy, Factors Affecting Policies for Managing Accounts Receivables	management encompassing credit policy, collection policy, and understanding factors influencing effective accounts receivable management strategies. BTL 3: Applying, BTL 4: Analyzing
10	Inventory Management: Meaning, Pattern of Procurement and Stockholding, Inventory Management Techniques: Economic Order Quantity and Optimum Order Quantity	Attaining proficiency in inventory management, including understanding procurement patterns, stockholding strategies, and implementation of inventory management techniques such as Economic Order Quantity EOQ and Optimum Order Quantity for efficient inventory control. BTL 3: Applying, BTL 4: Analyzing
11	Capital Structure Theories: Meaning, Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Relevance of Capital Structure, Factors Influencing Capital Structure	Comprehending capital structure theories including the Net Income, Net Operating Income, and Modigliani-Miller approaches, and recognizing their relevance alongside the factors shaping capital structure decisions. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
12	Dividend Decisions: Meaning, Theories of Dividends, Gordon's Model, Walter's Model, Factors Affecting Dividend Policies	Mastering dividend decision-making by understanding its meaning, various dividend theories include Gordon's and Walter's models, and identifying the factors influencing dividend policy determinations. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
13	Dividend Policies: Dividend policy in practice Forms of dividends, Stability in dividend policy, corporate dividend behavior.	Students will be able to analyze corporate dividend behavior, evaluate the stability of dividend policies, and apply different forms of dividend distributions in practice. BTL: 3, 4 & 5 – Applying, Analyzing & Evaluating
14	Working Capital Financing: Meaning, Sources of Working Capital, Factors	Gaining proficiency in working capital financing by comprehending its

	Affecting Working Capital Requirements	meaning, exploring diverse sources, and understanding the factors influencing working capital requirements. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
15	Regulation of Bank Finance: Current Regulators of the Financial System, Salient Features of Present Regulations, Problems with Multiple Regulators in India, Norms for Inventory and Receivables, Maximum Permissible Bank Finance, Information and Reporting System, Forms of Finance	Developing a comprehensive understanding of the regulatory frameworks governing banking finance and their implications on financial institutions and the broader economy. BTL 2: Understanding, BTL 4: Analyzing, BTL 5: Evaluating

Textbook References:-

1. Financial Management, I. M. Pandey, Latest Edition, Vikas Publication
2. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Latest Edition, Tata McGraw Hill

Other References:-

1. Financial Management, Srivastava & Misra, Oxford University Press, New Delhi.
2. Financial Management – Theory and Practice, Chandra, Prasanna, Latest Edition, Tata McGraw-Hill Publishing Company, New Delhi
3. Fundamentals of Financial Management, Van Horne & Wachowicz Jr., Latest Edition, Pearson Education, New Delhi
4. Fundamentals of Financial Management, Briham & Houston, Latest Edition, Thomson Business Information India P Ltd., New Delhi

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Human Resource Management

Course Code: LMB0203	Course Title: Human Resource Management (4 Credits)
Course Objectives: - ➤ To understand the conceptual framework of Human Resource Planning. ➤ To understand the process methods and techniques for HRP. ➤ To identify individual performance deficiencies and developmental needs in planning and developing training and HRD programs ➤ To develop an understanding of the significance and importance of implementation & evaluation in real-life and HRD Applications. ➤ To Enable the students to integrate the understanding of various HR concepts and the latest trends along with the domain concept to make correct business decisions	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	HR Planning Introduction: Human Resource Planning: Overview-Nature and Need, Human Resource Planning: HRP and Corporate Objective.	Students will be able to define human resource planning HRP, explain its nature and need, and understand its relationship with corporate objectives. BTL: 1 & 2 – Remembering & Understanding
2	Human Resource Planning: Process, Methods and Techniques, Human Resource Planning: Tools and Techniques	Students will be able to explain the HR planning process, identify different methods and techniques, and apply HR planning tools. BTL: 2 – Understanding
3	Scope and Importance of Human Resource Planning: Scope of HR Planning, The Inputs in Human Resource Planning, HR Planning: Purpose and Goals, Planning for Recruitment: The basic Process of HR	Students will be able to analyze the scope, inputs, and purpose of HR planning and evaluate different recruitment strategies. BTL: 2 & 3 –

	Planning, Strategies in the HR Plan: Process Analysis, Planning Process Tasks and Activities	Understanding & Applying
4	Process Of Human Resource Planning I: Introduction, Workforce planning process - within the annual planning and budget review process, Preparation Questions for the Meeting, Developing the Annual Workforce Plan, Changes to the Staffing Profile outside the Planning Process, HR Planning: Tom Casey Model, CEO Compensation	Students will be able to analyze the workforce planning process, develop an annual workforce plan, and evaluate different staffing models such as the Tom Casey Model and CEO compensation strategies. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
5	Process Of Human Resource Planning II: Present Scenario of HR Planning Process, Building Human Resources Strategic Planning, Process and Measurement Capability: Using Six Sigma as a Foundation, Gartner EXP Says a Strategic Workforce Planning Process is Key to Improving an IT Organization's Effectiveness	Students will be able to evaluate the current trends in HR planning, implement strategic workforce planning, and assess HR measurement capabilities using Six Sigma and Gartner EXP models. BTL: 2 & 3 – Understanding & Applying
6	Factors, Requisites: Factors affecting Human Resource planning, Significance of Human Resource Planning, Requisites for successful Human Resource Planning	Students will be able to identify key factors affecting HR planning, assess its significance, and analyze requisites for successful HR planning. BTL: 1, 2, 3 & 4 – Remembering, Understanding, Applying & Analyzing
7	Relationship & Uses: Relationship Between HRM, HRP and HRD, Why and How Organizations Use HRP	Students will be able to explain the relationship between HRM, HRP, and HRD and analyze how organizations utilize HRP for workforce planning. BTL: 1, 2 & 3 – Remembering, Understanding & Applying
8	Human Resource Development: Evolution of HRD - Relationship with HRM - Human Resource Development Functions -	Students will be able to analyze the evolution of HRD, evaluate HRD

	Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence	functions, and assess challenges faced by HR professionals. BTL: 3 – Applying
9	HRD Need Assessment & Designing of HRD Program: Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods.	Students will be able to analyze HRD needs, develop HRD models, and design and implement effective HRD programs using appropriate interventions and training methods. BTL: 3 & 4 – Applying & Analyzing
10	Recruitment and selection: orientation and placement performance appraisal – training and development – promotion and motivation – career development.	Students will be able to analyze recruitment and selection processes and evaluate methods for career development and performance counseling. BTL: 4 – Analyzing
11	Performance appraisals and performance development: objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. Interpersonal feedback and performance counseling.	Students will be understand concept of Performance Appraisal and able to apply performance appraisal techniques. BTL: 2 & 4 – Understanding & Analyzing
12	Implementing HRD Programs: Introduction, Training Delivery Methods 168 On-The-Job Training OJT Methods, Classroom Training Approaches, The Lecture Approach, The Discussion Method, Audiovisual Media, Computer-Based Training Classroom-Based, Self-Paced/Computer-Based Training Media and Methods.	Students will be able to apply training delivery methods, evaluate different training approaches, and assess classroom-based and self-paced training techniques. BTL: 4 & 5 – Analyzing & Evaluating
13	Evaluating HRD Programs: Purpose of HRD Evaluation; Models and Frameworks of Evaluation; Accessing Impact of HRD Programs; Different approaches for evaluation like Stakeholder/Business	Students will be able to assess the effectiveness of HRD programs using various evaluation models, including ROI analysis, human capital measurement, and stakeholder-based

	approaches like; ROI, HREI, Human Capital measurement and HR Profit Centre, Utility analysis etc.; The training Evaluation Process Data Collection for HRD Evaluation; Ethical issues concerning Evaluation	approaches. BTL: 3 & 4 – Applying & Analyzing
14	Employee Counseling and Wellness Services: - Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.	Students will be able to analyze employee counseling programs, evaluate wellness initiatives, and apply organizational strategies to promote employee health and development. BTL: 3 & 4 – Applying & Analyzing
15	HRD challenges in 21st century – HR outsourcing – human resource audit – human resource development – human resource accounting – future of HRD Organization.	Students will be able to evaluate contemporary HR challenges such as HR outsourcing, human resource audit, HR accounting, and the future of HRD organizations. BTL: 5 – Evaluating
Text book References: - 1. Aswathappa, K. Human Resource Management. Tata McGraw-Hill 2. David A. DeCenzo and Stephen P. Robbins. Fundamentals of Human Resource management 3. Werner & Desimone: Human Resource Development; Cengage Learning – 2006. 4. Udai Pareek & T V Rao, Designing and Managing Human Resource Systems, ISBN: 9788120416109, CBS publishers, 2015 5. David Mankin: Human Resource Development; Oxford, 2009. Other References:- 1. Jon M. Werner and Randy L. Desimone : Human Resource Development , ISBN-13: 978-0-538-48099-4, ISBN-10: 0-538-48099-8 2. William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASTRAININGPROGRAMMES, Prentice-Hall, New Jersey, 1982. 3. Uday Kumar Halder, HUMAN RESOURCE DEVELOPMENT, Oxford University Press, 2009.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Operations Management

Course Code: LMB0204	Course Title: Operations Management (4 credits)
Course Objectives: ➤ To understand and explain operational concepts across various business environments. ➤ To analyze key operational issues such as facility location, layout design, project management, capacity planning, and process planning. ➤ To evaluate the role of quality assurance and control in achieving business effectiveness. ➤ To design and implement operational strategies that enhances organizational efficiency and effectiveness. ➤ To develop comprehensive plans for achieving Operational Excellence in a competitive business landscape.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Operations Management: Introduction, Production Management vs. Operations Management, Characteristics of Modern Operations Function, Recent Trends in Production/Operations Management	Students will be able to distinguish between production and operations management, comprehend the modern operational functions, and evaluate recent trends shaping production and operations management practices. BTL 1: Remembering, BTL 2: Understanding, BTL 4: Analyzing
2	Operations Planning: Demand Forecasting, Capacity Planning, Capacity Requirement, Facility Location, Facility Layout	Students will demonstrate proficiency in operations planning, encompassing demand forecasting, capacity planning, capacity requirements analysis, facility location selection, and facility layout optimization. BTL 2: Understanding, BTL 3: Applying
3	Operations Planning: Resource Aggregate Planning, Material Requirements Planning, Manufacturing Resource Planning,	Students will exhibit competence in operations planning, encompassing resource aggregate planning, material

	Enterprise Resource Planning	requirements planning, manufacturing resource planning, and enterprise resource planning. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
4	Designing of Operational System and Control: Production Design, Process Design & Selection, Process Planning, Product Life Cycle, Process Selection	Students will demonstrate proficiency in designing operational systems and control, including production design, process design and selection, process planning, understanding product life cycles, and making informed process selections. BTL 3: Applying, BTL 4: Analyzing
5	Production Planning and Control: Introduction to Production Planning and Control, Time Study, Work Study, Method Study & Job Evaluation	Students will be proficient in production planning and control, including understanding its introduction, conducting time studies, work studies, method studies, and job evaluations. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
6	Job Allocation I: Introduction and Meaning, Understanding the Assignment Problem, Characteristics of Assignment Problem, Applications of Assignment Problem.	Students will be able to understand the assignment technique in operations management, enabling organizations to effectively allocate tasks, maximize resource utilization, and enhance productivity. BTL 2: Understanding
7	Job Allocation II: Formulating the Assignment Problem, Maximization Problem, Unbalanced Assignment Problem, Travelling Salesman Problem	Students will be able to evaluate the assignment technique in operations management, enabling organizations to effectively allocate tasks, maximize resource utilization, and enhance productivity. BTL 3: Applying
8	Scheduling: Introduction and Meaning, Understanding the Scheduling, Relationship between Routing and Scheduling, Elements of Scheduling, Objectives of Scheduling, Principles of Scheduling, Types of Scheduling, Sequencing Rules for Single	Students will demonstrate proficiency in scheduling techniques and strategies to optimize resource allocation, task sequencing, and time management in operations management contexts. BTL 3: Applying, BTL 4: Analyzing

	facility, Basic Scheduling Problems.	
9	Queuing Theory: Introduction and Meaning, Fundamental structure of queuing system, Operating characteristics of Queuing system, Queuing model.	Students will exhibit proficiency in utilizing queuing theory to analyze and optimize waiting lines, enhancing operational efficiency in diverse contexts within operations management. BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating
10	Simulation: Introduction and Meaning, Understanding of Simulation, Applications of Simulation, Characteristics of Simulation, Steps in the Simulation Process, Benefits of Simulation, Challenges & Consideration in Simulation, Monte Carlo Simulation.	Students will demonstrate proficiency in applying simulation techniques to model and analyze complex operational processes, facilitating informed decision-making and performance optimization in operations management. BTL 3: Applying, BTL 4: Analyzing
11	Transportation Problem I: Introduction and Meaning, Understanding Transportation Problem, Mathematical formulation of Transportation Problem, Real World applications of Transportation Problem,	Students will exhibit proficiency in utilizing transportation problem models to optimize distribution and logistics, enhancing efficiency and cost-effectiveness in operations management. BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating
12	Transportation Problem II: Types of Transportation Problem, Methods of finding Initial feasible basic solution, Optimality Test- Stepping Stone Method, Modified Distribution Method, Unbalanced Transportation Problem, Maximization Transportation Problem, Degeneracy	Students will exhibit proficiency in utilizing transportation problem models to optimize distribution and logistics, enhancing efficiency and cost-effectiveness in operations management. BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating
13	Productivity Management and Quality Management: Measurement Techniques of Productivity Index, TQM Basic Tools and Certification, ISO Standard Basics	Students will demonstrate proficiency in implementing measurement techniques for productivity indices and utilizing basic Total Quality Management TQM tools, leading to potential certification in quality management practices within operations management. BTL 3: Applying, BTL 4: Analyzing
14	Economics of Maintenance and Spares	Students will exhibit competency in

	Management: Breakdown Maintenance, Preventive Maintenance, Routine Maintenance, Replacement of Machines, Spare Parts Management	analyzing the economics of maintenance strategies including breakdown, preventive, and routine maintenance, as well as effectively managing machine replacements and spare parts inventory within operations management contexts. BTL 4: Analyzing, BTL 5: Evaluating, BTL 6: Creating
Textbook References:- 1. Heizer, J., & Render, B. 2022. Operations Management: Sustainability and Supply Chain Management 16th ed.. Pearson Education. 2. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. 2021. Operations Management: Processes and Supply Chains 12th ed.. Pearson Education. Other References:- 1. Schroeder, R. G., Goldstein, S. M., & Rungtusanatham, M. J. 2021. Operations Management: Contemporary Concepts and Cases 10th ed.. McGraw-Hill Education. 2. Stevenson, W. J. 2018. Operations Management 13th ed.. McGraw-Hill Education.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

III Semester

Course Code	Course Title	Credit	Sem	Th/P
LMB0301	Legal Aspects of Business	5	3	Th
LMB0302	Strategic Management	5	3	Th
LMB033X	Major (Two courses from selected group)	4+4	3	Th
LMB033Y	Minor (Anyone courses from Group other than selected major)	4	3	Th
SEM III TOTAL CREDIT		22		

Course Code	Major/Minor Courses	Group	Th/P
LMB0340	Security Analysis & Portfolio Management	A (Finance)	Th
LMB0341	International Financial Management		Th
LMB0342	Human Resource Planning and Development	B (HRM)	Th
LMB0343	Labor laws		Th
LMB0344	Sales and Distribution Management	C (MKT)	Th
LMB0345	Consumer Behaviour		Th
LMB0346	Introduction to Supply Chain Management	D (LSCM)	Th
LMB0347	Retail Logistic		Th
LMB0348	Financial Analytics	E (AI)	Th
LMB0349	Fundamental of AI for Managers		Th

LMB0350	Health law, ethics and Regulations	F (HCM)	Th
LMB0351	Managing Hospital Services		Th
LMB0352	Community Health and Hospital Safety and Risk Management		Th
LMB0353	Introduction of Machine Learning and Basic Terminology	G (Data Science)	Th
LMB0354	Data Science and Management		Th

Legal Aspects of Business

Course Code: LMB0301	Course Title: Legal Aspects of Business (5 Credits)
Course Objectives: - ➤ To develop a comprehensive understanding of the legal environment of business. ➤ To acquaint students with key laws affecting business operations. ➤ To equip students with the ability to apply legal principles in business decisions. ➤ To foster awareness of the legal and ethical responsibilities in business. ➤ To prepare students for real-world legal challenges in the business context.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Business Laws: Overview of the legal framework in business, sources of business law, and the importance of legal knowledge in business.	Students will be able to define business laws, explain their sources, and understand the significance of legal knowledge in business operations. BTL: 1 & 2 – Remembering & Understanding
2	Contract Law: Essentials of a valid contract, types of contracts, breach of contract, remedies for breach, case studies, cover sections 2A, 2B, 2C, and 2D.	Students will be able to identify the essentials of a valid contract, analyze different contract types, and apply legal remedies for contract breaches. BTL: 2 & 3 – Understanding & Applying
3	Company Law: Formation of a company, types of companies, memorandum and articles of association, directors' responsibilities and duties, corporate governance.	Students will be able to analyze the company formation process, evaluate different company types, and examine the legal responsibilities of directors under corporate governance. BTL: 2 & 4 – Understanding & Analyzing
4	Sales of Goods Act I: Definition and essentials of a contract of sale transfer of ownership.	Students will be able to explain the essentials of a contract of sale, analyze the transfer of ownership, and assess the rights and obligations of buyers and

		sellers. BTL: 2 & 3 – Understanding & Applying
5	Sales of Goods Act II: Rights of an unpaid seller, warranties and conditions.	Students will be able to interpret the rights of an unpaid seller, differentiate between conditions and warranties, and apply these concepts in commercial transactions. BTL: 3 & 4 – Applying & Analyzing
6	Negotiable Instruments Act: Characteristics of negotiable instruments, types, endorsements, dishonor of negotiable instruments, legal perspectives.	Students will be able to analyze the characteristics and types of negotiable instruments, interpret legal aspects of endorsements and dishonor, and evaluate their role in business transactions. BTL: 2 & 4 – Understanding & Analyzing
7	Consumer Protection Act I: Rights of consumers, redressal mechanisms.	Students will be able to apply consumer protection laws, evaluate redressal mechanisms, and analyze the role of consumer courts in safeguarding consumer rights. BTL: 3 & 4 – Applying & Analyzing
8	Consumer Protection Act II: The role of consumer courts, recent amendments and their impact.	Students will be able to evaluate the role of consumer courts, analyze the impact of recent amendments, and assess their effectiveness in protecting consumer interests. BTL: 4 & 5 – Analyzing & Evaluating
9	Intellectual Property Rights (IPR) I: Introduction to IPR, types (patents, trademarks, copyrights), procedures for registration.	Students will be able to understand different types of IPR (patents, trademarks, copyrights), analyze registration procedures, and evaluate legal remedies for infringement. BTL: 2 & 4 – Understanding & Analyzing
10	Intellectual Property Rights (IPR) II: Infringement and remedies, case studies, copyright, patents, and trademarks.	Students will be able to assess legal consequences of IPR infringement, evaluate real-world cases, and propose legal solutions based on applicable IP laws. BTL: 4 & 5 – Analyzing &

		Evaluating
11	Labour Laws: Overview of labour laws in India, industrial disputes, social security legislations, recent developments and challenges.	Students will be able to explain key labour laws, assess social security regulations, and analyze challenges in industrial relations. BTL: 2 & 4 – Understanding & Analyzing
12	Environmental Laws I: Environmental Protection Act, legal aspects of environmental protection.	Students will be able to evaluate the legal framework for environmental protection, analyze corporate social responsibility obligations, and apply legal provisions under the Environmental Protection Act. BTL: 3 & 4 – Applying & Analyzing
13	Environmental Laws II: Corporate social responsibility related to environmental laws.	Students will be able to analyze corporate social responsibility in the context of environmental laws and assess its impact on sustainable business practices. BTL: 4 & 5 – Analyzing & Evaluating
14	Emerging Legal Issues in Business I: Cyber laws, e-commerce legal issues.	Students will be able to analyze cyber laws, assess e-commerce legal challenges, and evaluate data protection laws in the digital age. BTL: 4 & 5 – Analyzing & Evaluating
15	Emerging Legal Issues in Business II: Data protection laws, legal challenges in the digital age.	Students will be able to evaluate the legal framework for data protection, analyze recent developments, and propose measures to address digital legal challenges. BTL: 4 & 5 – Analyzing & Evaluating
Textbook References:- 1. M.C. Kuchhal & Vivek Kuchhal, <i>Business Law</i>, Vikas Publishing House, 6th Edition, 2018. 2. Akhileshwar Pathak, <i>Legal Aspects of Business</i>, McGraw Hill Education, 7th Edition, 2018. Other References:-		

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1. P.P.S. Gogna, *A Textbook of Business Law*, S. Chand Publishing, 2nd Edition, 2016.
2. Avtar Singh, *Company Law*, Eastern Book Company, 17th Edition, 2021.
3. N.D. Kapoor, *Elements of Mercantile Law*, Sultan Chand & Sons, 38th Edition, 2020.

(Bloom Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Strategic Management

Course Code: LMB0302	Course Title: Strategic Management (5 Credits)
Course Objectives: - ➤ To understand the core concepts and frameworks of strategic management. ➤ To analyze internal and external business environments for strategy formulation. ➤ To evaluate and implement strategies for achieving competitive advantage. ➤ To build critical thinking and strategic decision-making abilities. ➤ To apply strategic management principles across diverse business scenarios.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Strategic Management: Overview of strategy, strategic management process, levels of strategy, importance of strategic management in business.	Students will be able to define strategic management, explain its process, and understand its importance at different organizational levels. BTL: 1 & 2 – Remembering & Understanding
2	Strategic Intent and Vision: Understanding mission, vision, values, and objectives; crafting a strategic vision; setting long-term goals.	Students will be able to understand mission, vision, values, and objectives, and apply strategic vision-setting techniques for long-term business goals. BTL: 2 & 3 – Understanding & Applying
3	External Environment Analysis: Analyzing the macro environment using PESTEL framework, industry analysis using Porter's Five Forces model, identifying opportunities and threats.	Students will be able to analyze macro-environmental factors using PESTEL, apply Porter's Five Forces model, and identify business opportunities and threats. BTL: 3 & 4 – Applying & Analyzing
4	Internal Environment Analysis: Resource-based view, VRIO framework, value chain analysis, core competencies, identifying strengths and weaknesses.	Students will be able to assess organizational resources using the VRIO framework, apply value chain analysis, and evaluate core competencies to determine strengths and weaknesses.

		BTL: 3 & 4 – Applying & Analyzing
5	Business-Level Strategies: Competitive strategies, cost leadership, differentiation, focus strategies, integrating strategies to achieve competitive advantage.	Students will be able to analyze different competitive strategies, including cost leadership, differentiation, and focus strategies, and evaluate their impact on business advantage. BTL: 4 & 5 – Analyzing & Evaluating
6	Corporate-Level Strategies I: Diversification, vertical integration, strategic alliances.	Students will be able to assess corporate diversification, vertical integration, mergers and acquisitions, and apply portfolio management tools like the BCG matrix. BTL: 4 & 5 – Analyzing & Evaluating
7	Corporate-Level Strategies II: Mergers and acquisitions, portfolio management, BCG matrix.	Students will be able to evaluate mergers and acquisitions, apply portfolio analysis techniques, and recommend suitable growth strategies using corporate-level tools. BTL: 4 & 5 – Analyzing & Evaluating
8	Global Strategies: International and global strategies, modes of entry into foreign markets.	Students will be able to evaluate international strategies, modes of market entry, and manage cross-cultural challenges in a globalized business environment. BTL: 4 & 5 – Analyzing & Evaluating
9	Global Strategies: Global competitive advantage, cross-cultural management.	Students will be able to assess sources of global competitive advantage and analyze cross-cultural management practices for effective strategy implementation. BTL: 4 & 5 – Analyzing & Evaluating
10	Strategy Implementation I: Organizational structure and design, leadership, culture, managing change.	Students will be able to analyze organizational structures, leadership roles, and cultural factors in strategy execution while aligning operations using the balanced scorecard approach. BTL: 4 & 5 – Analyzing & Evaluating

11	Strategy Implementation II: Balanced scorecard approach, aligning strategy with operations.	Students will be able to apply the balanced scorecard to align strategy with operational goals and measure strategic performance across business functions. BTL: 4 & 5 – Analyzing & Evaluating
12	Strategy Evaluation and Control I: Techniques for monitoring and evaluating strategy, financial and non-financial metrics.	Students will be able to apply techniques for monitoring and evaluating strategy, assess financial and non-financial performance metrics, and implement corrective actions. BTL: 4 & 5 – Analyzing & Evaluating
13	Strategy Evaluation and Control II: Balanced scorecard, corrective actions.	Students will be able to evaluate strategic outcomes using the balanced scorecard and recommend corrective actions for strategic realignment. BTL: 5 & 6 – Evaluating & Creating
14	Contemporary Issues in Strategic Management I: Digital transformation, sustainability, corporate social responsibility.	Students will be able to evaluate the impact of digital transformation, sustainability, CSR, and strategic risk management, and create innovative business strategies. BTL: 5 & 6 – Evaluating & Creating
15	Contemporary Issues in Strategic Management II: Innovation and entrepreneurship, strategic risk management.	Students will be able to assess the role of innovation and entrepreneurship in strategy, evaluate strategic risk, and design adaptive strategies for business resilience. BTL: 5 & 6 – Evaluating & Creating

Textbook References:-

1. **Thompson, A.A., Strickland, A.J., & Gamble, J.E.** - "Crafting and Executing Strategy: The Quest for Competitive Advantage" - McGraw-Hill Education, 21st Edition, 2015.
2. **Hill, C.W.L., & Jones, G.R.** - "Strategic Management: An Integrated Approach" - Cengage Learning, 12th Edition, 2018.

Other References:-

1. **Johnson, G., Whittington, R., Scholes, K.** - "Exploring Strategy: Text and Cases" - Pearson Education, 11th Edition, 2017.
2. **Porter, M.E.** - "Competitive Strategy: Techniques for Analyzing Industries and Competitors" - Free Press, 2008.

(Bloom Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Elective Groups

Security Analysis & Portfolio Management

Course Code: LMB0340	Course Title: Security Analysis & Portfolio Management (4 Credits)
Course Objectives: - ➤ To understand the fundamental concepts of security analysis and portfolio management. ➤ To learn various investment strategies, including asset allocation and risk management. ➤ To master the techniques of evaluating securities, including equity, bonds, and derivatives. ➤ To analyze the role of market efficiency in the pricing of financial assets. ➤ To develop practical skills in portfolio construction and management.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Investment and Securities: Meaning and importance of investment, types of investment avenues, features of securities, role of investment in the economy.	Students will learn the basics of Investment and Securities. BTL 1: Remembering, BTL 2: Understanding
2	Financial Markets and Instruments: Structure of financial markets including primary and secondary markets, classification into money market and capital market, financial instruments such as equity, debt, and derivatives, role of financial markets in investment decisions.	Students will achieve mastery of different Financial Markets and the Instruments used in them. BTL 2: Understanding, BTL 3: Applying
3	Securities Markets: Structure, Participants, and Functions: Overview of stock exchanges and regulatory bodies, key participants like brokers, dealers, and institutional investors, functions and operations of securities markets, trading and settlement processes.	Students will comprehend the structure and functions of the Securities Market. BTL 2: Understanding, BTL 3: Applying

Unit No.	Unit Description	Learning Outcome
4	Risk and Return Analysis: Concept and types of risk including systematic and unsystematic risk, methods of return calculation, risk-return trade-off, use of statistical tools such as standard deviation, beta, covariance, and correlation.	Students will analyze risk and return of a security and apply it in financial market analysis. BTL 3: Applying, BTL 4: Analyzing
5	Fundamental Analysis: Economic, Industry, and Company Analysis ; Technical Analysis: Tools, Indicators, and Strategies	Students will learn to measure the intrinsic and extrinsic nature of a security through fundamental and technical analysis. BTL 3: Applying, BTL 4: Analyzing
6	Market Theories and Investor Behavior: Efficient Market Hypothesis (EMH) and its forms, market anomalies, introduction to behavioral finance, investor psychology, and common cognitive biases affecting investment decisions.	Students will understand the fundamentals of EMH and the importance of behavioral finance in investment. BTL 3: Applying, BTL 4: Analyzing
7	Valuation of Securities: Bonds, Stocks, and Derivatives	Students will develop skills in valuation of different financial market instruments. BTL 4: Analyzing, BTL 5: Evaluating
8	Portfolio Theory: Markowitz Model and Modern Portfolio Theory	Students will understand the application of the Markowitz Model and Modern Portfolio Theory in analyzing and evaluating market instruments. BTL 4: Analyzing, BTL 5: Evaluating
9	Asset Pricing Models: Capital Asset Pricing Model (CAPM), assumptions and interpretation using Security Market Line (SML), concept of beta, Arbitrage Pricing Theory (APT) as a multi-factor model, comparison between CAPM and APT.	Students will understand the CAPM and APT theories of financial markets. BTL 4: Analyzing, BTL 5: Evaluating
10	Portfolio Construction: Asset Allocation and Diversification Strategies	Students will evaluate and construct portfolios using different strategies. BTL 5: Evaluating, BTL 6: Creating
11	Performance Measurement of Portfolios: Sharpe, Treynor, and Jensen Ratios: Use of Sharpe ratio,	Students will evaluate and create portfolios using various ratio measures. BTL 5: Evaluating, BTL 6: Creating

Unit No.	Unit Description	Learning Outcome
	Treynor ratio, and Jensen's alpha for evaluating portfolio performance, understanding risk-adjusted returns, comparing portfolio managers.	
12	Portfolio Revision and Rebalancing Strategies: Need for portfolio revision due to changing goals and market conditions, strategies for rebalancing portfolios, timing and frequency considerations, impact of taxes and transaction costs.	Students will evaluate portfolios and apply different rebalancing measures. BTL 5: Evaluating, BTL 6: Creating
Textbook References:- 1. Security Analysis by Benjamin Graham and David Dodd. 2. Investments by Zvi Bodie, Alex Kane, and Alan J. Marcus. 3. Portfolio Management by Prasanna Chandra. 4. Security Analysis and Portfolio Management by Donald E. Fischer and Ronald J. Jordan. Other References:- Relevant online resources, current articles, and reports on security analysis and portfolio management.		

(Bloom Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

International Financial Management

Course Code: LMB0341	Course Title: International Financial Management (4 Credits)
Course Objectives: - ➤ To understand the global financial environment and international monetary systems ➤ To develop expertise in foreign exchange markets and risk management ➤ To comprehend international capital budgeting and multinational working capital management ➤ To analyze international funding sources and global financial markets ➤ To evaluate cross-border merger and acquisition strategies	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Foundations of International Financial Management: Globalization and the Multinational Firm; Market Imperfections and Expanded Opportunity Set; Goals of International Financial Management; Corporate Governance Around the World.	Understanding fundamental concepts of international financial environment and its impact on business decisions. BTL: 1: Remembering, BTL: 2: Understanding
2	Foreign Exchange Market Fundamentals: FX Market Structure and Participants; Spot Market Operations; Cross-Exchange Rate Quotations; Interbank FX Market; Triangular Arbitrage.	Comprehending the structure and operations of foreign exchange markets and their participants. BTL: 2: Understanding, BTL: 3: Applying
3	Exchange Rate Determination: Purchasing Power Parity; The Big Mac Index; Currency Boards and Exchange Rate Systems; Interest Rate Parity; Exchange Rate Forecasting.	Understanding exchange rate dynamics and forecasting methodologies. BTL: 2: Understanding, BTL: 3: Applying
4	Currency Derivatives: Forward Foreign Exchange; FX Swaps and Futures; Currency Options; Interest Rate and	Mastering various currency derivative instruments and their applications. BTL:

	Currency Swaps; Hedging Instruments and Strategies.	3: Applying, BTL: 4: Analyzing
5	Foreign Exchange Risk Management: Transaction Exposure; Operating Exposure; Translation Exposure; Economic Exposure.	Developing skills to identify and manage various types of foreign exchange exposures. BTL: 3: Applying, BTL: 4: Analyzing
6	International Banking and Money Markets: International Banking Operations; Eurocurrency Markets; International Money Markets; Trade Finance Methods.	Understanding international banking systems and money market operations. BTL: 2: Understanding, BTL: 3: Applying
7	International Capital Markets: International Bond Markets; International Equity Markets; Global Market Integration; Cross-Border Listings.	Comprehending structure and functions of international capital markets. BTL: 3: Applying, BTL: 4: Analyzing
8	International Portfolio Investment: International Diversification and Asset Pricing; International Mutual Funds and Country Funds; Optimal International Portfolio Selection.	Mastering international portfolio management techniques and risk assessment. BTL: 4: Analyzing, BTL: 5: Evaluating
9	Foreign Direct Investment: Motives for FDI; Cross-Border Mergers and Acquisitions; Foreign Investment Strategies; Political Risk and FDI; Production Relocation and Overseas Investment Decisions.	Understanding FDI concepts and implementation strategies. BTL: 3: Applying, BTL: 4: Analyzing
10	International Capital Structure: Cost of Capital in Segmented Markets; Determinants of Capital Structure; Global WACC and Operating Risk; Financial Structure of Subsidiaries.	Learning to determine optimal capital structure in international context. BTL: 3: Applying, BTL: 4: Analyzing
11	International Capital Budgeting: Review of Domestic Capital Budgeting; The Adjusted Present Value (APV) Model; Estimating Future Exchange Rates; Risk Adjustment in Capital Budgeting; Real Options in FDI Decisions.	Developing skills in evaluating international projects considering various risks. BTL: 4: Analyzing, BTL: 5: Evaluating
12	Multinational Cash Management: Management of International Cash Balances; Bilateral Netting and Cash Pooling; Transfer Pricing and Related Issues; Blocked Funds and Repatriation Challenges.	Understanding complexities of managing multinational cash flows. BTL: 3: Applying, BTL: 4: Analyzing
13	International Trade Finance: Foreign Trade Transaction; Government	Mastering international trade finance instruments and techniques. BTL: 3:

	Assistance in Exporting; Countertrade and Barter Transactions.	Applying, BTL: 4: Analyzing
14	International Tax Environment: Fundamentals of International Taxation; Worldwide Taxation vs. Territorial Taxation; Transfer Pricing and Tax Havens.	Developing awareness about contemporary issues in international finance and their impact on global financial decisions. BTL: 3: Applying, BTL: 4: Analyzing

Textbook References:-

1. International Financial Management, Cheol S Eun and Bruce G Resnick, Fourth Edition, McGraw Hill
2. International, Thomas J. O'brien, Second Edition, Oxford University Press
3. International Financial Management, P G Apte, Latest Edition, Tata McGraw Hill

Other References:-

1. International Finance: Theory and Practice, P. Sercu, Latest Edition, Princeton University Press
2. Multinational Business Finance, Eiteman, Stonehill, and Moffett, Latest Edition, Pearson Education
3. International Financial Markets and Securities, BTake, Latest Edition, Routledge
4. Global Corporate Finance, Suk Kim and Seung Kim, Latest Edition, Wiley

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Human Resource Planning and Development

Course Code: LMB0342	Course Title: Human Resource Planning and Development (4 Credits)
Course Objectives: - ➤ To provide a comprehensive understanding of the concepts and practices of Human Resource Planning (HRP) and Development. ➤ To develop analytical and strategic thinking skills for workforce planning and managing talent. ➤ To equip students with the ability to design and evaluate HR development programs. ➤ To enable students to analyze HR challenges and apply innovative solutions for organizational growth. ➤ To enhance students' ability to link HR planning with overall business strategies effectively.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Human Resource Planning: Definition, objectives, and scope of HRP; Process of HRP; Importance of HRP in achieving business goals	Understand the concept, objectives, and scope of HRP BTL 2. Analyze the role of HRP in achieving organizational goals BTL 4.
2	Factors effecting HRP: Internal and external factors affecting HRP; Technological, economic, social, and legal influences on HRP	Analyse external and internal factors influencing HRP BTL 4.
3	Forecasting HRP: Techniques for forecasting demand and supply; Workforce gaps and strategies to balance them	Apply quantitative and qualitative methods for workforce forecasting BTL 3. Evaluate strategies for balancing demand and supply BTL 5.
4	Job Analysis and Design: Methods of job analysis; Writing job Descriptions and job specifications; Designing jobs for	Understand the techniques and tools of job analysis BTL 2. Create effective job Descriptions and specifications

	productivity and satisfaction	BTL 6.
5	Strategic Human Resource Planning: Linking HRP with business strategy; HR strategy models; Workforce optimization	Evaluate the alignment of HRP with business strategies BTL 5. Design HR strategies for organizational success BTL 6.
6	Career Planning and Development: Career stages and models; Career development tools and programs; Employee engagement through career growth	Understand career stages and planning models BTL 2. Develop career development initiatives for employees BTL 6.
7	Succession Planning in HRP: Importance of succession planning; Identifying and nurturing talent for key positions; Best practices in succession management	Evaluate succession planning models and best practices BTL 5. Create succession plans for key roles BTL 6.
8	Training Needs Assessment (TNA): Identifying training needs; Techniques for assessing gaps; Linking TNA with organizational goals	Apply techniques to assess training needs BTL 3. Analyze gaps in employee skills and organizational requirements BTL 4.
9	Instructional Design and evaluation of training: Principles of instructional design; Methods of delivering training; Evaluating training effectiveness	Understand the principles of instructional design BTL 2. Develop customized training modules BTL 6.
10	Performance Management Systems (PMS): Elements of PMS; Tools for performance appraisal; Linkage between PMS and organizational performance	Analyze components of an effective PMS BTL 4. Evaluate the impact of PMS on employee performance BTL 5.
11	Talent Acquisition management: Talent acquisition strategies; Retention challenges and strategies; Importance of employee value proposition	Understand the significance of talent management in HRP BTL 2. Develop retention strategies for key talent BTL 6.
12	HR Analytics: Key HR metrics; Using analytics for HR decision-making; Predictive analytics in workforce planning	Apply HR analytics for workforce planning BTL 3. Evaluate metrics for measuring HR effectiveness BTL 5.
13	International HR Planning: Global workforce trends; Cultural and legal challenges in international HRP; Managing expatriates	Understand challenges in global HRP BTL 2. Analyze international workforce trends and practices BTL 4.

14	Emerging trends in Human Resource Planning: Emerging technologies in HRP; Impact of AI and automation; Sustainable HR practices; HR's role in remote and hybrid work models	Evaluate emerging trends such as AI, remote work, and the gig economy BTL 5. Create strategies to adapt HRP to future challenges BTL 6.
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Textbook References:-

1. Dessler, G. (2020). Human Resource Management. References: Armstrong, M. (2014). A Handbook of Human Resource Management Practice.
2. Mathis, R. & Jackson, J. (2019). Human Resource Management.
3. Cascio, W. (2022). Managing Human Resources.
4. Bratton, J., & Gold, J. (2017). Human Resource Management: Theory and Practice.

Other References:-

1. Ulrich, D. (2013). HR from the Outside In.
2. Bersin, J. (2021). Future of Work: HR Predictions for the New Decade.
3. Dowling, P. J., & Welch, D. E. (2019). International Human Resource Management.
4. Fitz-enz, J. (2017). The New HR Analytics.
5. Collings, D. G., & Mellahi, K. (2022). Global Talent Management.

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Labor Laws

Course Code: LMB0343	Course Title: Labor Laws (4 Credits)
Course Objectives: - ➤ To remember some of the basic definitions and principles of industrial relations that relate to its objectives and evolutionary labor legislation. ➤ To understand key laws related to industrial relations, workers' participation, and grievance handling. ➤ To apply labor legislation and framework to case study and scenario application in their interpretation within the workplace ➤ To analyse complex legal circumstances like collective bargaining and industrial disputes on the impact made in the employee-organization relations. ➤ To assess the effectiveness of labor laws on employment conditions, social security, and disciplinary practices in organizations.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Overview of Industrial relations: Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR, Evolution of labour legislation, Impact of ILO on labour legislation and Indian Constitution	Students will be able to define industrial relations, explain key factors affecting IR, and analyze the impact of ILO and the Indian Constitution on labour legislation. BTL: 1, 2 & 3 – Remembering, Understanding & Applying
2	Laws relating to industrial Relations-Trade Union: Concepts of trade union, types of Trade union in India, Movement of trade union in India, Registered & Recognized union, Central trade Union Organization (CTUOS), challenges of Multiplicity of union.	Students will be able to describe the concept and types of trade unions in India, evaluate the trade union movement, and understand challenges related to multiple unions. BTL: 1 & 2 – Remembering & Understanding

3	Laws relating to industrial Relations-Trade Union Act,1926: Object of Act, Registration of trade union, Legal status of registered trade union, Mode of registration, Power & duties of registrar, Cancellation & dissolution of trade union, Procedure to change name, Amalgamation of trade union	Students will be able to explain the objectives of the Trade Union Act, analyze the registration process, and assess the legal status and rights of registered trade unions. BTL: 2 & 3 – Understanding & Applying
4	Laws relating to industrial Relations-Industrial Dispute Act,1947: Introduction, Objectives, Definitions , Prevention & settlement machinery of IR, Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration,	Students will be able to analyze industrial dispute resolution mechanisms, evaluate provisions related to strikes, lockouts, layoffs, retrenchments, and examine Supreme Court cases on industrial disputes. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
5	Case study on Maruti Suzuki strike: Discussion of Maruti Suzuki strike followed by question answer	Students will be able to discuss and analyze the Maruti Suzuki strike, apply industrial relations concepts, and evaluate dispute resolution mechanisms. BTL: 2 & 3 – Understanding & Applying
6	Worker participation Management: Concept, Objectives, evolution of WPM, Statutory and Non-Statutory Forms of WPM, Level of WPM, Assessment of WPM in India, Necessary conditions for effective working of WPM	Students will be able to explain the concept and levels of WPM, evaluate statutory and non-statutory forms, and assess its effectiveness in India. BTL: 1, 2, 3 & 4 – Remembering, Understanding, Applying & Analyzing
7	Grievance Handling: Meaning, definition, Causes, Importance of grievance handling, Formal Grievance handling mechanism. Sexual harassment of women in workplace Nature of problem, Supreme Court's guidelines on this issue	Students will be able to define grievance handling mechanisms, analyze causes of workplace grievances, and evaluate Supreme Court guidelines on sexual harassment at the workplace. BTL: 1, 2 & 3 – Remembering, Understanding & Applying
8	Discipline: Meaning and definitions, Characteristics of discipline, Objectives of discipline Code of Discipline, Disciplinary	Students will be able to analyze the characteristics and objectives of workplace discipline, evaluate

	proceedings	disciplinary procedures, and apply legal frameworks for handling misconduct. BTL: 3 & 4 – Applying & Analyzing
9	Collective Bargaining (CB): Introduction, Definitions, Characteristics, Process of CB, Pre- requisites of a Successful CB, Types, Functions of CB, Factors Obstructing CB, CB in India.	Students will be able to explain the process and functions of collective bargaining, analyze its impact on industrial relations, and assess challenges in the Indian context. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
10	Legislations relating to employment and working conditions-Industrial employment (standing orders) Act,1946: Introduction, Object f act, Definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, Offences and penalties	Students will be able to evaluate the role of standing orders in industrial employment, assess the procedure for approval, and analyze penalties for non-compliance. BTL: 4 & 5 – Analyzing & Evaluating
11	Legislations relating to employment and working conditions-Factory Act, 1948: Object of act, definitions, Provisions regarding o Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties	Students will be able to analyze health, safety, and welfare provisions under the Factories Act, evaluate contract labour regulations, and assess legal provisions related to employment conditions. BTL: 4 & 5 – Analyzing & Evaluating
12	Laws relating to remuneration: Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965	Students will be able to analyze wage regulations, assess minimum wage standards, and evaluate bonus distribution mechanisms. BTL: 3 & 4 – Applying & Analyzing
13	Laws relating to social security: Workmen’s compensation Act,1923 – ESI Act, 1948- Employees provident fund and miscellaneous provisions Act,1952	Students will be able to explain social security provisions, assess employer liabilities, and analyze social security benefits for workers. BTL: 3 & 4 – Applying & Analyzing
14	Laws relating to social security: Maternity benefits Act, - 1961 Payment of gratuity Act,	Students will be able to evaluate maternity and gratuity benefits, assess

	1972	employee rights under these laws, and create strategies for legal compliance in organizations. BTL: 5 & 6 – Evaluating & Creating
Text book References: - 1. Mamoria, C.B., Satish Mamoria, and S.V Gankar., (1997), Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi 2. C.S. Venkata Ratnam & Manoranjan Dhal , Industrial relations, 2 E, 2017, Oxford publication. 3. P Subba Rao Satish Mamoria , Dynamics of Industrial relations, 2016, Himalaya Publishing house. 4. P.R.N. Sinha, Sinha Indu Bala , Shekhar Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislations, , 3rd edition, 2017, Pearson Education. Other References:- (Journals/ periodical, /magazine/ web resource): 1. Journal of Management of Industrial Relations, Human Capital 2. e-bulletin: Available on ICSI website - www.icsi.edu 3. Chartered Secretary: The ICSI, New Delhi-110 003. (Monthly) 4. All India Reporter: All India Reporter Ltd., Congress Nagar, Nagpur D.O. Sethi J: Commentaries of Industrial Disputes Act, 1947. Vol., 1& 2, Law Publishing House, Allahabad.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Sales and Distribution Management

Course Code: LMB0344	Course Title: Sales and Distribution Management (4 Credits)
Course Objectives: - ➤ To understand the fundamental principles of sales and distribution management. ➤ To learn the strategies and processes involved in managing a sales force effectively. ➤ To analyse distribution channels and their significance in ensuring product availability. ➤ To develop skills in sales planning, forecasting, and territory management. ➤ To explore the role of technology and analytics in sales and distribution operations.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Sales Management: Definition, Objectives, Role of sales in marketing, Personal selling process, Sales strategies	Students will be able to apply recruitment, selection, training, and development techniques for sales teams and analyze motivation and performance evaluation methods. BTL 3 & 4 – Applying & Analyzing
2	Sales Forecasting and Planning: Importance of sales forecasting, Methods of forecasting, Sales planning and budgeting	Students will be able to apply key negotiation skills, build strong customer relationships, and analyze key account management strategies. BTL 3 & 4 – Applying & Analyzing
3	Sales Organization and Territory Management: Designing the sales organization, Territory alignment, Territory design, Sales quota management	Students will be able to understand the role of distribution in marketing, analyze functions of intermediaries, and apply principles for designing effective distribution channels. BTL 2 & 3 – Understanding & Applying
4	Sales Force Management: Recruitment,	Students will be able to analyze channel

	Selection, Training, and Development of the sales force, Performance evaluation, Motivation techniques	power, identify sources of channel conflict, and apply resolution strategies for better collaboration among channel partners. BTL 3 & 4 – Applying & Analyzing
5	Sales Negotiation and Relationship Management: Key negotiation skills, Relationship building, Key account management	Students will be able to apply concepts of retail and wholesale management, analyze emerging retail trends, and evaluate supply chain strategies in retail and wholesale businesses. BTL 3 & 4 – Applying & Analyzing
6	Distribution Management: Definition and importance, Role of distribution in the marketing mix, Functions of intermediaries, Designing distribution channels	Students will be able to apply logistics and distribution management concepts, analyze transportation, warehousing, inventory control, and reverse logistics strategies. BTL 3 & 4 – Applying & Analyzing
7	Channel Dynamics and Conflict Management: Channel power, Channel conflict and resolution strategies, Collaboration between channel partners	Students will be able to evaluate the role of e-commerce in distribution, analyze direct-to-consumer models, and assess the impact of digital distribution channels. BTL 4 & 5 – Analyzing & Evaluating
8	Retailing and Wholesaling: Retail formats, Trends in retailing, Role of wholesalers, Supply chain management in retail and wholesale	Students will be able to analyze different types of sales promotions, assess push and pull strategies, and evaluate channel promotion techniques. BTL 4 – Analyzing
9	Logistics and Distribution Systems: Role of logistics in distribution, Transportation, Warehousing, Inventory management, Reverse Logistics	Students will be able to analyze the legal framework and ethical considerations in sales, evaluate regulatory issues, and assess compliance in distribution. BTL 4 & 5 – Analyzing & Evaluating
10	E-commerce and Digital Distribution: Role of e-commerce in distribution, Direct-to-consumer models, E-distribution channels	Students will be able to analyze global sales strategies, evaluate international distribution models, and assess challenges in global distribution. BTL

		4 & 5 – Analyzing & Evaluating
11	Sales Promotion and Distribution Strategy: Types of sales promotions, Push and pull strategies, Channel promotion techniques	Students will be able to evaluate the impact of technology on sales and distribution, assess the role of AI and analytics, and create sustainable omnichannel distribution strategies. BTL 5 & 6 – Evaluating & Creating
12	Legal and Ethical Issues in Sales and Distribution: Legal framework, Ethical considerations in sales, Regulatory issues in distribution	Students will be able to apply recruitment, selection, training, and development techniques for sales teams and analyze motivation and performance evaluation methods. BTL 3 & 4 – Applying & Analyzing
13	International Sales and Distribution: Global sales strategies, international distribution channels, Challenges in global distribution	Students will be able to apply key negotiation skills, build strong customer relationships, and analyze key account management strategies. BTL 3 & 4 – Applying & Analyzing
14	Future Trends in Sales and Distribution: Impact of technology on sales and distribution, AI and analytics in sales, Omnichannel distribution, Sustainable distribution practices	Students will be able to understand the role of distribution in marketing, analyze functions of intermediaries, and apply principles for designing effective distribution channels. BTL 2 & 3 – Understanding & Applying
Textbook References:- 1. Still, Cundiff, and Govoni, "Sales Management: Decisions, Strategies, and Cases," Pearson. 2. S.L. Gupta, "Sales and Distribution Management," Excel Books. 3. Panda and Sahdev, "Sales and Distribution Management," Oxford University Press. 4. Tapan Panda, "Marketing Management: Sales and Distribution Management," Excel Books. Other References:- 1. Relevant online resources, case studies, and industry reports on sales and distribution management.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Consumer Behaviour

Course Code: LMB0345	Course Title: Consumer Behaviour (4 Credits)
Course Objectives: - ➤ To understand the psychological, social, and cultural factors that influence consumer behaviour. ➤ To analyze how consumers make purchasing decisions. ➤ To assess the effects of digital transformation on consumer behaviour. ➤ To apply consumer behaviour theories to real-world marketing strategies. ➤ To enhance marketing effectiveness through insights into consumer behaviour.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Consumer Behaviour: Definition, scope, importance of consumer behaviour, evolution of the field, interdisciplinary nature.	Students will be able to define consumer behaviour, explain its scope and importance, and understand its interdisciplinary nature and evolution. BTL 1 – Remembering
2	Consumer Decision-Making Process: Stages of decision-making, models of consumer decision-making, factors influencing decisions.	Students will be able to describe the stages of the consumer decision-making process, analyze different models, and understand key influencing factors. BTL 2 – Understanding
3	Psychological Factors: Perception, learning, motivation, beliefs, attitudes, and their influence on consumer behaviour.	Students will be able to explain how perception, learning, motivation, beliefs, and attitudes shape consumer behaviour and apply these concepts to real-world scenarios. BTL 2 & 3 – Understanding & Applying
4	Consumer Attitudes and Change: Formation of consumer attitudes, attitude change theories, strategies to influence	Students will be able to analyze the formation of consumer attitudes, apply attitude change theories, and develop strategies to influence consumer

	attitudes.	perceptions. BTL 3 & 4 – Applying & Analyzing
5	Social and Cultural Influences: Impact of family, reference groups, social class, culture, subculture on consumer behaviour.	Students will be able to evaluate the impact of family, reference groups, social class, and culture on consumer behaviour. BTL 4 – Analyzing
6	Personal Factors and Lifestyles: Influence of personal factors such as age, gender, lifestyle, and life cycle stage on consumer behaviour.	Students will be able to analyze the influence of personal factors such as age, gender, lifestyle, and life cycle stage on consumer purchasing decisions. BTL 4 – Analyzing
7	Consumer Research: Techniques for conducting consumer research, qualitative and quantitative methods, and data analysis.	Students will be able to apply qualitative and quantitative consumer research methods, analyze consumer data, and interpret insights for marketing decision-making. BTL 4 & 5 – Analyzing & Evaluating
8	Consumer Behaviour in the Digital Age: Impact of the internet and social media on consumer behaviour, e-commerce, online decision-making.	Students will be able to evaluate the impact of digital platforms, social media, and e-commerce on consumer decision-making. BTL 3, 4 & 5 – Applying, Analyzing & Evaluating
9	Consumerism and Ethics: Ethical issues in consumer behaviour, consumer rights, the role of consumer protection organizations.	Students will be able to analyze ethical issues in consumer behaviour, evaluate consumer rights, and assess the role of consumer protection organizations. BTL 4 & 5 – Analyzing & Evaluating
10	Global Consumer Behaviour: Cross-cultural consumer behaviour, global marketing strategies, consumer behaviour in emerging markets.	Students will be able to assess cross-cultural consumer behaviour, evaluate global marketing strategies, and analyze consumer behaviour in emerging markets. BTL 4 & 5 – Analyzing & Evaluating
11	Innovation Adoption and Diffusion: Theories of innovation adoption, diffusion of innovations, factors affecting adoption of new products.	Students will be able to analyze innovation adoption theories, evaluate diffusion of innovations, and assess factors affecting the adoption of new products. BTL 4 & 5 – Analyzing &

		Evaluating
12	Case Studies and Applications: Analysis of real-world cases in consumer behaviour, and development of marketing strategies based on consumer insights.	Students will be able to evaluate real-world consumer behaviour cases, develop marketing strategies based on consumer insights, and create innovative solutions for market challenges. BTL 5 & 6 – Evaluating & Creating

Textbook References:-

1. Schiffman, L.G., & Kanuk, L.L. (2020). Consumer Behavior. Pearson Education.
2. Solomon, M.R. (2019). Consumer Behavior: Buying, Having, and Being. Pearson.
3. Blackwell, R.D., Miniard, P.W., & Engel, J.F. (2018). Consumer Behavior. Cengage Learning.

Other References:-

1. Hawkins, D.I., Mothersbaugh, D.L., & Best, R.J. (2020). Consumer Behavior: Building Marketing Strategy. McGraw-Hill Education.
2. Assael, H. (2018). Consumer Behavior and Marketing Action. Cengage Learning.
3. Kotler, P., & Keller, K.L. (2020). Marketing Management. Pearson Education.

(Bloom's Taxonomy: BT 1: Remembering; BT 2: Understanding; BT 3: Applying; BT 4: Analyzing; BT 5: Evaluating; BT 6: Creating)

Introduction to Supply Chain Management

Course Code: LMB0346	Course Title: Introduction to Supply Chain Management (4 Credits)
Course Objectives: - ➤ To demonstrate knowledge of the fundamental principles of logistics and supply chain management, including the flow of goods, services, and information from origin to consumption. ➤ To identify the key concepts and components of network design, including facility location decisions and network operations planning. ➤ To evaluate and select appropriate transportation and distribution strategies to enhance customer satisfaction and reduce costs. ➤ To analyze the structure and functioning of a generalized supply chain model. ➤ To utilize modern technology and data analytics tools to improve supply chain visibility, efficiency, and performance.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	21st Century Supply Chains: Objectives, Introduction, Concepts of Supply Chains, Generalized Supply Chain Model, Value Chain, Supply Chain Effectiveness, Financial Sophistication, Logistics in 21st Century, Summary, Keywords, Review Questions, Further Readings.	Students will be able to Define and understand key concepts of supply chain management SCM. BTL 1, 2 & 3 – Remembering, Understanding & Applying
2	Introduction to Logistic: Objectives, Introduction, Functions of Business Logistics, Competitive Advantage and Logistics, Logistics Interface with Production & Marketing, Logistics Value Proposition,	Students will develop an understanding of the core functions of business logistics, its role in creating competitive advantage, and its integration with production and

	Logistical Operations, Supply Chain Synchronization, Summary, Keywords, Review Questions, Further Readings.	marketing. BTL 2 & 3 – Understanding & Applying
3	Demand Planning and Forecasting: Objectives, Introduction, Demand Forecasting, Collaborative Forecasting, Collaborative Planning, Forecasting and Replenishment (CPFR), Summary, Keywords, Review Questions, Further Readings	Students will develop skills to understand and apply demand forecasting techniques, analyze the importance of collaborative forecasting, and evaluate the benefits of Collaborative Planning. BTL 3 & 4 – Applying & Analyzing
4	Network Design: Introduction to Network Design, Facility Location Decisions, Network Operations Planning, Relevant Costs for Network Decisions, Network Design Decisions, Technology in Network Design, Risk and Resilience in Network Design, Summary, Keywords, Review Questions, Further Readings.	Students will be able to evaluate facility location decisions, apply network design principles, and analyze risks and resilience in network operations. BTL 4 & 5 – Analyzing & Evaluating
5.	Facility Location Decisions: Importance of Facility Location Decisions, Factors Affecting Facility Locations, Facility Location Models, Risk Management in Facility Location, Summary, Keywords, Review Questions, Further Readings	Students will be able to assess factors influencing facility locations, apply facility location models, and evaluate risk management strategies in facility decision-making. BTL 3, 4 & 5 – Applying, Analyzing & Evaluating
6	Warehousing and Distribution Centers: Warehousing Introduction, Definition of Warehousing, Types of Warehousing, Warehousing and Distribution Centers, Function of a Warehouse, Summary, Keywords, Review Questions, Further Readings.	Students will be able to define warehousing, differentiate between types of warehouses, and analyze the functions of warehousing and distribution centers in supply chain operations. BTL 2, 3 & 4 – Understanding, Applying & Analyzing
7	Information Technology Framework: Objectives, Introduction, Information Functionality – The Supply Chain, Principles	Students will be able to evaluate IT functionalities in the supply chain, analyze logistics information systems,

	of Logistics Information, Comprehensive Information System Integration, Communication Technology, Summary, Keywords, Review Questions, Further Readings.	and assess the impact of communication technologies on supply chain integration. BTL 4 & 5 – Analyzing & Evaluating
8	Inventory Management: Inventory Management: Inventory Definition, Types of Inventory, Inventory Importance, Cost Associated with Inventory Management, Push vs Pull Inventory Control, Summary, Keywords, Review Questions, Further Readings.	Students will be able to classify types of inventory, analyze inventory costs, and apply push vs. pull inventory control techniques. BTL 3 & 4 – Applying & Analyzing Understand
9	Transportation: Objectives, Introduction, Transportation Infrastructure, Transport Functionality & Principles, Transport Structure, Summary, Keywords, Review Questions, Further Readings.	Students will be able to analyze transportation infrastructure, evaluate transport functionality, and assess the role of transportation in supply chain efficiency. BTL 3 & 4 – Applying & Analyzing
10	Packaging and Material Handling: Objectives, Introduction, Packaging Perspectives, Packaging for Material Handling Efficiency, Materials Handling, Summary, Keywords, Review Questions, Further Readings.	Students will be able to evaluate packaging techniques, analyze material handling efficiency, and assess the role of packaging in supply chain management. BTL 4 & 5 – Analyzing & Evaluating
11.	Supply Chain Management: Objectives, Introduction, Push & Pull Based Supply Chain, Collaborative Issues in SCM, IT in Supply Chain Management, Summary, Keywords, Review Questions, Further Readings	Students will be able to differentiate between push and pull supply chains, assess IT applications in supply chain management, and analyze collaborative issues in supply chain integration. BTL 4 & 5 – Analyzing & Evaluating

12.	Supply Chain Strategies: Objectives, Introduction, Agile Supply Chains, Responsive Supply Chains, Reverse Logistics, Green Supply Chains, Summary, Keywords, Review Questions, Further Readings.	Students will be able to evaluate agile and responsive supply chains, assess the impact of reverse logistics, and analyze the role of green supply chains in sustainability. BTL 4 & 5 – Analyzing & Evaluating
13.	3PL & 4PL Logistics& Customer Service Measuring Logistics Performance: 3PL & 4PL Logistics & Customer Service Measuring Logistics Performance: Objectives, Introduction, 3PL Logistics, 4PL Logistics, Customer Service, Measuring Logistics Performance, Summary, Keywords, Review Questions, Further Readings	Students will be able to differentiate between 3PL and 4PL logistics, assess customer service strategies, and apply logistics performance measurement techniques. BTL 4 & 5 – Analyzing & Evaluating
14.	International Supply Chain Management: Objectives, Introduction, Introduction to Supply Chain Management, Supply Chain Network Design for Global Operations, Risk Management in International Supply Chain Management, Summary, Keywords, Review Questions, Further Readings.	Students will be able to analyze global supply chain network design, evaluate risk management strategies in international supply chains, and create innovative solutions for global logistics operations. BTL 4, 5 & 6 – Analyzing, Evaluating & Creating

Text book References: -

1. Ronald H. Ballou, Samir K. Srivastava (2012). Business Logistics/Supply Chain Management. Pearson Education
2. M. Christopher (2011).Logistics and Supply Chain Management. Second Edition, Pearson Education.
3. Bowersox, D.J. and D.J. Closs, Logistical Management: The Integrated Supply Chain Process,

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Retail Logistics

Course Code: LMB0347	Course Title: Retail Logistics (4 Credits)
Course Objectives: - ➤ To understand the foundations and components of retail logistics systems. ➤ To develop expertise in inventory management, warehouse operations, and distribution networks. ➤ To explore the application of technology in enhancing retail logistics efficiency. ➤ To comprehend global and sustainable logistics practices. ➤ To analyse emerging trends and challenges in retail logistics.	

Course Content

Unit No.	Unit Description	Learning Outcome
1	Introduction to Retail Logistics: Define the role of logistics in retail; discuss the importance of logistics in achieving customer satisfaction; overview of supply chain and logistics integration; explain key logistics activities and challenges in retail; examine the relationship between logistics and retail strategy.	Understanding fundamental concepts of retail logistics and their role in enhancing customer satisfaction. BTL 1: Remembering, BTL 2: Understanding
2	Retail Supply Chain Management: Understand the components of the retail supply chain; explore the dynamics of supply chain relationships; discuss supply chain integration in retail; analyze push vs. pull supply chain strategies; examine challenges in managing global supply chains.	Understanding supply chain components and evaluating their effectiveness in retail logistics. BTL 2: Understanding, BTL 5: Evaluating
3	Demand Forecasting in Retail Logistics: Importance of demand forecasting; methods for demand forecasting in retail; role of technology in improving forecasting accuracy; examine challenges in demand forecasting; study case examples of effective demand forecasting.	Applying demand forecasting methods to retail logistics scenarios and analyzing their accuracy. BTL 3: Applying, BTL 4: Analyzing

4	Inventory Management in Retail: Types of inventory in retail logistics; examine inventory control techniques (EOQ, JIT); address stock outs and overstock management; explore the role of inventory optimization in cost reduction; understand the use of technology in inventory management.	Applying inventory control methods and evaluating their effectiveness in retail operations. BTL 3: Applying, BTL 5: Evaluating
5	Transportation Management: Analyze the role of transportation in retail logistics; identify types of transportation modes; evaluate cost and time trade-offs in transportation; understand the importance of route optimization; assess sustainability in retail transportation.	Understanding transportation modes and creating optimized plans for retail logistics. BTL 2: Understanding, BTL 6: Creating
6	Warehouse and Distribution Management: Explore the importance of warehousing in retail; classify types of warehouses and their functions; understand warehouse layout and design principles; examine technologies in warehouse operations; conduct cost analysis in warehousing.	Analyzing warehouse operations and evaluating distribution strategies. BTL 4: Analyzing, BTL 5: Evaluating
7	Retail Technology in Logistics: Explore the role of technology in retail logistics; understand the use of RFID and barcoding systems; study automation and robotics in warehousing; analyze emerging technologies (AI, IoT); examine challenges in implementing new technologies.	Applying technology solutions in logistics and designing innovative processes. BTL 3: Applying, BTL 6: Creating
8	Reverse Logistics in Retail: Define reverse logistics and its importance; handle returns and recycling in retail; study cost implications of reverse logistics; explore sustainability in reverse logistics; analyze case studies on successful reverse logistics systems.	Understanding reverse logistics processes and evaluating their sustainability. BTL 2: Understanding, BTL 5: Evaluating
9	Retail Logistics Performance Measurement: Identify key performance indicators (KPIs) in logistics; learn techniques for measuring logistics efficiency; use tools for real-time performance tracking; explore benchmarking and continuous improvement; study case examples of	Using KPIs to measure performance and analyzing data for logistics optimization. BTL 3: Applying, BTL 4: Analyzing

	performance measurement.	
10	Global Retail Logistics: Understand challenges in global retail logistics; develop cross-border logistics strategies; study international trade regulations; examine the role of global logistics service providers; identify trends in global retail supply chains.	Understanding global logistics strategies and evaluating their impact on retail operations. BTL 2: Understanding, BTL 5: Evaluating
11	Risk Management in Retail Logistics: Identify types of risks in retail logistics; develop risk mitigation strategies; study the role of technology in managing risks; create contingency planning frameworks; analyze case studies on managing risks effectively.	Analyzing risks in logistics and developing mitigation plans for risk management. BTL 4: Analyzing, BTL 6: Creating
12	Retail Customer Experience and Logistics: Assess the impact of logistics on customer experience; analyze delivery speed and accuracy as competitive advantages; explore Omni-channel logistics and customer satisfaction; evaluate the role of last-mile delivery; study examples of logistics-driven customer satisfaction.	Understanding the relationship between logistics and customer experience, and evaluating last-mile strategies. BTL 2: Understanding, BTL 5: Evaluating
13	Green and Sustainable Logistics: Explore principles of sustainability in logistics; study ways to reduce carbon footprints in transportation; understand sustainable packaging and distribution methods; learn about green technologies in retail logistics; assess regulatory compliance for sustainability practices.	Applying sustainable practices in logistics and evaluating their environmental impact. BTL 3: Applying, BTL 5: Evaluating
14	Future Trends in Retail Logistics: Identify emerging trends and innovations; study the role of AI, Block chain, and big data; explore predictive analytics in logistics; understand digital transformation in retail logistics; prepare for future disruptions in the logistics industry.	Identifying emerging trends and creating strategic plans for future logistics challenges. BTL 1: Remembering, BTL 6: Creating
Textbook References:-- 1. Retail Supply Chain Management: Quantitative Models and Empirical Studies by Narendra Agrawal and Stephen A. Smith 2. Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain by John Fernie and Leigh Sparks 3. Supply Chain Management for Retailing by Ray R. Venkataraman and Omkarprasad S.		

Vaidya

Other References:-

1. Introduction to Logistics Systems Management by Gianpaolo Ghiani, Gilbert Laporte, and Roberto Musmanno
2. The Handbook of Logistics and Distribution Management by Alan Rushton, Phil Croucher, and Peter Baker
3. Strategic Supply Chain Management: The Five Disciplines for Top Performance by Shoshanah Cohen and Joseph Roussel
4. Sustainable Logistics and Supply Chain Management by David B. Grant, Alexander Trautrim, and Chee Yew Wong

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Financial Analytics

Course Code: LMB0348	Course Title: Financial Analytics (4 Credits)
Course Objectives: - ➤ To understand the principles and components of financial analytics systems ➤ To develop expertise in financial data analysis, predictive modeling, and decision-making. ➤ To explore the application of technology in financial analytics. ➤ To comprehend risk management and sustainability in financial operations. ➤ To analyze emerging trends and innovations in financial analytics	

Course Content

Unit No.	Unit Description	Learning Outcome
1	Introduction to Financial Analytics: Definition and scope of financial analytics, Importance of financial analytics in decision-making, Overview of financial data types and sources, Key tools and techniques in financial analytics	Understanding foundational concepts of financial analytics and their role in strategic decisions. BTL 1: Remembering, BTL 2: Understanding
2	Statistical Foundations for Financial Analytics: Statistical methods used in financial analysis (mean, variance, correlation), Basics of time-series analysis, Regression analysis and hypothesis testing, Case examples of statistical applications in finance.	Applying statistical techniques to evaluate financial data. BTL 3: Applying, BTL 4: Analyzing
3	Corporate Financial Analytics: Analysis of financial statements (balance sheets, income statements, cash flow statements), Financial ratios and performance metrics, Profitability, liquidity, and efficiency analysis.	Evaluating corporate financial health using analytical techniques. BTL 4: Analyzing, BTL 5: Evaluating
4	Investment Analytics: Basics of portfolio theory, Risk-return analysis and diversification, Asset pricing models (CAPM, multifactor models).	Understanding investment strategies and applying optimization techniques. BTL 3: Applying, BTL 5: Evaluating
5	Predictive Analytics in Finance: Machine learning applications in finance, Fraud detection and anomaly detection techniques, Customer	Applying predictive analytics techniques to forecast financial outcomes. BTL 3: Applying, BTL 6:

	segmentation and lifetime value models.	Creating
6	Risk Management in Financial Analytics: Identifying and categorizing financial risks (market, credit, operational risks), Credit risk scoring models, Stress testing and scenario analysis.	Analyzing risks and designing strategies for mitigation. BTL 4: Analyzing, BTL 6: Creating
7	Emerging Technologies in Financial Analytics: Block chain and crypto currency analytics, Big data and its applications in finance, Artificial intelligence and machine learning in trading and modeling, Case studies of innovation in financial technologies.	Exploring the role of emerging technologies in transforming financial analytics. BTL 1: Remembering, BTL 6: Creating
8	Sustainable Financial Practices and Analytics: Principles of sustainability in finance, ESG (Environmental, Social, and Governance) metrics, Tools for tracking and measuring sustainability in finance.	Evaluating the environmental impact of financial decisions. BTL 5: Evaluating
9	Algorithmic Trading and Analytics: Basics of algorithmic trading, Market microstructure and order types, Back testing and performance evaluation of trading algorithms.	Designing and analyzing algorithmic trading strategies. BTL 3: Applying, BTL 6: Creating
10	Behavioral Finance Analytics: Behavioral biases in financial decision-making, Measuring investor sentiment using data, Applications of behavioral insights in predictive modeling.	Understanding the psychological aspects of financial decisions. BTL 2: Understanding, BTL 4: Analyzing
11	Financial Analytics Tools and Software: Overview of popular analytics tools (Excel, Python, R, etc.), Introduction to advanced tools like Tableau, SAS, and Power BI, Practical applications using case studies.	Using software tools to perform financial analysis. BTL 3: Applying, BTL 5: Evaluating
12	Ethics and Governance in Financial Analytics: Ethical issues in financial modeling, Data privacy and compliance with regulations (e.g., GDPR), Case examples of ethical challenges in finance.	Analyzing ethical dilemmas and governance frameworks in financial analytics. BTL 4: Analyzing, BTL 5: Evaluating
13	Real-Time Financial Analytics: Tools for real-time data tracking and visualization, Role of APIs and data feeds in financial systems.	Applying real-time data insights to improve financial decision-making. BTL 3: Applying, BTL 6: Creating
14	Future Trends in Financial Analytics: Innovations in financial technologies (quantum computing, DeFi), Predictive trends in global	Preparing strategies for future developments in financial analytics. BTL 1: Remembering, BTL 6:

	financial markets.	Creating
Textbook References:-- 1. Financial Analytics with R by Mark Bennett and Dirk Hugen. 2. Machine Learning for Asset Managers by Marcos López de Prado. 3. Data Science for Business by Foster Provost and Tom Fawcett. Other References:- 1. Financial Analytics with R by Mark Bennett and Dirk Hugen 2. Applied Financial Modelling by Mohamed El Alaoui 3. The Handbook of Financial Risk Management by Thierry Roncalli		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Fundamental of AI for Managers

Course Code: LMB0349	Course Title: Fundamental of AI For Managers (4 Credits)
Course Objectives: - ➤ To understand the basics of Artificial Intelligence and its impact on modern businesses. ➤ To analyze various AI tools and technologies and their relevance in different industries. ➤ To identify and implement AI-driven decision-making strategies in managerial roles. ➤ To address ethical, legal, and practical considerations associated with AI integration. ➤ To apply AI-based solutions for business optimization and innovation.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Artificial Intelligence: Definition and scope of AI, Types of AI (Narrow, General, and Super intelligent AI), History and evolution of AI, Importance of AI for modern managers	Summarize the significance and types of AI, including how AI impacts managerial roles in modern businesses. BTL 2: Understand
2	Machine Learning Fundamentals: Supervised, unsupervised, and reinforcement learning, Key ML algorithms: regression, classification, clustering, Applications of machine learning in business, Limitations and challenges in machine learning	Differentiate between supervised, unsupervised, and reinforcement learning with relevant business applications. BTL 4: Analyze
3	Deep Learning Essentials: Introduction to neural networks, Convolutional Neural Networks (CNNs) and Recurrent Neural Networks (RNNs), Applications of deep learning in various industries, Practical limitations and considerations in deep learning	Explain the foundational concepts of neural networks and deep learning models like CNNs and RNNs in solving complex industry challenges. BTL 2: Understand
4	Data Science and Data Analytics: Understanding the role of data in AI, Data collection, cleaning, and preprocessing, Data visualization tools and techniques, Importance	Describe the data analytics process, including data collection, cleaning, and visualization, and its importance for

	of data-driven decision making	decision-making. BTL 2: Understand
5	Natural Language Processing (NLP): Basics of NLP and text processing, Key applications: sentiment analysis, language translation, chatbots, Sentiment analysis and opinion mining, Ethical considerations in NLP	Demonstrate understanding of NLP basics and key applications, such as sentiment analysis and language translation. BTL 3: Apply
6	Computer Vision and Image Recognition: Introduction to computer vision and its applications, Object detection and image classification, Applications of computer vision in business, Challenges and limitations in image processing	Identify key computer vision techniques, such as object detection, and discuss their use cases in business. BTL 1: Remember
7	Robotics Process Automation (RPA): Basics of RPA and how it works, Role of RPA in automating business processes, Comparison with traditional automation, Practical applications and case studies	Explain how RPA automates repetitive tasks and contributes to operational efficiency. BTL 2: Understand
8	AI in Customer Relationship Management (CRM): Personalization through AI-driven customer insights, AI in customer service: chatbots and virtual assistants, Predictive analytics for customer behaviour, Real-world examples of AI in CRM	Analyze the role of AI in enhancing customer experience through personalization and predictive analytics. BTL 4: Analyze
9	AI in Operations and Supply Chain Management: AI applications in inventory management and logistics, Demand forecasting and predictive maintenance, Optimization of supply chain processes, Case studies in AI-driven operational efficiency	Evaluate the impact of AI applications on supply chain processes like inventory management and demand forecasting. BTL 5: Evaluate
10	AI in Financial Services: Fraud detection using AI, Algorithmic trading and investment strategies, Credit scoring and risk assessment, Ethical concerns in AI-driven finance	Assess the applications of AI in financial services, such as fraud detection and credit scoring. BTL 5: Evaluate
11	AI in Human Resources and Recruitment: AI in resume screening and candidate selection, Predictive analytics for employee turnover, Ethical issues in AI-driven HR, Case studies in AI for workforce management	Explain AI's role in enhancing recruitment and HR management processes through predictive analytics. BTL 2: Understand
12	AI Ethics and Governance: Ethical challenges in AI (bias, privacy, transparency), Legal and regulatory considerations in AI, Responsible AI practices and frameworks, Corporate governance and AI policy	Describe ethical considerations in AI, including bias, privacy, and transparency. BTL 2: Understand
13	Emerging Trends in AI: Explainable AI (XAI), AI and Internet of Things (IoT), AI in	Identify emerging trends in AI, such as Explainable AI and AI for social good,

	social good and sustainability, Future trends and potential in AI	and discuss their implications. BTL 1:Remember
14	Implementing AI in Business Strategy: Identifying AI use cases in business, Building AI strategy: team and technology, Challenges in AI implementation and change management, Monitoring, evaluation, and scaling AI initiatives	Formulate and evaluate a strategic AI implementation plan for business, including identifying relevant AI use cases, structuring a capable team, and managing change effectively. BTL 6: Create

Textbook References:--

1. "Artificial Intelligence: A Modern Approach", Stuart Russell, Peter Norvig, 4th Edition, Pearson Education India
2. Machine Learning: A Practical Approach for Beginners, Sunila Gollapudi, 1st Edition, McGraw Hill India

Other References:-

1. Python Machine Learning, Sebastian Raschka, Vahid Mirjalili, 3rd Edition, Packt Publishing (Indian reprints available)
2. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking, Foster Provost, Tom Fawcett, 1st Edition, O'Reilly Media

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Health law, ethics, and Regulations

Course Code: LMB0350	Course Title: Health law, ethics, and Regulations (4 Credits)
Course Objectives: - ➤ To understand Key Concepts: Equip students with a comprehensive understanding of the fundamental principles of health law, ethics, and regulations and their impact on healthcare practices. ➤ To analyze Legal Frameworks: Develop the ability to analyze healthcare laws and regulations at national and international levels and evaluate their implications for patients, providers, and organizations. ➤ To apply Ethical Principles: Enable students to apply ethical principles and frameworks to address real-world challenges and dilemmas in clinical and organizational settings. ➤ To navigate Regulatory Compliance: Prepare students to identify, interpret, and implement regulatory standards, accreditation processes, and compliance requirements in healthcare environments. ➤ To anticipate Future Challenges: Foster critical thinking to anticipate emerging trends and challenges in health law and ethics, including advancements in technology and global health governance.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Health Law and Ethics: Definition and scope of health law, the role of ethics in healthcare, relationship between law and ethics in healthcare.	Understand the foundational concepts of health law and ethics and their interplay in healthcare practices. BTL 2: Understanding
2	Legal Framework Governing Healthcare: Healthcare laws and policies in India and globally, rights and responsibilities of healthcare providers and patients, landmark cases in health law.	Analyze the healthcare legal framework and evaluate its implications for patients and providers. BTL 4: Analyze

3	Consent and Confidentiality in Healthcare: Informed consent, the legal and ethical aspects of patient confidentiality, exceptions to confidentiality, and challenges in maintaining it.	Explain the principles of informed consent and confidentiality, and apply them to ethical dilemmas in healthcare. BTL 3: Apply
4	Medical Negligence and Malpractice: Understanding medical negligence, types of malpractice, legal consequences for healthcare providers, and strategies to prevent negligence.	Identify causes of medical negligence and evaluate strategies to prevent malpractice. BTL 5: Evaluate
5	Patient Rights and Advocacy: Overview of patient rights, importance of advocacy in healthcare, patient grievance mechanisms, and the role of patient representatives.	Understand patient rights and advocate for effective grievance mechanisms in healthcare. BTL 2: Understand
6	Ethics in Clinical Decision-Making: Principles of biomedical ethics (autonomy, beneficence, non-maleficence, justice), ethical dilemmas in clinical practice, case studies.	Analyze ethical dilemmas in clinical decision-making using biomedical ethical principles. BTL 4: Analyze
7	End-of-Life Care and Decision-Making: Legal and ethical considerations in palliative care, euthanasia, advanced directives, and withdrawal of life support systems.	Evaluate ethical and legal considerations in end-of-life decision-making and propose appropriate interventions. BTL 5: Evaluate
8	Public Health Laws and Policies: Legal frameworks for public health initiatives, vaccination laws, regulation of health campaigns, and managing public health emergencies.	Understand public health laws and evaluate their role in managing public health emergencies. BTL 2: Understand
9	Healthcare Regulations and Accreditation Standards: Overview of healthcare accreditation bodies (NABH, JCI), regulatory compliance in healthcare facilities, and implications of non-compliance.	Explain the role of accreditation and regulatory compliance in healthcare quality improvement. BTL 3: Apply
10	Ethical Issues in Healthcare Technology: Ethical challenges in telemedicine, AI in healthcare, genetic testing, and emerging technologies' impact on patient rights and	Analyze ethical challenges posed by emerging technologies and their implications for healthcare practices. BTL 4: Analyze

	provider responsibilities.	
11	Intellectual Property Rights in Healthcare: Understanding patents, copyright, and trademarks in healthcare, protection of biomedical innovations, and ethical debates surrounding IPR.	Understand intellectual property rights and evaluate their significance in protecting healthcare innovations. BTL 5: Evaluate
12	Legal Aspects of Health Insurance: Health insurance laws, consumer rights, ethical considerations in health insurance claims, and fraud detection mechanisms.	Explain health insurance laws and ethical considerations in claim management. BTL 3: Apply
13	Role of International Organizations in Health Law: WHO, World Medical Association, and other bodies' contributions to global health law, ethical frameworks for international healthcare practices.	Evaluate the contribution of international organizations to global health law and ethics. BTL 5: Evaluate
14	Future Challenges in Health Law and Ethics: Emerging ethical and legal challenges in healthcare, trends in global health law, and the role of ethics in future healthcare delivery.	Anticipate future ethical and legal challenges in healthcare and propose innovative solutions. BTL 6: Create

Textbook References:--

1. Pozgar, G. D. (2022). *Legal and Ethical Essentials of Health Care Administration* (4th ed.). Jones & Bartlett Learning.
2. Fremgen, B. F. (2021). *Medical Law and Ethics* (6th ed.). Pearson Education.

Other References:-

1. Seth, A. (2021). *Medical Ethics and Laws for Doctors - Indian Perspective* (2nd ed.). Jaypee Brothers Medical Publishers.
2. Harris, D. M., & Allen, S. (2017). *Contemporary Issues in Healthcare Law and Ethics* (4th ed.). Health Administration Press.
3. Reddy, N. K., & Mohandas, A. (2020). *Health Laws in India: With a Critical Perspective* (2nd ed.). LexisNexis.

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Managing hospital services

Course Code: LMB0351	Course Title: Managing hospital services (4 Credits)
Course Objectives: - ➤ To understand the fundamentals of hospital planning, staffing, and workflow for enhancing efficiency and patient care. ➤ To implement quality standards, accreditation requirements, and patient safety protocols for better healthcare outcomes. ➤ To develop skills in budgeting, cost control, and human resource management for financial sustainability. ➤ To explore the use of health information systems, AI, telemedicine, and digital healthcare in hospital management. ➤ To strengthen strategic and operational decision-making in modern healthcare settings.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Hospital Management: This unit provides an overview of hospital management, highlighting its significance in the healthcare industry. It covers different types of hospitals, their organizational structures, and the role of hospital administrators in ensuring smooth healthcare operations.	Students will be able to define hospital management, identify different types of hospitals and their structures, and understand the role of administrators in healthcare operations. BTL: 1 & 2 – Remembering & Understanding
2	Hospital Operations and Services: This unit focuses on the key operational aspects of hospitals, including outpatient and inpatient services, emergency care, and diagnostic facilities. It also discusses pharmacy and medication management, ensuring that hospital services meet patient needs effectively.	Students will be able to understand various hospital services such as outpatient, inpatient, emergency, and diagnostic care, and apply knowledge to improve operational efficiency. BTL: 2 & 3 – Understanding & Applying

3	Quality and Accreditation in Hospital Services: This unit covers hospital accreditation standards such as NABH, JCI, and ISO, and their role in improving healthcare quality. Topics such as patient safety, quality assurance programs, infection control, and waste management are also explored.	Students will be able to explain hospital accreditation standards, apply quality assurance methods, and evaluate practices like patient safety and infection control. BTL: 2, 3 & 5 – Understanding, Applying & Evaluating
4	Financial and Resource Management in Hospitals: This unit discusses financial aspects of hospital management, including budgeting, cost control, revenue cycle management, and hospital billing policies. It also covers supply chain and inventory management to ensure resource optimization.	Students will be able to understand financial systems in hospitals, analyze budgeting and billing processes, and evaluate resource and supply chain management techniques. BTL: 2 & 4 – Understanding & Analyzing
5	Human Resource Management in Hospitals: The focus of this unit is on HR functions within hospitals, including recruitment, training, employee motivation, and performance evaluation. It also addresses workplace conflict resolution and staff retention strategies.	Students will be able to apply HR functions such as recruitment, training, and performance evaluation, and evaluate strategies for staff motivation, retention, and conflict resolution. BTL: 3 & 5 – Applying & Evaluating
6	Information Technology in Hospital Management: This unit explores the role of digital transformation in hospital services, including electronic health records (EHR), telemedicine, hospital information systems (HIS), data security, and AI-driven automation in hospital administration.	Students will be able to apply IT tools such as EHR, HIS, and telemedicine in hospital settings, and analyze the role of automation and data security in hospital administration. BTL: 3 & 4 – Applying & Analyzing
7	Legal and Ethical Aspects of Hospital Management: This unit covers legal frameworks and ethical	Students will be able to define key legal and ethical concepts, and analyze hospital compliance with patient rights, healthcare laws, and ethical medical

	considerations in hospital management, including patient rights, compliance with healthcare regulations, consumer protection, medical negligence, and ethics in medical research.	practices. BTL: 1 & 4 – Remembering & Analyzing
8	Risk and Disaster Management in Hospitals: This unit focuses on risk assessment, emergency preparedness, and disaster management strategies for hospitals. It includes case studies on handling natural disasters, pandemics, and other healthcare crises.	Students will be able to understand risk and emergency planning processes, apply disaster management strategies, and evaluate case-based responses to crises in hospitals. BTL: 2, 3 & 5 – Understanding, Applying & Evaluating
9	Hospital Marketing and Public Relations: This unit explores marketing and branding strategies for hospitals, patient relationship management, customer service, media communication, and ethical hospital advertising practices to improve patient trust and hospital reputation.	Students will be able to apply hospital marketing strategies, analyze public relations and communication practices, and create ethical branding and patient engagement plans. BTL: 3, 4, 5 & 6 – Applying, Analyzing, Evaluating & Creating
10	Environmental and Sustainability Practices in Healthcare: This unit highlights sustainable healthcare practices, including green hospitals, energy conservation, waste management, water management, pollution control, and corporate social responsibility (CSR) initiatives.	Students will be able to understand sustainable practices in healthcare, apply waste and pollution control strategies, and evaluate CSR initiatives in hospital environments. BTL: 2, 3 & 5 – Understanding, Applying & Evaluating
11	Specialized Hospital Services: This unit provides insights into specialized healthcare services such as maternity and child care, geriatric and palliative care, mental health services, rehabilitation, and physiotherapy.	Students will be able to apply knowledge of specialized services such as maternity, geriatric, mental health, and rehabilitation care, and analyze their impact on patient outcomes. BTL: 3, 4 & 5 – Applying, Analyzing & Evaluating
12	International Healthcare Systems and Global Best Practices:	Students will be able to understand global healthcare models, apply international trends in healthcare

	This unit explores healthcare models across different countries, international healthcare trends, medical tourism, and the role of WHO and other international organizations in global healthcare policies.	management, and analyze the role of global organizations in health policy. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
13	Innovation and Future Trends in Hospital Management: This unit discusses advancements such as AI in healthcare, smart hospitals, personalized medicine, 3D printing applications, biotechnology, and digital transformation trends shaping the future of hospital management.	Students will be able to apply emerging technologies like AI and 3D printing, analyze digital transformation trends, and evaluate innovative solutions shaping hospital management. BTL: 3, 4, 5 & 6 – Applying, Analyzing, Evaluating & Creating
14	Case Studies and Real-World Applications: This unit includes case studies of successful hospital management models, lessons from leading healthcare institutions, challenges in healthcare administration, and project-based learning opportunities for students.	Students will be able to analyze real-life hospital management models, evaluate best practices and challenges, and create practical solutions through project-based learning. BTL: 4, 5 & 6 – Analyzing, Evaluating & Creating
Textbook References:- - Goel, S. L. (2007). Healthcare Management and Administration. Deep & Deep Publications. - Goyal, R. C. (2010). Hospital Administration and Human Resource Management. PHI Learning Pvt. Ltd. Other References:- - Sharma, S. (2013). Hospital Administration and Management: A Comprehensive Guide. Jaypee Brothers Medical Publishers. - Kumar, R. (2015). Healthcare Management: Principles and Practices. Elsevier. - Gupta, S. (2018). Hospital and Health Services Administration: Principles and Practice. CBS Publishers.		

(Bloom's Taxonomy: BTL 1: Remembering; BTL 2: Understanding; BTL 3: Applying; BTL 4: Analyzing; BTL 5: Evaluating; BTL 6: Creating)

Community Health and Hospital Safety and Risk Management

Course Code: LMB0352	Course Title: Community Health and Hospital Safety and Risk Management
Course Objectives: - ➤ To understand the principles of community health and hospital safety. ➤ To implement effective safety and risk management strategies in healthcare settings. ➤ To ensure compliance with legal and ethical standards in hospital operations. ➤ To apply risk mitigation and crisis management techniques to enhance patient and staff safety. ➤ To promote a culture of safety and preparedness within healthcare institutions.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Community Health and Hospital Safety: Definition and significance of community health Role of hospitals in public health Overview of hospital safety and risk management Relationship between healthcare services and community welfare	Students will be able to define community health, understand its relationship with hospital safety and public health, and explain the role of hospitals in promoting community welfare. BTL: 1, 2 & 3 – Remembering, Understanding & Applying
2	Health Systems and Community-Based Healthcare: Primary, secondary, and tertiary healthcare Public health vs. hospital-based care Role of NGOs in community health Universal healthcare and health coverage policies	Students will be able to describe different levels of healthcare systems, distinguish between public health and hospital-based care, and analyze the role of NGOs and healthcare policies in community health. BTL: 1, 2 & 4 – Remembering, Understanding & Analyzing
3	Principles of Hospital Safety Management: Hospital safety standards and protocols	Students will be able to understand hospital safety standards, identify

	Identifying risks in hospital environments Patient and staff safety regulations International best practices in hospital safety	risks in healthcare environments, and analyze international safety protocols to ensure patient and staff safety. BTL: 2, 3 & 4 – Understanding, Applying & Analyzing
4	Risk Management in Healthcare Settings: Types of risks in hospitals (clinical, operational, financial) Risk assessment models and frameworks Incident reporting and analysis Strategies to minimize risks in healthcare facilities	Students will be able to identify different types of hospital risks, apply risk assessment models, and evaluate strategies to minimize operational and clinical risks in healthcare facilities. BTL: 1, 3 & 5 – Remembering, Applying & Evaluating
5	Infection Control and Biohazard Management: Hospital-acquired infections (HAIs) and their prevention Sterilization and disinfection protocols Biomedical waste management Personal protective equipment (PPE) and infection control policies	Students will be able to understand infection control protocols, apply biohazard safety measures, and create effective strategies using PPE, sterilization, and biomedical waste management practices. BTL: 2, 3 & 6 – Understanding, Applying & Creating
6	Disaster Preparedness in Hospitals: Emergency response plans Hospital disaster risk assessment Role of hospitals in public health emergencies Coordinating with government and emergency services	Students will be able to understand disaster response planning, apply emergency preparedness techniques, and evaluate hospital roles in managing public health emergencies. BTL: 1, 3 & 5 – Remembering, Applying & Evaluating
7	Fire Safety and Evacuation Procedures: Fire hazards in healthcare settings Fire prevention measures and safety drills Evacuation procedures for hospitals Fire safety equipment and regulatory compliance	Students will be able to identify fire hazards in hospital environments, apply fire prevention and evacuation measures, and analyze compliance with fire safety regulations. BTL: 1, 3 & 4 – Remembering, Applying & Analyzing
8	Legal and Ethical Considerations in Hospital Safety: Patient rights and hospital responsibilities Medical negligence and liability issues	Students will be able to understand legal responsibilities and patient rights, analyze ethical dilemmas in hospital safety, and evaluate

	Ethical decision-making in risk management Compliance with national and international healthcare laws	compliance with national and international laws. BTL: 2, 4 & 5 – Understanding, Analyzing & Evaluating
9	Occupational health programs and employee wellness: Workplace hazards in hospitals Health and safety regulations for healthcare workers Stress management in hospital environments Occupational health programs and employee wellness	Students will be able to identify workplace hazards, apply wellness programs and stress management strategies, and create initiatives to promote employee health and safety in hospitals. BTL: 1, 3 & 6 – Remembering, Applying & Creating
10	Patient Safety and Quality Management: Importance of patient safety in healthcare delivery Quality assurance programs in hospitals Role of accreditation bodies (NABH, JCI) Error reporting and learning systems	Students will be able to understand the importance of patient safety, analyze quality assurance programs, and evaluate the role of accreditation and error reporting systems in hospitals. BTL: 2, 4 & 5 – Understanding, Analyzing & Evaluating
11	Security and Violence Prevention in Healthcare Facilities: Risk of violence in hospitals Preventing patient and staff abuse Cyber security threats in healthcare Security measures for sensitive hospital areas	Students will be able to recognize security threats in hospitals, apply prevention measures against violence and cyber threats, and evaluate strategies to protect staff, patients, and sensitive areas. BTL: 1, 3 & 5 – Remembering, Applying & Evaluating
12	Environmental and Infrastructure Safety in Hospitals: Safe hospital building designs Energy efficiency and environmental sustainability in hospitals Waste disposal and pollution control HVAC systems and air quality management in healthcare settings	Students will be able to understand safe hospital infrastructure design, analyze sustainable practices like energy and waste management, and create environmentally responsible safety solutions. BTL: 2, 4 & 6 – Understanding, Analyzing & Creating
13	Mental Health and Psychological Safety in Hospitals: Psychological well-being of healthcare	Students will be able to identify psychological health issues in hospitals, apply stress and burnout management techniques, and evaluate

	professionals Stress and burnout management strategies Patient mental health and hospital care Counseling and support services in hospitals	mental health support systems for both patients and staff. BTL: 1, 3 & 5 – Remembering, Applying & Evaluating
14	Future Trends in Hospital Safety and Risk Management: Digital transformation in healthcare safety Artificial Intelligence (AI) in hospital risk management Robotics and automation in healthcare safety protocols Predictive analytics for risk prevention	Students will be able to understand emerging technologies in hospital safety, analyze the role of AI and automation in risk management, and create predictive models for future healthcare safety innovations. BTL: 2, 4 & 6 – Understanding, Analyzing & Creating
Textbook References:-- 1. Turnock, B. J. (2016). Public Health: What It Is and How It Works (6th ed.). Burlington, MA: Jones & Bartlett Learning. 2. Griffith, R., & Tengenah, C. (2020). Law and Professional Issues in Nursing (5th ed.). London, UK: Learning Matters. Other References:- 1. World Health Organization (WHO). (2021). Hospital Safety Index: Guide for Evaluators. Geneva: WHO. 2. National Health Mission (NHM), India. (2022). Community Health and Risk Management Guidelines. Ministry of Health and Family Welfare, Government of India.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Introduction to Machine Learning and Basic Technology

Course Code: LMB0353	Course Title: Introduction to Machine Learning and Basic Technology (4 Credits)
Course Objectives: ➤ To understand core machine learning principles and algorithms. ➤ To gain proficiency in handling data, pre-processing, and feature engineering. ➤ To develop skills in data preparation for ML. ➤ To understand the role of technology infrastructure in ML. ➤ To recognize ethical and strategic uses of ML in business.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction: Concept of Machine learning; Need for study, Overview of machine learning concepts and applications, Difference between AI, ML, and deep learning.	Students will be able to define the concept of machine learning, explain its importance, and differentiate between AI, ML, and deep learning. BTL 1 – Remembering
2	Types of Machine learning: Types of learning: supervised, unsupervised, semi-supervised, and reinforcement learning	Students will be able to describe different types of machine learning, including supervised, unsupervised, semi-supervised, and reinforcement learning. BTL 2 – Understanding
3	Introduction to Information Technology in Business: Concept and Types, Overview of Information Technology (IT) and its role in business, The evolution of business technology and its impact on operations.	Students will be able to explain the role of information technology in business, analyze its evolution, and evaluate its impact on business operations. BTL 2 – Understanding
4	Data Storage, Databases, and Big Data: Basics of data storage systems and database management. Introduction to relational and NoSQL databases. Overview of Big Data:	Students will be able to apply knowledge of data storage systems, relational and NoSQL databases, and

	concepts, tools, and business applications.	analyze the role of Big Data in business applications. BTL 3 – Applying
5	Data Visualization: Importance of data visualization in decision-making, Tools for data visualization (Excel, Tableau, Power BI), Basic principles of effective visualization	Students will be able to demonstrate the importance of data visualization, compare visualization tools Excel, Tableau, Power BI, and apply basic principles of effective visualization. BTL 3 – Applying
6	Key Algorithms in Machine Learning: Introduction to linear regression, Basics of classification algorithms (e.g., decision trees), Clustering techniques overview (e.g., k-means).	Students will be able to analyze key machine learning algorithms, including linear regression, decision trees, and clustering techniques. BTL 4 – Analyzing
7	Cloud Computing Basics: What is cloud computing? Types of cloud services (IaaS, PaaS, SaaS). Advantages of cloud computing for machine learning. Overview of popular cloud platforms (AWS, Azure, Google Cloud).	Students will be able to evaluate cloud computing concepts, compare cloud service models IaaS, PaaS, SaaS, and analyze the advantages of cloud computing for machine learning. BTL 4 – Analyzing
8	Introduction to AI and Robotics in Business: Basics of artificial intelligence and its branches, Overview of robotic process automation (RPA), Application of RPA in business processes	Students will be able to explain the basics of artificial intelligence and robotic process automation RPA and analyze its applications in business. BTL 2 – Understanding
9	Machine Learning in Business Analytics: Role of machine learning in predictive analytics, Case studies of machine learning in business forecasting. Importance of real-time data for decision-making.	Students will be able to apply machine learning techniques in predictive analytics, analyze case studies, and assess the role of real-time data in business decision-making. BTL 4 – Analyzing
10	Basic Technology for Machine Learning: Overview of programming languages (Python, R), Introduction to Jupyter Notebooks, Common machine learning libraries (e.g., Scikit-Learn, TensorFlow basics).	Students will be able to evaluate the use of programming languages Python, R, demonstrate working with Jupyter Notebooks, and apply machine learning libraries such as Scikit-Learn and TensorFlow. BTL 5 – Evaluating
11	Ethics in Machine Learning and AI: Ethical considerations in AI and machine	Students will be able to analyze ethical concerns in AI, including bias, fairness,

	learning, Bias in machine learning models and fairness, Data privacy and security issues	data privacy, and security issues in machine learning models. BTL 4 – Analyzing
12	Introduction to Natural Language Processing (NLP): Basics of NLP and text analysis, NLP applications in business (chat bots, sentiment analysis), Overview of key NLP techniques (tokenization, stemming).	Students will be able to apply NLP techniques, explain text analysis methods, and assess business applications of NLP, including chatbots and sentiment analysis. BTL 5 – Evaluating
13	Business Applications of Machine Learning: Machine learning for customer segmentation. Fraud detection and risk management. Supply chain and inventory optimization.	Students will be able to understand machine learning applications in customer segmentation, fraud detection, risk management, and supply chain optimization. BTL 2 – Understanding
14	Future Trends in Machine Learning and Technology: Emerging trends in machine learning (AutoML, explainable AI), AI and machine learning in the digital economy, Challenges and future scope of machine learning in business.	Students will be able to evaluate emerging trends in machine learning, such as AutoML and explainable AI, and create strategic insights into the future of AI in business. BTL 6 – Creating
Text book References: - 1. Machine Learning for Absolute Beginners" by Oliver Theobald 2. "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett Other References:- 1. "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel 2. "Artificial Intelligence in Practice" by Bernard Marr 3. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Data Science and Management

Course Code: LMB0354	Course Title: Data Science and Management (4 Credits)
Course Objectives: ➤ Understand key concepts of data science and its role in business. ➤ Utilize basic data management and data visualization tools. ➤ Apply statistical techniques for business data analysis. ➤ Explore predictive modelling and machine learning techniques for decision-making. ➤ Develop insights from data for strategic business management.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction: Introduction to Data Science, Overview of Data Science and its importance in business, Role of data science in management and strategic decision-making.	Students will be able to define data science, explain its importance in business, and describe its role in management and strategic decision-making. BTL 1 – Remembering
2	Data Science Lifecycle: Data collection, cleaning, analysis, and reporting, Data Science vs. Business Intelligence.	Students will be able to describe the data science lifecycle, differentiate between data science and business intelligence, and analyze the processes of data collection, cleaning, analysis, and reporting. BTL 2 – Understanding
3	Data Types and Source: Structured vs. unstructured data, internal and external data sources, Introduction to databases and data warehouses.	Students will be able to explain different data types, compare structured vs. unstructured data, and assess internal and external data sources. BTL 2 – Understanding
4	Data Cleaning and Pre-processing: Handling missing data, outliers, data normalization, and transformation, Introduction to Python/R for data pre-processing.	Students will be able to apply data cleaning techniques, including handling missing data, outliers,

		normalization, and transformation, using Python or R. BTL 3 – Applying
5	Basic Statistics for Data Analysis: Mean median, mode, standard deviation, correlation, and regression basic, Descriptive vs. inferential statistics.	Students will be able to demonstrate statistical techniques such as mean, median, mode, standard deviation, correlation, and regression, and compare descriptive vs. inferential statistics. BTL 3 – Applying
6	Data Visualization Techniques: Tools: Tableau, Power BI, or Python libraries (Matplotlib, Seaborn)	Students will be able to analyze data visualization techniques using tools like Tableau, Power BI, and Python libraries such as Matplotlib and Seaborn. BTL 4 – Analyzing
7	Building and interpreting basic charts: bar charts, histograms, scatter plots, and heat maps	Students will be able to create and interpret basic charts, including bar charts, histograms, scatter plots, and heat maps, to extract business insights. BTL 4 – Analyzing
8	Introduction to Predictive Modelling: Basic concepts of predictive analytics, Use cases in business: forecasting, customer segmentation, and risk assessment.	Students will be able to describe predictive modeling concepts, explain business use cases such as forecasting and customer segmentation, and evaluate risk assessment techniques. BTL 2 – Understanding
9	Machine learning: Concept of Machine learning; Need for study, Overview of machine learning concepts and applications, Difference between AI, ML, and deep learning.	Students will be able to analyze machine learning concepts, compare AI, ML, and deep learning, and evaluate their applications in business. BTL 4 – Analyzing
10	Fundamentals of Machine Learning: Supervised vs. unsupervised learning, Introduction to key algorithms: linear regression, k-means clustering, and decision trees	Students will be able to evaluate supervised vs. unsupervised learning and apply key machine learning algorithms such as linear regression, k-means clustering, and

		decision trees. BTL 5 – Evaluating
11	Data-Driven Strategy: Understanding key performance indicators (KPIs) and metrics, Role of data in shaping business strategies.	Students will be able to analyze key performance indicators (KPIs) and assess the role of data in shaping data-driven business strategies. BTL 4 – Analyzing
12	Business Applications of Machine Learning Machine: learning for customer segmentation. Fraud detection and risk management. Supply chain and inventory optimization.	Students will be able to evaluate the applications of machine learning in customer segmentation, fraud detection, risk management, and supply chain optimization. BTL 5 – Evaluating
13	Data Ethics and Privacy: Importance of ethics and legal issues in data handling, Data privacy laws and best practices for managers.	Students will be able to describe ethical and legal issues in data science, explain data privacy laws, and assess best practices for data handling and management. BTL 2 – Understanding
14	Case Studies in Data Science Application: Industry case studies: retail, finance, healthcare, and marketing	Students will be able to create strategic insights by analyzing real-world case studies in industries such as retail, finance, healthcare, and marketing. BTL 6 – Creating
Text book References: - 1. "Data Science for Business" by Foster Provost and Tom Fawcett 2. "Introduction to Data Science" by Laura Igual and Santi Seguí Other References:- 1. Online platforms for learning (e.g., Coursera, DataCamp) 2. Python and R libraries for data analysis (Pandas, Scikit-learn)		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

IV Semester

Course Code	Course Title	Credit	Sem	Th/P
LMB0401	Business Ethics and Corporate Governance	4	4	Th
LMB0421	Project	4	4	Pro
LMB043X	Major (Two courses from selected group)	4+4	4	Th
LMB043Y	Minor (Anyone courses from Group other than selected major)	4	4	Th
SEM IV TOTAL CREDIT		20		

Course Code	Major/Minor Courses	Group	Th/P
LMB0440	Financial Derivatives and Risk management	A (Finance)	Th
LMB0441	Banking and insurance management		Th
LMB0442	Performance and Compensation Management	B (HRM)	Th
LMB0443	Talent Management		Th
LMB0444	Digital Marketing	C (MKT)	Th
LMB0445	Strategic Brand Management		Th
LMB0446	International Logistic and Global Supply Chain Management	D (LSCM)	Th

LMB0447	Sale Distribution Management		Th
LMB0448	Privacy Ethics and Regulations in AI	E (AI)	Th
LMB0449	Data visualization for managers		Th
LMB0450	Quality Management in Healthcare	F (HCM)	Th
LMB0451	Health Informatics and Health Insurance		Th
LMB0452	Hospital Administration and Bio-medical Waste Management		Th
LMB0453	Marketing Analytics	G (Data Science)	Th
LMB0454	People and Hr Analytics		Th

Business Ethics and Corporate Governance

Course Code: LMB0401	Course Title: Business Ethics And Corporate Governance (4 Credits)
Course Objectives: - ➤ To learn the principles of business ethics and corporate governance, and their importance in business practices. ➤ To learn to analyze ethical dilemmas and overcome business challenges. ➤ To learn about corporate social responsibility initiatives and their evaluation. ➤ To learn about the regulatory and compliance framework of corporate governance. ➤ To learn about the legal and regulatory frameworks governing corporate governance practices and their relationship to ethical conduct.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Business Ethics: Meaning of Ethics, Business Ethics, Relationship between Ethics and Business Ethics, Evolution of Business Ethics, Nature of Business Ethics, Scope of Business Ethics, Need and Purpose of Business Ethics, Importance of Business Ethics.	Students develop understanding on the Ethics and Business Ethics; Identify the Relationship Between Ethics and Business Ethics; Appreciate the Importance of Business Ethics. BTL 1: Remembering; BTL 2: Understanding.
2	Business Ethics: Approaches, Sources of Ethical Knowledge for Businesses, Roots of Unethical Behavior, Ethical Decision Making, Examples of Unethical Issues, Benefits from Managing Ethics at the Workplace.	Students develop understanding on Approaches to Business Ethics; Identify the Sources of Ethical Knowledge for Businesses; Analyze the Roots of Unethical Behavior in Businesses; Apply Ethical Decision-Making Models in Business. BTL 3: Applying; BTL 4: Analyzing

3	Ethics in Functional Areas of Business: Ethics in Finance, Ethics in Human Resource Management, Ethics in Marketing, Business Ethics and Consumer Protection, Business Ethics and Environment Protection, Whistle Blowing and Insider Trading.	Students will identify role of Ethics in Finance; Apply Ethics in Human Resource Management; Evaluate Ethics in Marketing; Examine the Ethical Implications of Whistle-blowing and Insider Trading; Explore Business Ethics and Consumer Protection. BTL 4: Analyzing; BTL 5: Evaluating
4	Employees and Business Ethics: Employees and Business Ethics: Ethical issues in employer – employee relation, discrimination at work place, Sexual and racial harassment, work conditions – employee privacy. Consumers and Business Ethics, the limits of doctrine of caveat emptor.	Students will develop understanding about Ethical Issues in Employer-Employee Relations; Examine Ethical Issues Related to Discrimination at the Workplace; Analyze Ethical Issues of Sexual and Racial Harassment in the Workplace; Evaluate Ethical Issues in Working Conditions; Analyze the Limits of the Doctrine of Caveat Emptor. BTL 3: Applying; BTL 4: Analyzing
5	Business Ethics in Global Economy: Ethics in the Context of Global Economy, Relationship Between Business Ethics & Business Development, Role of Business Ethics in Building a Civilized Society.	Students will comprehend about Ethics in the Context of the Global Economy; Analyze the Relationship Between Business Ethics and Business Development; Evaluate the Role of Business Ethics in Building a Civilized Society. BTL 2: Understanding; BTL 5: Evaluating
6	Corporate Governance: Definition and importance of good corporate governance practice, Development of Corporate Governance.	Students will develop understanding about the Importance of Good Corporate Governance Practices; Analyze the Development of Corporate Governance BTL 2: Understanding; BTL 4: Analyzing.
7	The Theories of Corporate Governance: The Agency Theory, The Stakeholder Theory, The Transaction Cost Theory, The Stewardship Theory, and The Shareholder Theory.	Students will develop understanding on the Theories of Corporate Governance. BTL 2: Understanding; BTL 5: Evaluating
8	Corporate Social Responsibility: Corporate Social Responsibility and Sustainability Issues, Corporate Social Responsibility and	Students will be well versed with Corporate Social Responsibility CSR and Sustainability Responsibility and Ethics Issues; BTL 3: Applying; BTL 5: Evaluating

	Ethics.	
9	Ethics and Sustainable Development: Ethics and Sustainable Development, Motivations and Reporting for Corporate Social Responsibility, Benefits of Corporate Social Responsibility.	Students will comprehend with Examining the Relationship Between Corporate Social; Evaluate the Benefits of Corporate Social Responsibility. BTL 3: Applying; BTL4: Analyzing
10	Board of Directors and Governance I: The Board of Directors and Governance Issues in Business, The Roles and Responsibilities of Board of directors.	Students will describe the Board of Directors and Governance Issues in Business; Analyze the Roles and Responsibilities of the Board of Directors; Examine the Role and Purpose of Board Committees; Identify Issues in Business Practices Affecting Adequacy and Effectiveness of Corporate Governance. BTL 5: Evaluating; BTL 6: Creating
11	Board of Directors and Governance II: The Role and Purpose of Board Committees, Issues in business practices affecting adequacy and effective corporate governance practices.	Students will examine the Role and Purpose of Board Committees; Identify Issues in Business Practices Affecting Adequacy and Effectiveness of Corporate Governance. BTL 5: Evaluating; BTL 6: Creating
12	Approaches To Governance: Principle- based approach to corporate governance, Rules- based approach to corporate governance	Students will develop understanding on Principle-Based Approach to Corporate Governance; Explore the Rules-Based Approach to Corporate Governance; Compare the Principle-Based and Rules-Based Approaches; Apply Approaches to Governance in Real-World Scenarios. BTL 3: Applying; BTL 4: Analyzing
13	Corporate Governance and Issues Related to Scams Corruption I: Meaning, Causes, and Effects. Frauds and Scams in Banks, Insurance Companies, Financial Institutions.	Students will comprehend and analyze the Meaning of Corporate Governance, Scams, and Corruption; Analyze the Causes of Scams and Corruption in Corporate Governance; Evaluate the Effects of Scams and Corruption on Organizations; Identify Measures to

		Overcome Fraud and Corruption in Corporate Governance; Promote Zero Tolerance of Corruption. BTL 4: Analyzing; BTL 6: Creating
14	Corporate Governance and Issues Related to Scams Corruption II: Measures to Overcome Fraud and Corruption, Zero Tolerance of Corruption.	Students will comprehend and analyze the Effects of Scams and Corruption on Organizations; Identify Measures to Overcome Fraud and Corruption in Corporate Governance; Promote Zero Tolerance of Corruption. BTL 4: Analyzing; BTL 6: Creating

Textbook References:-

1. Sharma J.P (2016). Corporate Governance, Business Ethics and CSR.

Other References:-

1. Kumar, Satish, (2015). Corporate Governance, Oxford University Press
2. Tricker, B. (2012). Corporate Governance. Oxford University Press.
3. Fernando, A.C. (2012). Corporate Governance, Pearson.

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Elective Groups

Financial Derivatives and Risk Management

Course Code: LMB0440	Course Title: Financial Derivatives and Risk Management (4 Credits)
Course Objectives: - ➤ To understand the core concepts of financial derivatives, various types of risks, and associated risk management strategies. ➤ To explore the mechanics, pricing, and practical applications of derivatives such as forwards, futures, options, and swaps. ➤ To apply advanced risk management tools like Value at Risk (VaR), stress testing, and credit derivatives for effective mitigation. ➤ To analyse regulatory frameworks governing derivatives and assess their impact on financial stability. ➤ To evaluate contemporary issues, including the role of derivatives in financial crises and their sustainability in evolving markets.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Financial Derivatives: Definition and Importance of Financial Derivatives, Types of Derivatives: Forward, Futures, Options, and Swaps, History and Evolution of Derivatives Markets	Students will gain an understanding of financial derivatives, their significance, types, and the historical development of derivatives markets. BTL 1: Remembering, BTL 2: Understanding
2	Basics of Risk Management: Risk Identification in Financial Markets, Types of Risks: Market, Credit, Operational, and Liquidity Risks, Risk Management Framework and Strategies	Students will learn to identify various risks in financial markets and understand the framework and strategies for managing market, credit, operational, and liquidity risks. BTL 2: Understanding, BTL 3: Applying
3	Forward Contracts: Concept and Mechanism of Forward Contracts, Pricing of Forward Contracts, Hedging with Forward Contracts	Students will comprehend the concept, pricing, and mechanisms of forward contracts and their use in risk hedging. BTL 2: Understanding, BTL 3: Applying
4	Futures Contracts: Introduction to Futures Markets, Pricing and Settlement of Futures	Students will acquire knowledge about futures markets, pricing and settlement

	Contracts, Hedging with Futures Contracts	procedures, and hedging techniques using futures contracts. BTL 4: Analyzing
5	Options and Option Pricing: Call and Put Options: Definition and Features, Factors Affecting Option Pricing, The Black-Scholes Model for Option Pricing	Students will learn the characteristics of call and put options, the factors influencing option pricing, and apply the Black-Scholes model for pricing options. BTL 2: Understanding, BTL 3: Applying
6	Options Strategies and Applications: Covered Calls, Protective Puts, and Spreads, Option Greeks and their Applications, Risk Management with Options	Students will develop the ability to implement options strategies such as covered calls, protective puts, and spreads, and manage risk using option Greeks. BTL 3: Applying, BTL 5: Evaluating
7	Swaps: Interest Rate and Currency Swaps: Definition and Types of Swaps, Valuation and Pricing of Swaps, Hedging with Interest Rate and Currency Swaps	Students will understand the types, pricing, and hedging applications of interest rate and currency swaps. BTL 2: Understanding
8	Risk Management Tools and Techniques: Value at Risk (VaR) and its Application, Sensitivity Analysis in Risk Management, Stress Testing and Scenario Analysis	Students will learn to apply tools like Value at Risk VaR, sensitivity analysis, and stress testing in financial risk management. BTL 3: Applying
9	Credit Derivatives: Credit Default Swaps (CDS) and Collateralized Debt Obligations (CDOs), Valuation and Pricing of Credit Derivatives, Managing Credit Risk through Derivatives	Students will explore the use of credit default swaps CDS and collateralized debt obligations CDOs in managing and pricing credit risk. BTL 5: Evaluating
10	Derivatives in Portfolio Management: Role of Derivatives in Asset Allocation, Hedging Risk in a Portfolio using Derivatives, Derivative Instruments for Diversification and Risk Minimization	Students will understand how derivatives can be utilized for asset allocation, portfolio hedging, and risk minimization. BTL 4: Analyzing
11	Advanced Risk Management Strategies: Risk Arbitrage and Risk Transfer, Managing Interest Rate and Currency Risks, Risk Mitigation using Swaps and Futures	Students will acquire skills in risk arbitrage, managing interest rate and currency risks, and utilizing swaps and futures for risk mitigation. BTL 6: Creating
12	Regulatory Environment for Derivatives: Regulatory Bodies Governing Derivatives Markets, Legal and Compliance Issues in Derivatives Trading, International Standards for Derivatives Markets	Students will learn about the regulatory bodies, legal compliance, and international standards governing derivatives markets. BTL 2: Understanding
13	Derivatives and Financial Crises: Role of Derivatives in the 2008 Financial Crisis, Risk	Students will analyze the role of derivatives in the 2008 financial crisis,

	Management Failures and Lessons Learned, Impact of Derivatives on Systemic Risk	the lessons learned, and their impact on systemic risk. BTL 4: Analyzing, BTL 5: Evaluating
14	Contemporary Issues in Derivatives Markets: Impact of Technology on Derivatives Trading, The Future of Crypto currencies and Derivatives Markets Risks and Sustainability in Derivatives Markets	Students will evaluate the impact of technology, crypto currencies, and sustainability concerns on the derivatives markets. BTL 5: Evaluating
Textbook References:-- 1. Hull, J. C. (2022). <i>Options, Futures, and Other Derivatives</i> (11th ed.). Pearson Education. 2. Chance, D. M., & Brooks, R. (2015). <i>An Introduction to Derivatives and Risk Management</i> (10th ed.). Cengage Learning. Other References:- 1. Sundaram, R. K., & Das, S. R. (2015). <i>Derivatives: Principles and Practice</i> (2nd ed.). McGraw-Hill Education. 2. Don M. Chance. (2019). <i>Essentials of Financial Risk Management</i>. South-Western Cengage Learning.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Banking and Insurance Management

Course Code: LMB0441	Course Title: Banking and Insurance Management (4 Credits)
Course Objectives: - ➤ To understand the evolution, types, and functions of banking institutions, along with the regulatory frameworks and roles of RBI, SEBI, and IRDAI. ➤ To analyze a range of banking and insurance products, services, and emerging technologies such as digital banking, fintech, Insurtech, and green banking. ➤ To gain expertise in credit management, risk assessment, and mitigation strategies in banking, as well as underwriting, actuarial science, and enterprise risk management in insurance. ➤ To evaluate real-world case studies related to fraud, claims settlements, mismanagement, and technological transformation in banking and insurance sectors. ➤ To develop a customer-centric approach by understanding evolving consumer needs and regulatory responses in banking and insurance.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Banking: Evolution of Banking, Types of Banks: Commercial, Cooperative, Development Banks, and NBFCs, Banking Services and Products	Students will understand the historical evolution of banking, the roles of various banking institutions, and evaluate banking products and services. BTL1: Remembering, BTL2: Understanding
2	Regulatory Environment in Banking: Role of RBI and SEBI, Banking Regulations Act, Basel Norms	Students will understand the regulatory framework governing the banking sector, including the roles of RBI and SEBI, and the key provisions of the Banking Regulations Act. BTL1: Remembering, BTL2: Understanding
3	Introduction to Insurance: Concept of Risk and Insurance, Principles of Insurance, Types of Insurance: Life, General, Health	Students will be applying the concept of risk and insurance, the fundamental principles of insurance, and the various types of insurance, including life, general, and health insurance. BTL 2: Understanding, BTL 3: Applying
4	Regulatory Environment in Insurance: Role of IRDAI, Legal Framework for Insurance, Ethical Practices in Insurance	Students will understand the regulatory environment in insurance, including the role of IRDAI, the legal framework governing the industry, and the ethical practices essential for

		maintaining trust and transparency in the insurance sector. BTL 1: Remembering, BTL 2: Understanding
5	Banking Operations and Technology: Digital Banking and FinTech, Payment Systems: UPI, NEFT, RTGS, IMPS, Cybersecurity in Banking	Students will gain knowledge of banking operations and technology, including digital banking, FinTech innovations, payment systems such as UPI, NEFT, RTGS, IMPS, and the importance of cyber security in ensuring secure banking transactions. BTL 2: Understanding, BTL 3: Applying, BTL 6: Creating
6	Credit Management and Risk Assessment: Loan Processing and Appraisal, Asset Classification and NPA Management, Credit Risk Mitigation Strategies	Students will understand the processes involved in credit management, including loan processing, appraisal, asset classification, and Non-Performing Asset NPA management, while also evaluating strategies for credit risk mitigation to ensure sound financial decision-making. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
7	Investment Banking: Role of Investment Banks, IPOs, Mergers, and Acquisitions, Global Practices	Students will understand the role of investment banks in the financial market, focusing on their involvement in IPOs, mergers, and acquisitions, while also analysing global practices in investment banking. BTL 1: Remembering, BTL 2: Understanding, BTL 4: Analyzing
8	Life and Non-Life Insurance Products: Product Development and Pricing, Claims Management, Reinsurance Practices	Students will understand the development and pricing of life and non-life insurance products, the process of claims management, and the practices involved in reinsurance to ensure financial stability and risk sharing in the insurance industry. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
9	Strategic Banking Management: Asset-Liability Management, Capital Adequacy and Profitability, Mergers and Consolidation in Banking	Students will understand strategic banking management concepts, including asset-liability management, capital adequacy, profitability, and the processes involved in mergers and consolidation within the banking sector. BTL 2: Understanding, BTL 4: Analyzing, BTL 5: Evaluating
10	Insurance Marketing and Distribution: Bancassurance, Agent and Broker Management, Digital Distribution Channels	Students will understand the various insurance marketing and distribution channels, including banc assurance, agent and broker management, and the growing role of digital distribution platforms in reaching customers. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
11	Risk Management in Banking and	Students will understand risk management

	Insurance: Operational, Market, and Liquidity Risks in Banking, Risk Underwriting and Actuarial Principles in Insurance, Enterprise Risk Management (ERM)	practices in banking and insurance, including operational, market, and liquidity risks in banking, underwriting and actuarial principles in insurance, and the framework of Enterprise Risk Management ERM for comprehensive risk mitigation. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
12	Global Trends in Banking and Insurance: Green Banking and ESG Compliance, Microfinance and Financial Inclusion, Insurtech and Innovations	Students will understand global trends in banking and insurance, including the role of green banking and ESG compliance, the importance of microfinance and financial inclusion, and the innovations driven by insurtech in transforming the industry. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
13	Case Studies in Banking: Banking Frauds and Lessons Learned, Technological Transformations in Banking, Banking Innovations and Financial Inclusion	Students will analyze case studies in banking, including banking frauds and the lessons learned, technological transformations in banking, and innovations that promote financial inclusion and improve banking practices. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
14	Case Studies in Insurance: Fraud and Mismanagement in Insurance, Insurance Claims and Settlements, Innovations and Customer-centric Approaches	Students will analyze case studies in insurance, focusing on fraud and mismanagement, the processes of insurance claims and settlements, and innovations that enhance customer-centric approaches in the insurance industry. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
Text book References: - 1. "Banking and Insurance" by Mohapatra & Acharya 2. "Principles and Practices of Banking" by Indian Institute of Banking & Finance (IIBF) Other References:- 3. "Risk Management in Banking" by Joël Bessis 4. "Essentials of Insurance: A Risk Management Perspective" by Emmett J. Vaughan & Therese Vaughan		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Performance and Compensation Management

Course Code: LMB0442	Course Title: Performance and Compensation Management
Course Objectives: - ➤ To understand performance management systems, including their principles, processes, and tools such as goal setting, appraisals, and feedback mechanisms. ➤ To develop effective compensation strategies by analyzing models like fixed pay, variable pay, and employee benefits aligned with organizational objectives. ➤ To evaluate various performance appraisal methods, including 360-degree feedback, MBO, and competency-based assessments. ➤ To link performance outcomes with rewards such as salary increments, bonuses, and incentives to boost employee engagement and productivity. ➤ To ensure legal and ethical compliance by considering labor laws, fairness, and transparency in performance and compensation systems.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Performance and Compensation Management: Overview of performance and compensation management as strategic HR functions. Importance of aligning performance management with compensation strategies. Key challenges in designing effective performance and pay systems.	Students will be able to recall and describe the fundamentals of performance and compensation management, and recognize their strategic significance in HRM. BTL 1 – Remembering
2	Performance Management System: Performance management cycle: planning, monitoring, reviewing, and rewarding. Goal-setting techniques (SMART goals, OKRs) for employees. Role of continuous feedback, coaching, and employee development.	Students will be able to explain the performance management cycle, goal-setting techniques, and the role of feedback and coaching in employee development. BTL 2 – Understanding
3	Performance Appraisal Methods:	Students will be able to apply various

	Traditional and modern performance appraisal techniques. 360-degree feedback, Management by Objectives (MBO), and Behaviorally Anchored Rating Scales (BARS). How to overcome common biases in performance evaluations.	appraisal methods such as 360-degree feedback, MBO, and BARS, and address common biases in performance evaluations. BTL 3 – Applying
4	Key Performance Indicators (KPIs) and Metrics: Defining and measuring KPIs for employees and teams. Using data analytics for performance measurement and decision-making. Linking individual, team, and organizational performance with business goals.	Students will be able to identify, define, and apply performance indicators and metrics to measure employee and team productivity aligned with organizational goals. BTL 3 – Applying
5	Compensation Management Overview: Objectives and principles of compensation management. Components of total compensation: fixed pay, variable pay, benefits, and perquisites. Factors influencing compensation decisions (market trends, job role, experience, performance).	Students will be able to explain the objectives, components, and influencing factors of total compensation in organizations. BTL 2 – Understanding
6	Job Evaluation and Pay Structures: Importance of job evaluation in compensation planning. Different job evaluation techniques: ranking, point factor, factor comparison. Designing internal pay structures and salary bands.	Students will be able to analyze and design job evaluation methods and develop equitable internal pay structures and salary bands. BTL 4 – Analyzing
7	Performance-Based Pay Systems: Types of performance-linked compensation: merit pay, incentives, bonuses, commission-based pay. Individual vs. team-based performance pay models. Challenges and fairness in performance-based compensation.	Students will be able to analyze and differentiate among various performance-linked pay systems and evaluate their challenges and fairness. BTL 4 – Analyzing
8	Employee Benefits and Perquisites: Types of benefits: health insurance, retirement plans, paid leave, stock options. Non-monetary benefits: work-life balance, learning & development, wellness programs. The role of employee benefits in job satisfaction and retention.	Students will be able to understand different types of monetary and non-monetary employee benefits and assess their role in job satisfaction and retention. BTL 2 – Understanding
9	Compensation Strategy and Organizational Goals:	Students will be able to evaluate how compensation strategies align with business and HR objectives and assess

	Aligning compensation policies with business and HR strategy. Competitive compensation benchmarking and industry salary trends. Compensation as a tool for employee motivation and engagement.	market competitiveness and motivation outcomes. BTL 5 – Evaluating
10	Legal and Ethical Issues in Performance and Compensation: Overview of wage laws, labor regulations, and compliance requirements. Equal Pay Act, anti-discrimination laws, and fair compensation practices. Ethical dilemmas in compensation and corporate social responsibility (CSR).	Students will be able to analyze legal frameworks and ethical considerations in compensation, including fair pay practices and compliance standards. BTL 4 – Analyzing
11	Executive Compensation: Components of executive compensation: base salary, stock options, performance bonuses. Corporate governance and executive pay policies. Trends and controversies in CEO pay and executive benefits.	Students will be able to evaluate the structure and governance of executive compensation, and critically assess emerging issues and controversies related to CEO pay. BTL 5 – Evaluating
12	Global Compensation Management: Compensation strategies for multinational organizations. Cultural and economic factors influencing global pay structures. Managing expatriate compensation, tax implications, and international payroll.	Students will be able to evaluate global compensation strategies, taking into account cultural, legal, and economic considerations in multinational contexts. BTL 5 – Evaluating
13	Emerging Trends in Performance and Compensation: Role of AI, automation, and HR analytics in performance and compensation management. The gig economy and changes in pay structures. Pay transparency, gender pay gap issues, and fair pay initiatives.	Students will be able to design and innovate performance and compensation practices by incorporating emerging trends such as AI, gig economy models, and pay transparency. BTL 6 – Creating
14	Case Studies and Best Practices: Real-world examples of effective performance and compensation management. Best practices in leading organizations. Lessons learned from compensation failures and future trends in HR.	Students will be able to create actionable insights and models by analyzing case studies of successful and failed compensation practices and future HR trends. BTL 6 – Creating
Textbook References:- 1. Aguinis, H. (2019) - Performance Management (4th Edition). Pearson Education.		

2. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2019) - Compensation (13th Edition). McGraw-Hill Education.

Other References:-

1. Heneman, R. L. (2002). Strategic Reward Management: Design, Implementation, and Evaluation. IAP Publishers.
2. Goel, D. (2012). Performance Appraisal and Compensation Management: A Modern Approach. PHI Learning.
3. Phillips, J. J., & Edwards, L. (2008). Managing Talent Retention: An ROI Approach. John Wiley & Sons.
4. Bacal, R. (2013). Performance Management. McGraw-Hill.

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Talent Management

Course Code: LMB0443	Course Title: Banking and Insurance Management (4 Credits)
Course Objectives: - ➤ To understand the strategic role of talent management in modern organizations. ➤ To explore processes of attracting, developing, and retaining skilled employees. ➤ To examine tools and frameworks for effective talent planning and succession. ➤ To analyze challenges and trends influencing talent management globally. ➤ To learn to implement performance and engagement strategies to boost retention.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Talent Management: Introduces the concept of talent management, its importance, evolution, key frameworks, and its strategic role in modern organizations.	Students will understand the concept, importance, and strategic role of talent management. BTL 1: Remembering, BTL 2: Understanding
2	Onboarding and Integration: Focuses on integrating new employees into the organization through effective orientation, cultural alignment, and support strategies.	Students will apply onboarding strategies to enhance cultural alignment and employee integration. BTL 2: Understanding, BTL 3: Applying
3	Workforce Planning: Covers forecasting talent needs, analyzing workforce supply and demand, and aligning talent strategy with business goals.	Students will analyze workforce data to forecast talent needs and align strategy with business goals. BTL 3: Applying, BTL 4: Analyzing
4	Performance Management: Discusses setting performance standards, evaluation techniques, feedback methods, and the link between performance and development.	Students will develop effective performance management systems to support organizational growth. BTL 3: Applying, BTL 5: Evaluating
5	Talent Acquisition: Explores methods for attracting and hiring the right talent, including employer branding, recruitment channels, and selection tools.	Students will apply modern recruitment methods and selection tools to attract suitable candidates. BTL 3: Applying, BTL 4: Analyzing
6	Succession Planning: Emphasizes identifying and developing future leaders within the organization to ensure leadership continuity.	Students will evaluate potential leaders and design succession plans for continuity. BTL 4: Analyzing, BTL 5: Evaluating
7	Employee Retention and Engagement:	Students will create strategies to improve

	Explains strategies for retaining top talent through motivation, work-life balance, recognition, and organizational culture.	employee retention, motivation, and engagement. BTL 5: Evaluating, BTL 6: Creating
8	Employee Development: Focuses on training, coaching, mentoring, and learning programs to enhance employee skills and growth.	Students will design personalized development plans to enhance employee learning and career growth. BTL 5: Evaluating, BTL 6: Creating
9	Compensation and Rewards: Covers compensation structures, incentive programs, and reward systems that align employee efforts with organizational goals.	Students will analyze compensation systems and align rewards with employee performance. BTL 4: Analyzing, BTL 5: Evaluating
10	Diversity, Equity and Inclusion: Highlights the significance of creating an inclusive workplace, managing diverse teams, and promoting equity.	Students will assess current DEI practices and recommend inclusive strategies. BTL 4: Analyzing, BTL 5: Evaluating
11	Technology in Talent Management: Discusses digital tools, HR analytics, AI-driven systems, and automation in managing talent effectively.	Students will apply digital tools and analytics to improve talent management processes. BTL 3: Applying, BTL 4: Analyzing
12	Legal and Ethical Aspects of Talent Management: Reviews legal frameworks, labor laws, ethical issues, and compliance in managing workforce practices.	Students will examine labor laws and ethical considerations in talent practices. BTL 2: Understanding, BTL 4: Analyzing
13	Global Talent Management: Covers international HR practices, managing global teams, expatriate management, and cross-cultural competencies	Students will compare international HR strategies and manage diverse global teams. BTL 4: Analyzing, BTL 5: Evaluating
14	Emerging Trends and Future of Talent Management: Explores current and upcoming trends such as gig work, remote leadership, generational shifts, and future skill needs	Students will explore and interpret emerging trends shaping the future of talent management. BTL 1: Remembering, BTL 2: Understanding, BTL 3: Applying
Text book References: - 1. Lewis, R. E., & Heckman, R. J. (2006). Talent Management: A Critical Review. Human Resource Management Review, 16(2), 139–154. 2. Phillips, J., & Edwards, L. (2009). Managing Talent Retention: An ROI Approach. John Wiley & Sons. Other References:- 1. Cappelli, P. (2008). Talent on Demand: Managing Talent in an Age of Uncertainty. Harvard Business Press. 2. Silzer, R., & Dowell, B. E. (Eds.). (2009). Strategy-Driven Talent Management: A Leadership Imperative. Jossey-Bass.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Digital Marketing

Course Code: LMB0444	Course Title: Digital Marketing (4 Credits)
Course Objectives: - ➤ To understand the fundamentals and evolution of digital marketing ➤ To identify and apply key digital marketing channels and tools ➤ To analyze digital consumer behavior by mapping customer journeys, building personas etc. ➤ To design, implement, and evaluate digital marketing strategies ➤ To utilize web development tools, campaign analytics, and performance metrics	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Overview of Digital Marketing: Definition, Scope & Evolution of Digital Marketing, Traditional vs Digital, 4Ps of Marketing, Career Scope.	Students will understand the concept, importance, and strategic role of talent management. BTL 1: Remembering, BTL 2: Understanding
2	Key Channels & Tools: SEO, SEM, SMM, Email, Affiliate, Content, Automation, and Mobile Marketing: Introduction and Usage.	Students will identify and explain the usage of major digital marketing channels and tools. BTL 1: Remembering, BTL 2: Understanding
3	Digital Consumer Behavior: Online Buying Behavior, Customer Journey, Digital Funnel, and Persona Building.	Students will analyze digital consumer behavior and construct customer journey maps and personas. BTL 3: Applying, BTL 4: Analyzing
4	SEO Basics: What is SEO, Importance, Search Engines, SERP, and Ranking Factors.	Students will understand the fundamentals of SEO and its role in digital visibility. BTL 1: Remembering, BTL 2: Understanding
5	On-Page Optimization: Keyword Research, Meta Tags, URL Structure, Content Optimization, Internal Linking.	Students will implement on-page SEO techniques to enhance website visibility. BTL 3: Applying, BTL 4: Analyzing
6	Off-Page & Technical SEO: Back linking, Domain Authority, Local SEO, Mobile SEO, Site Speed, XML Sitemap.	Students will apply off-page and technical SEO strategies to improve site performance. BTL 3: Applying, BTL 4: Analyzing

7	Google Ads: Types of Ads (Search, Display, Video, App Promotion Ads).	Students will differentiate and create various types of Google Ads for campaign purposes. BTL 3: Applying, BTL 4: Analyzing
8	Website: Buy domain & hosting, Install Word Press, Login, Choose theme & create pages, Install plugins.	Students will design and develop a basic WordPress website for digital campaigns. BTL 3: Applying, BTL 6: Creating
9	Introduction to Social Media Marketing (SMM): Role of Social Media in Marketing, Organic vs Paid, Social Trends.	Students will understand the strategic importance of social media and distinguish between organic and paid strategies. BTL 2: Understanding, BTL 4: Analyzing
10	Facebook & Instagram Marketing, LinkedIn, Twitter & YouTube: Business Page Setup, Post Planning, Targeting, Ad Manager Overview, LinkedIn for B2B, Twitter Strategies, YouTube SEO, Video Ads.	Students will plan and execute social media campaigns across various platforms using business tools. BTL 3: Applying, BTL 5: Evaluating
11	Analytics & Campaign Optimization: Insights, Engagement Metrics, A/B Testing, Social Listening, Reports.	Students will interpret digital analytics and optimize campaigns using data-driven insights. BTL 4: Analyzing, BTL 5: Evaluating
12	Introduction & Setup : Domain & Hosting setup, Installing Word Press, Exploring Dashboard, Theme Installation.	Students will set up WordPress websites by configuring domains, hosting, and dashboard settings. BTL 3: Applying, BTL 6: Creating
13	Website Design & Content: Creating Pages & Menus, Adding Blog Posts, Using Widgets & Plugins, Designing Navigation, Customizing Appearance.	Students will design website layouts, create content, and customize features using WordPress tools. BTL 3: Applying, BTL 6: Creating
14	Page Builder & Optimization: Element or Page Builder, Contact Forms & Galleries, SEO Basics in Word Press, Mobile Responsiveness, Backup & Security Tools.	Students will optimize websites for performance, SEO, and responsiveness using page builders and essential tools. BTL 4: Analyzing, BTL 5: Evaluating, BTL 6: Creating
Text book References: - 1. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley. 2. Ryan, D. (2016). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (4th ed.). Kogan Page. Other References:- 1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing (7th ed.). Pearson Education. 2. Kingsnorth, S. (2022). Digital Marketing Strategy: An Integrated Approach to Online		

Marketing (3rd ed.). Kogan Page.

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Strategic Brand Management

Course Code: LMB0445	Course Title: Strategic Brand Management (4 Credits)
Course Objectives: - ➤ To explain the key concepts and principles of strategic brand management. ➤ To analyze the importance of brand equity, its building, and leveraging strategies, using both qualitative and quantitative methods. ➤ To identify the role of brand identity, personality, and communication strategies in building a successful brand. ➤ To evaluate the challenges and opportunities in global branding. ➤ To develop strategies for managing brand crises, including understanding types of crises, crisis management, rebuilding brand reputation, and proactively preventing future crises.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Strategic Brand Management: Introduction, Definition and importance of branding, Role of brands in consumer and business markets, Strategic brand management process, Interrelationship of branding and marketing strategies, Key challenges in managing brands.	Students will be able to explain Strategic Brand Management, explain its importance and understand its importance. BTL2 Understanding
2	Understanding Brand Equity: Introduction, Concept and importance of brand equity, Building and leveraging brand equity, Measuring brand equity using qualitative methods, Quantitative approaches to brand equity assessment, Impact of brand equity on business performance.	Students will be able to describe Brand Equity, explain the importance of brand equity. BTL 1: Describe, BTL 2: Understanding
3	Brand Positioning and Values: Introduction, Concept of brand positioning, Developing brand values and promise, STP introduction & its Process, Positioning strategies for competitive advantage, Examples of effective brand positioning.	Students will be able to define the concept of brand positioning and explain its significance in establishing a brand's identity. BTL 1: Define; BTL 2: Understanding

4	Brand Architecture and Portfolio Management: Definition and Importance of Brand Architecture, Understanding brand hierarchy, Designing effective brand portfolios, Managing multi-brand strategies, Managing Brand Extensions, Brand Portfolio Analysis.	Students will Understand the definition and importance of brand architecture in aligning business and branding strategies. Develop strategies for designing effective brand portfolios to maximize market impact and synergy. BTL 2: Understanding, BTL 3: Applying
5	Brand Identity and Personality: Introduction, Importance of Brand Identity, and Elements of brand identity, Differentiate Between Brand Identity and Brand Image, Concept of Brand Personality, Steps to Develop a Strong Brand Personality.	Students will Identify the key elements of brand identity and their role in shaping brand perception BTL 1: : Remembering
6	Brand Communication Strategies: Introduction, Integrated marketing communication (IMC) for branding, Advertising strategies to enhance brand visibility, Direct and experiential marketing techniques, Media planning and evaluation for branding.	Students will Understand the concept of integrated marketing communication IMC. BTL 2: Understanding
7	Digital Branding and Social Media: Digital Branding Importance, Essentials of digital branding, Managing brand presence on social platforms, Strategies for influencer marketing, Challenges in maintaining digital brand reputation.	Students will Understand the importance of digital branding in building a competitive advantage in the digital era. Identify the essentials of digital branding and their role in establishing a robust online presence. BTL 2: Understanding, BTL 1: : Remembering
8	Brand Equity Measurement and Management: Frameworks for measuring brand equity, Tools and techniques for brand tracking, Sustaining long-term brand equity, Role of customer feedback in brand performance, Linking brand equity to financial outcomes.	Students will Remember key tools and techniques for brand tracking and monitoring brand performance over time. BTL 1: Remembering
9	Brand Loyalty and Consumer Behavior: Understanding consumer-brand relationships, Factors influencing brand loyalty, Building	Students will Explain how to build emotional connections with customers to foster long-term brand

	emotional connections with customers, Brand communities and their role, Impact of customer insights on brand strategy.	loyalty. BTL 2: Understanding
10	Global Branding Strategies: Challenges in global branding, Standardization vs. customization in global markets, Managing cultural differences in branding, Global brand positioning strategies, Characteristics of successful global brands.	Students will Analyze global brand positioning strategies and how they contribute to brand success in international markets. BTL 4: Analyze
11.	Co-Branding and Brand Extensions: Concept and benefits of co-branding, Risks and rewards of brand extensions, Guidelines for successful brand collaborations, Examples of co-branding and extensions, Analyzing the impact on parent brands.	Students will Develop guidelines for successful brand collaborations, ensuring compatibility and strategic fit between partners. Evaluate the impact of co-branding and brand extensions on parent brands. BTL 3: Applying BTL 4: Evaluate.
12.	Managing Brand Crises and Revitalization: Types of brand crises and their causes, Strategies for effective crisis management, Rebuilding brand reputation post-crisis, Case studies on brand revitalization, Proactive measures to prevent crises.	Students will Understand the types of brand crises .Develop strategies for rebuilding brand reputation. BTL 2: Understand BTL 3: Applying
13.	Legal Aspects and Ethical Issues in Branding: Understanding trademarks and copyrights, Legal protections for brand assets, Addressing ethical dilemmas in branding, Compliance with advertising standards, Impact of legal issues on brand value.	Students will Identify the legal protections available for brand assets, Analyze ethical dilemmas in branding. BTL 1: Remembering, BTL 4: Analyze
14.	Future Trends in Brand Management: Emerging technologies shaping branding, Sustainability and its role in brand strategy, Innovations in brand engagement, The future of experiential branding, Challenges and opportunities ahead.	Students will Understand the emerging technologies shaping branding. BTL 2: Understanding

Textbook References:-

1. Kevin Lane Keller *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* Pearson, Latest Edition
2. David A. Aaker *Building Strong Brands* Free Press, Latest Edition
3. Jean-Noël Kapferer *The New Strategic Brand Management: Advanced Insights and Strategic Thinking* Kogan Page, Latest Edition

Other References:-

1. Philip Kotler, Kevin Lane Keller *Marketing Management* Pearson, Latest Edition
2. Marty Neumeier *The Brand Gap: How to Bridge the Distance Between Business Strategy and Design* New Riders, Latest Edition
3. Tracy L. Tuten, Michael R. Solomon *Social Media Marketing* Sage Publications, Latest Edition

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

International Logistic and Global Supply Chain Management

Course Code: LMB0446	Course Title: Strategic Brand Management (4 Credits)
Course Objectives: - ➤ Understand the fundamentals, evolution, and functions of international logistics and global supply chains. ➤ Apply strategic and analytical tools for designing, managing, and optimizing global supply chains. ➤ Analyze the impact of technology, sustainability, and risk management on logistics operations. ➤ Evaluate cost management, performance measurement, and customer relationship strategies in supply chains. ➤ Assess emerging markets, e-commerce trends, and future developments in global supply chain management.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to International Logistics and Supply Chain Management: Concept of Logistics, Features of International Logistics, History and Generations of Logistics, Functions and Classification, Global Networks, Advantages, Disadvantages and Applications in Trade	Students will be able to understand the concept, features, evolution, and functions of international logistics, and analyze its applications and challenges in global trade. BTL 2 – Understanding, BTL 4 – Analyzing
2	Global Supply Chain Design and Strategy: Introduction to Supply Chain Design, Strategic Considerations, Network Design and Location Strategy, Cost–Service Trade-offs, Technology, Sustainability, Risk Management, Collaborative Networks, and Performance Metrics.	Students will be able to analyze the strategic aspects of global supply chain design, evaluate trade-offs between cost and service, and apply concepts of technology, risk management, and sustainability in decision-making. BTL 4 – Analyzing, BTL 5 – Evaluating
3	Transportation in International Logistics:	Students will be able to explain the role

	Role of Transportation in Supply Chain, Modes of Transport (Air, Ocean, Road, Rail), Multimodal Systems, Network Design and Optimization, Transportation Costs and Pricing, Legal Frameworks, Technology Applications, and Challenges in International Transportation	of transportation in global logistics, compare various transport modes, and evaluate cost, legal, and technological aspects of international transportation. BTL 2 – Understanding, BTL 4 – Analyzing
4	Warehousing and Inventory Management: Principles and Role of Warehousing, Inventory Management and Control Techniques, Technology Applications, Global Inventory Strategies, Demand Forecasting, Warehouse Management Systems (WMS), Lean Practices, Risk Management, and Sustainability.	Students will be able to understand the principles of warehousing and inventory control, apply forecasting and technology tools in inventory decisions, and evaluate global and sustainable warehousing practices. BTL 2 – Understanding, BTL 3 – Applying, BTL 5 – Evaluating
5	Trade Policies and Regulations: Introduction to Trade Policies, International Trade Agreements, Role of WTO, Other Trade Bodies, Customs Clearance, Import and Export Documentation, Tariffs and Trade Barriers, Trade Policies for Developing Nations, Intellectual Property in Trade, Environmental and Ethical Regulations, Digital Trade Policies, and Future Directions.	Students will be able to understand the framework of global trade policies, analyze the role of WTO and trade agreements, apply knowledge of customs and documentation in real scenarios, and evaluate the impact of tariffs, ethical concerns, and digital trade policies. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
6	Risk Management in Global Supply Chains: Introduction to Risk Management, Types of Risks, Risk Identification and Assessment, Strategies for Mitigation, Role of Collaboration and Technology, Financial Instruments, Insurance, Case Studies, Regulatory and Ethical Issues, Sustainability, and Future of Risk Management.	Students will be able to identify and classify risks in global supply chains, analyze mitigation strategies, apply collaborative and technological approaches to risk management, and evaluate financial, regulatory, and sustainable frameworks for minimizing supply chain vulnerabilities. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
7	Sustainable and Green Logistics: Introduction, Environmental Impacts of Logistics, The Case for Green Logistics, Key Concepts in Green Supply Chains, Strategies for Green Supply Chains,	Students will be able to understand the environmental impact of logistics, apply strategies for green supply chains, analyze sustainability measures and regulatory frameworks, and evaluate

	Regulatory Frameworks, Measuring Sustainability, Role of Technology, Challenges in Implementation, Case Studies, Stakeholder Roles, and Future Trends.	future trends and stakeholder roles in achieving sustainable logistics. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
8	Technology and Innovation in Logistics: Introduction, Role of IT in Logistics, Automation in Logistics, Blockchain in Supply Chains, Internet of Things (IoT) in Logistics, Big Data Analytics in Logistics, Artificial Intelligence in Logistics, Sustainability in Logistics Technology, Future Trends in Logistics, Challenges.	Students will be able to understand the role and applications of technology in logistics, apply IT, IoT, AI, blockchain, and automation tools in logistics operations, analyze the impact of technology on efficiency, decision-making, and sustainability, and evaluate challenges, ethical considerations, and future trends in logistics technology. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
9	Cost Management and Performance Measurement: Introduction, Types, Role of Costing Models in Cost Control, Integrating KPIs into Logistics Management, Benchmarking in Logistics, Best Practices for Benchmarking, Challenges in Cost Management and Performance Measurement, Implementing Cost Management and Performance Measurement Tools, The Role of Technology in Cost Management, The Impact of Cost Management on Customer Satisfaction.	Students will be able to understand the concepts of cost management and performance measurement in logistics, apply costing models and KPIs to evaluate logistics operations, analyze benchmarking practices and cost-benefit outcomes, and evaluate the role of technology and its impact on cost efficiency and customer satisfaction. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
10	Global Procurement and Supplier Management: Introduction, Evolution, Key Challenges, Strategies to Overcome International Sourcing Challenges, Building Resilient Supplier Relationships, Ethical Sourcing.	Students will be able to understand the concepts and evolution of global procurement, apply strategies to overcome international sourcing challenges, analyze supplier relationships, ethical practices, and sustainability initiatives, and evaluate procurement performance and technology's role in managing supplier risks. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
11.	E-Commerce and Logistics: Introduction,	Students will be able to understand the

	Evolution, Key Components of E-Commerce Logistics, The Impact of E-Commerce on Supply Chains, The Role of Technology in E-Commerce Logistics, Last-Mile Delivery: Challenges and Innovations, Sustainability.	evolution and components of e-commerce logistics, apply technology and innovative solutions to improve last-mile delivery and returns management, analyze sustainability and cross-border logistics challenges, and evaluate collaboration strategies, risks, and future trends in e-commerce logistics. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
12.	Customer Relationship Management (CRM) in Logistics: Introduction, Historical Evolution, Core Components of CRM in Logistics, Role of CRM in Enhancing Supply Chain Efficiency, CRM and Customer Satisfaction, CRM Strategies for Logistics Companies, CRM Technology in Logistics, Challenges, Case Studies, CRM in E-Commerce and Last-Mile Delivery.	Students will be able to understand the concept and evolution of CRM in logistics, apply CRM strategies and technologies to enhance supply chain efficiency and customer satisfaction, analyze implementation challenges and performance metrics, and evaluate future trends and best practices in CRM for logistics. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
13.	Emerging Markets and Supply Chain Opportunities: Introduction, Challenges in Emerging Economies, Infrastructure Development and Its Impact on Logistics, Technology Adoption in Emerging Markets, Sustainability and Environmental Considerations, Risk Management and Resilience in Supply Chains, Opportunities for Growth in Emerging Markets, Logistics Innovations for Market Entry, Case Study.	Students will be able to understand the logistics challenges and opportunities in emerging markets, apply strategies for infrastructure development, technology adoption, and risk management, analyze sustainability and resilience considerations, and evaluate growth opportunities, government policies, and financing mechanisms for effective supply chain management in emerging economies. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
14.	Future of Global Supply Chain Management: Introduction to Trade Policies, Key Drivers of Change in Supply	Students will be able to understand the evolving dynamics of global supply chains, apply emerging technologies such

	Chains, Emerging Trends, Role of AI in Supply Chain Management, Role of Machine Learning in Supply Chain Management, Smart Warehousing and Logistics, Blockchain in Supply Chains, Supply Chain Resilience, Globalization vs. Regionalization of Supply Chains, Ethical and Sustainable Supply Chains, Future Workforce in Supply Chain Management, Technological Integration and Interoperability.	as AI, machine learning, blockchain, and smart logistics, analyze trends, ethical considerations, and resilience strategies, and evaluate the impact of globalization, regionalization, and workforce transformation on future supply chain management. BTL 2 – Understanding, BTL 3 – Applying, BTL 4 – Analyzing, BTL 5 – Evaluating
Textbook References:- 1. Chopra, S., & Meindl, P. (2021). Supply Chain Management: Strategy, Planning, and Operation (7th ed.). Pearson. 2. Christopher, M. (2016). Logistics & Supply Chain Management (5th ed.). FT Prentice Hall. 3. Rushton, A., Croucher, P., & Baker, P. (2017). The Handbook of Logistics and Distribution Management (6th ed.). Kogan Page. 4. Kshetri, N. (2018). Blockchain and Supply Chain Management. Journal of Supply Chain Management, 54(1), 1–16. 5. Heizer, J., Render, B., & Munson, C. (2020). Operations Management: Sustainability and Supply Chain Management (13th ed.). Pearson.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Sale & Distribution Management

Course Code: LMB0447	Course Title: Sale & Distribution Management (4 Credits)
Course Objectives: - ➤ To explain the key concepts and principles of sales and distribution management, including the sales process, channel structures, and distribution networks. ➤ To analyze market data to assess sales potential, design effective sales territories, and identify optimal distribution strategies. ➤ To demonstrate the ability to apply effective selling techniques and negotiation strategies to achieve sales objectives. ➤ To evaluate the performance of sales teams and distribution channels using appropriate metrics and suggest improvements. ➤ To create comprehensive sales and distribution plans that align with organizational goals and market demands.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Sales Management: Basics of Sales Management, Evolution of Sales Management, Differences Between Sales and Marketing, Core Functions of Sales Management,	Students will be able to explain the concept and significance of sales management in business and distinguish between sales and marketing. BTL 2 – Understanding
2	Recruitment and Selection of Sales Force: Identifying the Need for Recruitment, Job Analysis and Sales Force Profiling, Sources of Recruitment (Internal vs. External), Steps in the Selection Process, Common Challenges in Sales Force Recruitment	Students will be able to describe the process of recruiting and selecting a sales force and explain the importance of sales training. BTL 1 – Remembering, BTL 2 – Understanding
3	Distribution Channel Management: Importance of Distribution Channels in Marketing, Functions of Distribution Channels, Channel Design and Selection, Factors Influencing Channel Design, Levels	Students will be able to identify types and functions of distribution channels and explain the factors influencing their design and management. BTL 1 – Remembering, BTL 2 –

	of Distribution Intensity.	Understanding
4	Channel Design and Planning Process: Strategic Channel Design Introduction, Importance of Strategic Channel Design, Steps in Channel Planning, Criteria for Channel Selection, Distribution Intensity and Coverage Decisions,	Students will understand the importance of channel design and develop strategic plans for selecting and managing distribution channels. BTL 2 – Understand, BTL 3 – Applying
5	Organizing Sales Effort: Role of Sales Executive, Sales Organization Structures, Sales Department Relations, Distributive-Network Relations, Sales Force Management.	Students will understand the principles of organizing a sales force and apply sales structures to improve team performance. BTL 2 – Understand, BTL 3 – Applying
6	Sales Planning & Organization : Introduction, Levels of Sales management Positions, Roles played by sales managers, Sales forecasting methods, Organizing & Driving Sales Efforts.	Students will define organizational concepts, explain organizing processes, and compare different sales structures. BTL 1 – Remembering
7	Sales Force Management: Sales Job Analysis), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses,	Students will analyze sales job roles, compensation methods, and supervision techniques to manage sales teams effectively. BTL 4 – Analyze
8	Distribution & Its Types: Meaning and Importance of Distribution, Definition of Distribution in marketing, Types of Distribution Channels, Physical Distribution Management.	Students will understand the meaning and role of distribution in marketing. BTL 2 – Understand
9	Importance of Distribution in Selling : Introduction to Distribution in Selling, Role of Distribution in Customer Satisfaction, Distribution and Sales Performance, Types of Distribution Channels	Students will understand and evaluate the impact of distribution on customer satisfaction and sales performance. BTL 2 – Understand, BTL 5 – Evaluate
10	Selling & Its Types: Introduction to Selling, Types of Selling, B2B	Students will analyze different types and methods of selling in various business contexts.

MU CODE MBA SYLLABUS

	Selling (Business to Business), B2C Selling (Business to Consumer), Online Selling (E-commerce), Consultative Selling, Influence of Technology on Selling.	BTL 4 – Analyze
11.	Personal Selling: Introduction to Personal Selling, Personal Selling Process, Skills Required for Personal Selling, Sales Techniques in Personal Selling, Role of Technology in Personal Selling.	Students will explain the personal selling process and analyze various sales techniques and their effectiveness. BTL 2 – Understand, BTL 4 – Analyze
12.	Managing Sales Personnel : Introduction, Selling & Sales Management, Recruitment & Selection of Salesmen, Developing New Attitude in Selling,	Students will understand and recall the fundamental aspects of managing sales personnel. BTL 1 – Remembering, BTL 2 – Understand
13.	Sales Organization: Introduction ,Definition, Need & Purpose, Developing the Sales Organization, Centralization vs. Decentralization in Sales Organization, Types of Organizational Structure	Students will understand the structure and purpose of sales organizations and analyze strategies for organizational development. BTL 2 – Understand, BTL 4 – Analyze
14.	International Sales Management: Introduction to International Sales Management, Global Sales Strategies, Cultural Differences in Selling, Market Entry Strategies for International Sales,	Students will understand the fundamentals of international sales and create strategic plans for entering global markets. BTL 2 – Understand, BTL 6 – Create

Textbook References:-

1. David Jobber, Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition
2. Tanner, Honeycutt, Erffmeyer Sales Management Pearson Latest Edition
3. Mark W. Johnston, Greg W. Marshall Sales Force Management Tata McGrawHill Latest Edition

Other References:-

1. William L. Cron, Thomas E. DeCarlo Sales Management Wiley Latest Edition
2. Dr. S. L. Gupta Sales & Distribution Management Excel Latest Edition

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Privacy Ethics & Regulations in AI

Course Code: LBM0448	Course Title: Privacy Ethics & Regulations in AI (4 Credits)
Course Objectives: - ➤ To understand key concepts of privacy, ethics, and regulatory issues in artificial intelligence. ➤ To identify and analyze ethical challenges and privacy risks in AI applications. ➤ To examine global regulations, standards, and policies governing AI development and use. ➤ To apply ethical principles and compliance strategies in the design of AI systems. ➤ To critically evaluate the societal impacts and promote responsible AI innovation.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Privacy, Ethics, and AI: Definition and Scope of Artificial Intelligence, Importance of Ethics and Privacy in AI, Historical Development of AI Ethics, Key Ethical Issues in AI (Bias, Autonomy, Accountability), Understanding Privacy: Concepts and Dimensions, Relationship between Data, Privacy, and AI, Societal Impacts of AI: Opportunities and Risks	Students will be able to explain the fundamental concepts of privacy, ethics, and artificial intelligence, recognize the significance of ethical considerations in AI development, and understand the relationship between AI technologies and societal values. BTL 1: Remembering, BTL 2: Understanding, BTL 4: Analyzing
2	Foundations of Data Privacy and Protection: Introduction to Data Privacy: Meaning and Importance, Types of Data: Personal Data, Sensitive Data, and Anonymized Data, Principles of Data Protection (Collection Limitation, Purpose Specification, Data Minimization),	Students will be able to explain the core principles of data privacy and protection, identify privacy risks associated with AI systems, and apply basic strategies to safeguard personal and sensitive data in compliance with legal and ethical

	Rights of Individuals: Access, Correction, Erasure, and Portability, Data Breaches: Causes, Consequences, and Response Mechanisms, Privacy Risks in AI Systems (Re-identification, Data Leakage, Inference Attacks), Basics of Encryption, Anonymization, and Pseudonymization Techniques, Overview of Major Data Protection Regulations (GDPR, CCPA, HIPAA)	standards. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
3	Ethical Theories and Their Application to AI: Introduction to Ethics: Definition and Importance, Major Ethical Theories: Overview and Key Concepts ,Application of Ethical Theories to AI Decision-Making, Case Studies: Applying Utilitarianism and Deontology to AI Systems, Ethics of Autonomous Systems (e.g., Self-Driving Cars, AI in Healthcare), Conflict of Ethical Principles in AI Design and Deployment, Critical Reflections on the Limitations of Traditional Ethical Frameworks for AI	Students will be able to describe major ethical theories and critically apply them to analyze ethical challenges in AI systems, enabling responsible and principled decision-making in AI design and deployment. BTL 1: Remembering, BTL 2: Understanding, BTL 5: Evaluating
4	Bias, Fairness, and Transparency in AI Systems: Introduction to Bias in AI: Definition and Types (Data Bias, Algorithmic Bias, Cognitive Bias), Sources of Bias in AI Systems (Training Data, Model Design, Human Factors), Consequences of Bias in AI: Social, Economic, and Ethical Implications, Understanding Fairness in AI: Different Perspectives and Approaches, Techniques for Detecting and Mitigating Bias in AI Models, Transparency in AI Systems: Definition and Importance, The Role of Explainability in Promoting Transparency, Legal and Ethical Considerations in Achieving Fairness and Transparency (GDPR, AI Ethics Guidelines)	Students will be able to identify various types of bias in AI systems, evaluate fairness from multiple ethical perspectives, and apply techniques to ensure transparency and mitigate bias, promoting accountability in AI models and applications. BTL 2: Understanding, BTL 3: Applying, BTL 6: Creating
5	Surveillance, Consent, and Data Ownership: Introduction to Surveillance: Definition, Types, and Technologies, Surveillance in the Age of AI: AI-enabled Surveillance Systems (Facial Recognition, Social Media Monitoring, Location Tracking), Ethical Issues in Surveillance:	Students will be able to analyze the ethical implications of surveillance technologies, evaluate the principles of informed consent in data collection, and understand the legal and moral aspects of data ownership, while exploring the impact of AI on

	Privacy Violations, Mass Surveillance, and Consent, The Role of Consent in Data Collection and Use, Data Ownership: Who Owns Personal and AI-Generated Data?, The Concept of Data Sovereignty and Cross-Border Data Flow, Ethical Challenges in Balancing Security, Surveillance, and Privacy, Future Trends in Surveillance and Data Ownership in the Age of AI	privacy rights. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
6	Privacy by Design and Ethical AI Development: Introduction to Privacy by Design (PbD): Principles and Concepts, The Seven Foundational Principles of Privacy by Design, Integrating Privacy by Design into the AI Development Lifecycle, Ethical AI Development: Core Principles and Frameworks, Privacy-Enhancing Technologies (PETs) in AI Development, AI System Design: Balancing Innovation, Privacy, and Ethics, Role of AI Developers, Designers, and Engineers in Ethical AI, Ethical Decision-Making Frameworks for AI Systems	Students will be able to integrate privacy principles into AI system development, design AI solutions that adhere to ethical standards, and apply privacy-enhancing technologies, ensuring responsible and legally compliant AI deployment. BTL 1: Remembering, BTL 2: Understanding, BTL 4: Analyzing
7	Global Data Protection Laws: GDPR and Beyond: Introduction to Data Protection Laws: Importance and Scope, Overview of the General Data Protection Regulation (GDPR): Key Principles and Provisions, GDPR Compliance Requirements for AI Systems, Data Transfers and Cross-Border Data Flow under GDPR, Privacy Regulations in Other Jurisdictions, Key Differences and Similarities in Global Data Protection Laws, The Role of Data Protection Authorities (DPAs)	Students will be able to understand and apply the principles of global data protection laws, with a focus on GDPR, and assess how these regulations impact AI systems, ensuring compliance with data privacy and security requirements across different jurisdictions. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
8	AI Governance Frameworks and Standards: Introduction to AI Governance: Importance and Objectives, Key Principles of AI Governance: Accountability, Transparency, Fairness, and Safety, Overview of AI Governance Frameworks, International Standards and Guidelines for AI Development, The Role of AI Ethics Committees and Regulatory Bodies, Risk Management in AI Systems: Frameworks for	Students will be able to understand and apply various AI governance frameworks and standards, evaluate the effectiveness of regulatory approaches, and develop strategies for ensuring ethical compliance, transparency, and accountability in AI systems. BTL 2: Understanding, BTL 4: Analyzing,

	Mitigating AI Risks, AI Auditing and Accountability: Best Practices and Tools, AI and Human Rights: Ethical Implications and Legal Considerations, The Future of AI Governance: Challenges and Evolving Standards	BTL 5: Evaluating
9	Accountability, Explain ability, and Trust in AI: Introduction to Accountability in AI, AI System Accountability, The Importance of Explain ability in AI, Techniques for Enhancing Explain ability, Building Trust in AI Systems, Regulatory and Ethical Implications of Explainable and Accountable AI, Emerging Trends in AI Trust	Students will be able to analyze the principles of accountability and explain ability in AI, apply techniques to enhance transparency and trust in AI systems, and evaluate the ethical and legal implications of AI decision-making processes. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing, BTL 6: Creating
10	Intellectual Property Rights and AI Innovations: Overview of Intellectual Property Rights (IPR), Copyright Law and AI, Patenting AI Innovations, AI as an Inventor, Trade Secrets and AI, Licensing of AI Technologies, AI in Trademarks and Branding, Future of IP in AI Innovations	Students will be able to understand the intersection of intellectual property law and AI innovations, analyze the challenges of IP protection for AI-generated works, and apply legal frameworks to manage AI-related intellectual property effectively. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
11.	AI in Sensitive Sectors: Healthcare, Finance, and Education: Introduction to AI in Sensitive Sectors, AI in Healthcare, AI and Data Privacy in Healthcare, AI in Financial Services, AI and Ethics in Finance, AI in Education, Ethical Concerns of AI in Education, The Future of AI in Sensitive Sectors	Students will be able to evaluate the applications of AI in healthcare, finance, and education, identify the ethical and regulatory challenges specific to these sectors, and propose solutions to ensure fairness, privacy, and transparency in AI systems. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
12.	Social and Cultural Impacts of AI Technologies: Introduction to Social and Cultural Impacts of AI, AI and Society, AI and Cultural Change,	Students will be able to assess the social and cultural impacts of AI technologies, evaluate ethical concerns such as bias and inequality, and propose strategies to mitigate

	Impact of AI on Employment and Workforce, AI in Social Interactions and Relationships, Ethical and Social Concerns in AI, The Global Divide in AI Access, The Future of AI in Society and Culture	negative effects while maximizing AI's potential to foster positive societal change. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
13.	Emerging Challenges: Deep fakes, Misinformation, and AI Security: Introduction to Emerging AI Challenges, Understanding Deep fakes, Ethical Implications of Deep fakes, Misinformation and Disinformation in the Age of AI, AI and Social Media Manipulation, Detecting and Mitigating Deep fakes, AI Security Risks and Vulnerabilities, Regulations and Policies for Deep fakes and Misinformation	Students will be able to critically evaluate the challenges posed by deep fakes, misinformation, and AI security threats, develop strategies for detecting and mitigating these risks, and understand the ethical, legal, and social implications of these emerging issues. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
14.	Future Trends in Ethical AI Regulation and Governance: Introduction to Ethical AI Regulation and Governance, Global AI Governance Frameworks, AI Ethics Guidelines and Standards, Risk-Based Approaches to AI Regulation, Transparency, Accountability, and Explainability in AI, AI Regulation in Different Jurisdictions, Future Challenges and Opportunities in Ethical AI Governance	Students will be able to analyze emerging trends in ethical AI regulation and governance, assess global regulatory frameworks, and propose effective strategies for ensuring ethical AI development while addressing future challenges in AI governance. BTL 2: Understanding, BTL 4: Analyzing, BTL 3: Applying, BTL 5: Evaluating
Textbook References:-- 1. Justin and Mario, AI Data Privacy and Protection: The Complete Guide to Ethical AI. Technics Publications Other References:- 1. International Association of Privacy Professionals (IAPP), The Privacy Expert's Guide to AI and Machine Learning 2. MineOS, A Practical Guide for AI & Data Privacy Compliance		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Data Visualization for Managers

Course Code: LMB0449	Course Title: Data Visualization for Managers (4 credits)
Course Objectives: - ➤ To understand fundamental principles of data visualization and visual perception ➤ To create effective visualizations for different business scenarios ➤ To evaluate and improve visualization designs ➤ To use data visualization tools to support decision-making ➤ To communicate complex data insights to diverse stakeholders	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Data Visualization: The role of data visualization in business decision-making, historical evolution of data visualization, visual perception and cognition basics, the data-ink ratio concept.	Students will be able to analyze the role and importance of data visualization in business decision-making, visual perception, historical context, and basic Tableau functionality. BTL: 4 Analyzing
2	Data Visualization Principles: Gestalt principles of visual perception, color theory, chart selection, and common visualization pitfalls.	Students will be able to evaluate visualization design by applying Gestalt principles, effective color use, and chart selection techniques. BTL: 5 Evaluating
3	Data Types and Visual Encodings: Understanding data types (nominal, ordinal, interval, ratio) and appropriate visual encodings using visual variables.	Students will be able to apply visual encoding techniques to represent various data types effectively using appropriate visual variables. BTL: 3 Applying
4	Storytelling with Data: Narrative structures, visualization selection, audience analysis, and storytelling with business data.	Students will be able to create compelling data stories by applying narrative structures, visualization strategies, and audience-specific

		adaptations. BTL: 6 Creating
5	Dashboard Design: Dashboard layout, planning, interactive elements, and usability principles.	Students will be able to apply dashboard layout principles and interactivity to design effective business dashboards. BTL: 3 Applying
6	Time Series Visualization: Visualizing temporal data, trend analysis, forecasting, and seasonality.	Students will be able to analyze and visualize temporal patterns, trends, and forecasts using time series techniques. BTL: 4 Analyzing
7	Geospatial Data Visualization: Mapping fundamentals, choropleth maps, and location-based analytics.	Students will be able to apply appropriate mapping techniques and design clear geospatial visualizations for location-based analytics. BTL: 3 Applying
8	Financial Data Visualization: Visualizing financial statements, stock trends, and portfolio analysis.	Students will be able to create financial dashboards that visualize statements, market trends, and portfolio risks effectively. BTL: 6 Creating
9	Marketing and Customer Analytics Visualization: Customer segmentation, marketing funnel, and social media dashboards.	Students will be able to apply visualization techniques to analyze customer segments, marketing funnels, and social media performance. BTL: 3 Applying
10	Operational Performance Visualization: KPI dashboards, supply chain, and process performance visualizations.	Students will be able to apply visualization methods to design dashboards that monitor KPIs, supply chains, and process performance. BTL: 3 Applying
11.	Advanced Interactive Visualizations: Drill-downs, filters, parameters, and custom calculations.	Students will be able to analyze and implement advanced Tableau features such as drill-downs, filters, and custom visual elements. BTL: 4 Analyzing
12.	Data Visualization Ethics: Avoiding manipulation, representing uncertainty, and ensuring accessibility.	Students will be able to evaluate the ethical considerations in data visualization, including accuracy, accessibility, and representation. BTL:

		5 Evaluating
13.	Emerging Trends in Data Visualization: AI-driven visualizations, real-time data, and VR/AR applications.	Students will be able to analyze emerging technologies such as AI, real-time data, and immersive visualization in business contexts. BTL: 4 Analyzing
14.	Future Direction in Data Visualization: Integration with BI tools, big data visualization, and personalized storytelling.	Students will be able to analyze the integration of modern tools, BI systems, and storytelling techniques for future-ready data visualization. BTL: 4 Analyzing
Textbook References:- 1. "Data Visualization for Managers" by Dr. Sarabjit Singh 2. "Making Data Speak: A Manager's Guide to Visualization" by Prof. Dinesh Kumar 3. "Business Intelligence and Data Visualization" by Arun K. Somani		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Quality Management in Healthcare

Course Code: LMB0450	Course Title: Quality Management in Healthcare (4 credits)
Course Objectives: - ➤ To develop a comprehensive understanding of quality management principles and their specific applications in healthcare. ➤ To learn to implement and evaluate quality improvement frameworks like TQM, Six Sigma, and Lean for enhanced healthcare outcomes. ➤ To gain proficiency in quality measurement, benchmarking, and data-driven decision-making to improve healthcare services. ➤ To foster a patient-centered approach by integrating patient safety, risk management, and feedback into quality initiatives. ➤ To cultivate leadership and strategic skills to build a quality-focused culture in healthcare organizations.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Foundations of Quality Management in Healthcare: Definition and importance of quality in healthcare, evolution of quality management in healthcare, key principles of quality management.	Students will understand the foundational principles of quality management, its historical evolution, and its importance in enhancing healthcare systems. BTL 1: Remembering, BTL 2: Understanding, and BTL 3: Applying.
2	Quality Improvement Frameworks and Models: Overview of Total Quality Management (TQM), introduction to Six Sigma and Lean in healthcare, comparisons and applications of various models.	Students will gain the ability to identify and compare major quality improvement models like TQM, Six Sigma, and Lean, and understand their application in healthcare settings. BTL 1: Remembering, BTL 2:

		Understanding, and BTL 4: Analyzing.
3	Regulatory and Accreditation Standards in Healthcare: Major accreditation bodies (e.g., JCI, NABH, CARF), the role of standards in healthcare quality, processes for accreditation and certification.	Students will learn about key accreditation and regulatory standards, understanding their significance in maintaining and improving healthcare quality. BTL 1: Remembering, BTL 2: Understanding, and BTL 3: Applying.
4	Patient Safety and Risk Management: Core concepts of patient safety, identifying and managing risks in healthcare, tools for risk management (e.g., Failure Mode Effect Analysis).	Students will understand the principles of patient safety and risk management and learn to apply tools to identify and mitigate risks in healthcare. BTL 1: Remembering, BTL 2: Understanding, and BTL 3: Applying.
5	Quality Measurement and Benchmarking in Healthcare: Key performance indicators (KPIs) and metrics, benchmarking techniques and best practices, case studies on quality benchmarking.	Students will be able to identify healthcare quality metrics, understand benchmarking techniques, and evaluate their role in improving organizational performance. BTL 1: Remembering, BTL 2: Understanding, and BTL 5: Evaluating.
6	Data-Driven Quality Improvement: Data collection and analysis methods, role of big data in quality management, predictive analytics and AI for quality initiative.	Students will explore the role of data analytics in healthcare quality, learning how to leverage big data and predictive tools for continuous improvement. BTL 1: Remembering, BTL 2: Understanding, and BTL 3: Applying.
7	Patient-Centered Care and Experience: Principles of patient-centered care, gathering and analyzing patient feedback, enhancing patient satisfaction and experience.	Students will understand the principles of patient-centered care and develop strategies to enhance patient satisfaction and engagement. BTL 1: Remembering, BTL 2: Understanding, and BTL 6: Creating.

8	Continuous Quality Improvement (CQI) in Healthcare: Understanding the CQI cycle (Plan-Do-Study-Act), implementing CQI processes in healthcare, case studies of successful CQI projects.	Students will grasp the CQI process and learn how to implement and evaluate quality improvement projects in healthcare organizations. BTL 1: Remembering, BTL 2: Understanding, and BTL 3: Applying.
9	Healthcare Quality Audits and Assessments: Types of quality audits in healthcare, steps for conducting an audit, tools for audit evaluation and reporting.	Students will learn how to conduct healthcare quality audits, evaluate results, and recommend actionable improvements. BTL 1: Remembering, BTL 2: Understanding, and BTL 4: Analyzing.
10	Quality Management Tools and Techniques: Common quality tools (e.g., Fishbone Diagram, Pareto Analysis), process mapping and root cause analysis, applying statistical process control in healthcare.	Students will gain proficiency in using tools like Fishbone Diagrams, Pareto Analysis, and process mapping to address quality challenges in healthcare. BTL 1: Remembering, BTL 2: Understanding, and BTL 3: Applying.
11.	Ethical Considerations in Quality Management: Ethics in patient care and quality decisions, balancing quality, cost, and access, handling ethical dilemmas in quality initiatives.	Students will understand the ethical dimensions of quality management, learning to balance cost, quality, and access while addressing ethical dilemmas. BTL 1: Remembering, BTL 2: Understanding, and BTL 5: Evaluating.
12.	Technology and Innovation in Quality Management: The role of digital health and telemedicine, EHRs, EMRs, and interoperability, emerging technologies (AI, IoT) in quality improvement.	Students will explore the impact of technologies like EHRs, AI, and telemedicine on quality improvement and learn how to integrate them into healthcare systems. BTL 1: Remembering, BTL 2: Understanding, and BTL 3: Applying.
13.	Strategic Leadership for Quality in Healthcare: Leadership's role in quality culture, building and	Students will develop insights into the role of leadership in promoting a quality-focused culture and learn to

	sustaining a quality-focused organization, training and development for quality improvement.	design training programs for quality enhancement. BTL 1: Remembering, BTL 2: Understanding, and BTL 6: Creating.
14.	Future Trends and Challenges in Healthcare Quality: Global trends in healthcare quality management, addressing healthcare quality in diverse populations, preparing for future challenges in quality management.	Students will identify emerging trends and challenges in healthcare quality management and propose strategies for adapting to future demands. BTL 1: Remembering, BTL 2: Understanding, and BTL 4: Analyzing.

Textbook References:-

1. Spath, P. L. (2018). *Applying Quality Management in Healthcare: A Systems Approach* (4th ed.). Health Administration Press.
2. Kelly, D. L. (2020). *Quality Management for Organizational Excellence: Introduction to Total Quality* (9th ed.). Pearson.

Other References:-

1. McLaughlin, D. B., & Kaluzny, A. D. (2018). *Continuous Quality Improvement in Health Care* (5th ed.). Jones & Bartlett Learning.
2. Ransom, E. R., Joshi, M. S., Nash, D. B., & Ransom, S. B. (2021). *The Healthcare Quality Book: Vision, Strategy, and Tools* (4th ed.). Health Administration Press.
3. Buchbinder, S. B., & Shanks, N. H. (2019). *Introduction to Health Care Management* (4th ed.). Jones & Bartlett Learning.

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analyzing; BT level 5: Evaluating; BT level 6: Creating)

Health Informatics and Health Insurance

Course Code: LMB0451	Course Title: Health Informatics and Health Insurance (4 Credits)
Course Objectives: - ➤ To understand the fundamentals of health informatics and insurance, including key concepts, terminologies, and their roles in healthcare systems. ➤ To apply health information systems and standards such as EHRs, ICD, HL7, and SNOMED for effective healthcare management. ➤ To analyze privacy, security, and ethical considerations by examining legal frameworks like HIPAA and best practices for protecting patient data. ➤ To evaluate health insurance policies, claims processing workflows and reimbursement methods across various insurance models. ➤ To explore emerging trends and innovations in health informatics and insurance, including AI, blockchain, telemedicine, and predictive analytics.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Health Informatics: This unit provides an overview of health informatics, its role in modern healthcare, and key concepts such as data management, electronic health records (EHRs), and health information systems.	Describe the core components and functions of health informatics and its importance in healthcare. BTL 1: Remembering, BTL 2: Understanding
2	Fundamentals of Health Information Systems: Covers the structure and functions of health information systems, including EHRs, personal health records, and hospital management systems.	Explain the structure of various health information systems and apply this knowledge in analyzing healthcare IT setups. BTL 2: Understanding, BTL 3: Applying
3	Data Standards and Interoperability in Health Informatics: Focuses on data standards (HL7, SNOMED CT, ICD, LOINC), interoperability, and the	Analyze different health data standards and evaluate their impact on healthcare interoperability. BTL 4: Analyzing, BTL 5: Evaluating

	importance of standardized data exchange in healthcare.	
4	Privacy, Security, and Ethical Issues in Health Informatics: Discusses confidentiality, security protocols, and ethical concerns surrounding health data, including HIPAA compliance.	Evaluate privacy and ethical issues in health informatics in accordance with legal standards. BTL 2: Understanding, BTL 5: Evaluating
5	Artificial Intelligence (AI) and Big Data in Health Informatics: Covers applications of AI, machine learning, and big data analytics in healthcare decision-making.	Apply AI and big data tools to solve real-world healthcare problems. BTL 3: Applying, BTL 6: Creating
6	Introduction to Health Insurance Systems: Explores the principles of health insurance, including public and private insurance models, and their impact on healthcare access.	Explain the basic structure and function of health insurance systems. BTL 1: Remembering, BTL 2: Understanding
7	Health Insurance Policies and Regulations: Examines national and international health insurance regulations, including the Affordable Care Act (ACA) and managed care.	Analyze health insurance policies and evaluate regulatory frameworks. BTL 4: Analyzing, BTL 5: Evaluating
8	Claims Processing and Reimbursement Systems: Details the process of health insurance claims, including coding systems (CPT, ICD-10), billing, and reimbursement methods.	Apply coding principles to claims processing and analyze reimbursement systems. BTL 3: Applying, BTL 4: Analyzing
9	Risk Management in Health Insurance: Discusses risk assessment, fraud detection, and financial risk management strategies in health insurance.	Evaluate risk management techniques in health insurance to minimize fraud and financial loss. BTL 2: Understanding, BTL 5: Evaluating
10	Electronic Health Records (EHRs) and Insurance Integration: Examines how EHRs support insurance claims processing, decision support systems, and provider reimbursements.	Analyze how EHR systems contribute to insurance processes and reimbursement decisions. BTL 3: Applying, BTL 4: Analyzing

11	Telemedicine, Digital Health, and Insurance Coverage: Explores how telemedicine and digital health solutions are covered by insurance, including regulatory challenges.	Design innovative digital health strategies that align with insurance coverage policies. BTL 2: Understanding, BTL 6: Creating
12	Cost Containment Strategies in Health Insurance: Focuses on strategies to control healthcare costs, including value-based care, preventive care incentives, and alternative payment models.	Evaluate and recommend cost-containment strategies in health insurance. BTL 4: Analyzing, BTL 5: Evaluating
13	Global Health Insurance Systems: Examines health insurance systems in different countries, including universal healthcare models.	Evaluate the effectiveness of different international health insurance systems. BTL 2: Understanding, BTL 5: Evaluating
14	Future Trends in Health Informatics and Insurance: Discusses emerging trends like blockchain, AI-driven claims processing, and predictive analytics in insurance.	Create proposals for adopting emerging technologies in health informatics and insurance. BTL 3: Applying, BTL 6: Creating
Textbook References:- 1. Health Informatics: An Interprofessional Approach – by Ramona Nelson & Nancy Staggers (Elsevier, Latest Edition). 2. Health Insurance and Managed Care: What They Are and How They Work – by Peter R. Kongstvedt (Jones & Bartlett Learning, Latest Edition) Other References:- 1. Shortliffe, E. H., & Cimino, J. J. (2021). Biomedical Informatics: Computer Applications in Health Care and Biomedicine (Springer). 2. Yasnoff, W. A., et al. (2019). Public Health Informatics and Information Systems (Springer).		

(Bloom's Taxonomy: BTL 1: Remembering; BTL 2: Understanding; BTL 3: Applying; BTL 4: Analyzing; BTL 5: Evaluating; BTL 6: Creating)

Hospital Administration and Biomedical Waste Management

Course Code: LMB0452	Course Title: Hospital Administration and Biomedical Waste Management (4 Credits)
Course Objectives: - ➤ To develop a comprehensive understanding of hospital administration principles and their applications in healthcare. ➤ To learn to implement operational, financial, and HR strategies to improve hospital efficiency. ➤ To gain proficiency in quality and compliance management within healthcare facilities. ➤ To understand the principles and best practices of biomedical waste management. ➤ To cultivate leadership and strategic skills to drive hospital efficiency and sustainable waste management.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Hospital Administration: Fundamentals of hospital administration, highlighting its importance in healthcare delivery.	Explain the principles of hospital administration and evaluate its significance in effective healthcare delivery. BTL 1: Remembering, BTL 2: Understanding, BTL 4: Analyzing
2	Hospital Organizational Structure and Functions: Hospital organizational frameworks, focusing on departmental roles, governance, and interdepartmental coordination.	Describe hospital organizational structures and analyze departmental functions for improved coordination. BTL 1: Remembering, BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
3	Healthcare Planning and Policy Implementation: Strategic planning, healthcare policies, and resource allocation to achieve healthcare objectives.	Implement healthcare policies and evaluate planning strategies for effective resource management. BTL 2: Understanding, BTL 3: Applying, BTL 5: Evaluating

4	Hospital Operations Management: Hospital operations such as logistics, facilities management, and service delivery.	Apply operations management techniques to optimize hospital logistics and service efficiency. BTL 2: Understanding, BTL 3: Applying, BTL 5: Evaluating
5	Quality Management in Hospitals: Overview of quality management frameworks such as TQM and NABH accreditation in healthcare.	Evaluate quality management systems and apply accreditation standards to hospital practices. BTL 2: Understanding, BTL 3: Applying, BTL 5: Evaluating
6	Human Resource Management in Hospitals: Strategies for workforce planning, training, and performance evaluation in healthcare organizations.	Apply human resource strategies to improve hospital workforce efficiency and performance. BTL 1: Remembering, BTL 3: Applying, BTL 5: Evaluating
7	Financial and Material Management in Healthcare: Budgeting, cost control, revenue generation, and inventory management in hospitals.	Analyze financial practices and material management techniques for optimal resource utilization. BTL 2: Understanding, BTL 3: Applying, BTL 4: Analyzing
8	Hospital Information Systems and Technology: Hospital IT infrastructure, EHR systems, and data security challenges in healthcare facilities.	Apply hospital information technologies and evaluate their role in improving healthcare delivery and data security. BTL 2: Understanding, BTL 3: Applying, BTL 5: Evaluating
9	Biomedical Waste Management: Concepts and Importance: Introduction to biomedical waste types, sources, and potential risks associated with improper disposal.	Explain biomedical waste classifications and analyze the risks of improper waste handling. BTL 1: Remembering, BTL 2: Understanding, BTL 4: Analyzing
10	Biomedical Waste Segregation and Disposal Methods: Waste segregation techniques, treatment methods, and safe disposal practices.	Apply appropriate segregation and disposal techniques to ensure safe waste management. BTL 1: Remembering, BTL 3: Applying, BTL 5: Evaluating
11	Legal and Ethical Aspects of Biomedical Waste Management:	Evaluate legal and ethical requirements in biomedical waste handling and

	Legal frameworks, ethical considerations, and compliance requirements in waste management.	ensure regulatory compliance. BTL 2: Understanding, BTL 3: Applying, BTL 5: Evaluating
12	Training and Awareness Programs in Waste Management: Training healthcare staff and raising awareness about proper waste handling procedures.	Design and implement effective training programs for biomedical waste management. BTL 2: Understanding, BTL 5: Evaluating, BTL 6: Creating
13	Challenges and Innovations in Hospital Waste Management: Common challenges and explores innovative solutions for waste disposal in hospitals.	Analyze current challenges in hospital waste management and create innovative solutions. BTL 4: Analyzing, BTL 5: Evaluating, BTL 6: Creating
14	Case Studies and Best Practices in Hospital Administration and Waste Management: Real-world case studies and best practices implemented by leading healthcare organizations.	Apply insights from case studies to recommend best practices in hospital and waste management. BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating
Textbook References:- 1. McConnell, C. R. (2019). Umiker's Management Skills for the New Health Care Supervisor (7th ed.). Jones & Bartlett Learning. 2. Park, K. (2021). Preventive and Social Medicine (26th ed.). Banarsidas Bhanot Publishers. Other References:- 1. Government of India. (2016). Bio-Medical Waste Management Rules. Ministry of Environment, Forest and Climate Change. 2. Sharma, R. K. (2020). Hospital Administration and Management: Theory and Practice. Jaypee Brothers Medical Publishers. 3. Gupta, S., & Boojh, R. (2021). Sustainable Biomedical Waste Management in India: Regulations and Practices. Springer		

(Bloom's Taxonomy: BTL 1: Remembering; BTL 2: Understanding; BTL 3: Applying; BTL 4: Analyzing; BTL 5: Evaluating; BTL 6: Creating)

Marketing Analytics

Course Code: LMB0453	Course Title: Marketing Analytics (4 Credits)
Course Objectives: ➤ To understand the fundamental principles and applications of marketing analytics. ➤ To explore tools and techniques for analyzing marketing data to support informed decision-making. ➤ To gain insights into customer behavior, campaign effectiveness, and return on investment (ROI). ➤ To apply predictive and prescriptive analytics in developing data-driven marketing strategies. ➤ To enhance strategic marketing outcomes through evidence-based analysis and interpretation.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to Marketing Analytics: Overview, importance, and scope of marketing analytics; types of marketing analytics; role of data in decision-making.	Students will be able to understand the importance and scope of marketing analytics and its role in data-driven decision-making. BTL 1: Remembering, BTL 2: Understanding
2	Marketing Data and Data Sources: Types of data (structured, unstructured); sources (CRM, social media, surveys, web analytics); data collection techniques and ethical considerations.	Students will be able to identify types of marketing data and their sources, and understand ethical issues related to data collection. BTL 2: Understanding, BTL 3: Applying
3	Marketing Metrics and KPIs: Key metrics (CLV, CAC, ROI); measuring campaign success (CTR, conversions); dashboard creation for marketing insights.	Students will be able to analyze key marketing metrics and create dashboards to measure campaign success. BTL 3: Applying, BTL 4: Analyzing
4	Customer Segmentation and Targeting: Techniques (RFM, cluster analysis); behavioral segmentation; tools for identifying high-value segments.	Students will be able to apply segmentation techniques to identify and target high-value customer segments. BTL 4: Analyzing, BTL

		5: Evaluating
5	Predictive Analytics in Marketing: Regression models, demand forecasting, churn prediction, and advanced techniques.	Students will be able to use predictive analytics techniques for forecasting and analyzing customer behaviors. BTL 3: Applying, BTL 4: Analyzing, BTL 5: Evaluating
6	Marketing Mix Modeling (MMM): Analyzing the 4Ps; optimizing marketing budgets; evaluating advertising effectiveness.	Students will be able to analyze the marketing mix and optimize marketing strategies through Marketing Mix Modeling. BTL 4: Analyzing, BTL 5: Evaluating, BTL 6: Creating
7	Attribution Modeling: Overview of models (first-click, last-click, multi-touch); customer journey analytics; tools and challenges in attribution.	Students will be able to evaluate different attribution models and use customer journey analytics for marketing optimization. BTL 5: Evaluating, BTL 6: Creating
8	Social Media and Digital Analytics: Key digital metrics (impressions, clicks, conversions); social media engagement and sentiment analysis; Google Analytics.	Students will be able to analyze social media metrics and apply digital analytics tools to evaluate marketing performance. BTL 4: Analyzing, BTL 5: Evaluating
9	Customer Relationship Management (CRM) Analytics: Role of CRM in marketing; CLV and CAC analysis; personalization using CRM tools.	Students will be able to analyze CRM data to assess customer lifetime value and customer acquisition cost, and apply personalization techniques. BTL 4: Analyzing, BTL 5: Evaluating
10	A/B Testing and Experimentation: Designing experiments; statistical significance; multivariate testing in campaigns.	Students will be able to design A/B and multivariate tests to evaluate the effectiveness of marketing campaigns. BTL 3: Applying, BTL 4: Analyzing
11	Data Visualization and Reporting: Principles of visualization; tools (Tableau, Power BI); creating actionable dashboards.	Students will be able to create actionable marketing dashboards using data visualization tools like Tableau and Power BI. BTL 2: Understanding, BTL 4: Analyzing
12	Tools and Technologies in Marketing Analytics: Overview of tools (Google Analytics, Salesforce); basics of Python/R; big data applications.	Students will be able to apply marketing analytics tools and understand the role of technologies like Python and big data in marketing. BTL 3: Applying, BTL 5: Evaluating
13	Advanced Marketing Analytics Techniques: Machine learning, NLP for text analysis, recommendation systems, and market basket analysis.	Students will be able to use advanced marketing analytics techniques such as machine learning and NLP for business insights. BTL

14	Case Studies and Applications: Real-world applications in e-commerce, retail, and FMCG; emerging trends in marketing analytics.	4: Analyzing, BTL 5: Evaluating Students will be able to synthesize case study insights to propose actionable strategies in real-world marketing applications. BTL 6: Creating
Textbook References:- 1. Chaffey, D., & Ellis-Chadwick, F. (2022). <i>Digital Marketing: Strategy, Implementation, and Practice</i>. Pearson Education. 2. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). <i>Principles of Marketing Engineering and Analytics</i>. DecisionPro. 3. Farris, P., Bendle, N., Pfeifer, P., & Reibstein, D. (2020). <i>Marketing Metrics: The Manager's Guide to Measuring Marketing Performance</i>. Pearson. Other References:- 1. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). <i>A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)</i>. Sage. 2. Kaushik, A. (2020). <i>Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity</i>. Wiley.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3:

Applying; BT level 4: Analysing; BT level 5: Evaluating; BT level 6: Creating)

People and HR Analytics

Course Code: LMB0454	Course Title: People And HR Analytics (4 Credits)
Course Objectives: - ➤ To introduce the fundamental concepts and significance of People and HR Analytics. ➤ To equip students with essential tools and techniques used in HR analytics for effective decision-making. ➤ To apply analytics across key HR functions such as recruitment, performance management, employee retention, and diversity. ➤ To analyze and interpret HR data to drive strategic organizational development. ➤ To enhance data-driven thinking for solving real-world HR challenges.	

Course Contents

Unit No.	Unit Description	Learning Outcome
1	Introduction to HR Analytics: Definition, Scope, Importance in HR Decision-making, Key Concepts (HR Metrics, KPIs).	Students will understand the scope of HR Analytics and key HR metrics for decision-making. BTL 1: Remembering, BTL 2: Understanding
2	Evolution of HR Analytics: Historical Perspective, Transition to Analytics-driven HR, Case Studies of Analytics in HR.	Students will explore the development of HR Analytics and assess its role in modern HR practices. BTL 2: Understanding, BTL 4: Analyzing
3	HR Metrics and Dashboards: Designing Dashboards, Key HR Metrics for Functions, Role in Decision-making.	Students will design HR dashboards and utilize metrics for organizational insights. BTL 3: Applying, BTL 6: Creating
4	Ethical and Legal Considerations: Ethical Use of Employee Data, Data Privacy Laws, and Challenges in	Students will evaluate ethical and legal challenges in HR data management. BTL 5: Evaluating

	Maintaining Data Integrity.	
5	Data Collection in HR: Internal/External Sources, Methods, Ensuring Accuracy and Reliability.	Students will understand various HR data sources and ensure its reliability for analytics. BTL 2: Understanding, BTL 4: Analyzing
6	Data Cleaning and Preparation: Data Cleaning Techniques, Handling Missing Data, Preparing Data for Analysis.	Students will practice data cleaning techniques for accurate analytics. BTL 3: Applying
7	Analytical Tools and Techniques: Overview of Tools (Excel, R, Python), Visualization (Power BI, Tableau), Hands-on Practice.	Students will use analytical tools and create visualizations for HR insights. BTL 3: Applying, BTL 6: Creating
8	Workforce Planning Analytics: Forecasting Workforce Needs, Demographics Analysis, Succession Planning.	Students will perform workforce planning and analyze demographics. BTL 3: Applying, BTL 5: Evaluating
9	Recruitment and Selection Analytics: Talent Acquisition Metrics, Predictive Hiring Analytics, Measuring Recruitment Effectiveness.	Students will utilize predictive analytics in recruitment and assess its effectiveness. BTL 4: Analyzing, BTL 3: Applying
10	Performance Management Analytics: Key Performance Indicators, Productivity Metrics, Linking Performance to Goals.	Students will evaluate performance metrics and link them to organizational outcomes. BTL 5: Evaluating, BTL 4: Analyzing
11	Employee Engagement Analytics: Metrics for Engagement, Sentiment Analysis, Improving Engagement.	Students will analyze engagement metrics and create strategies for improvement. BTL 4: Analyzing, BTL 6: Creating
12	Retention and Attrition Analytics: Attrition Causes, Predictive Models, Designing Retention Strategies.	Students will develop strategies for employee retention using predictive analytics. BTL 6: Creating, BTL 5: Evaluating
13	Diversity and Inclusion Analytics: Measuring Diversity Metrics, Inclusion Practices, Building Diverse Workplaces.	Students will assess and design diversity strategies based on metrics. BTL 4: Analyzing, BTL 6: Creating

14	Future Trends in HR Analytics: AI/ML in HR, Analytics for Hybrid Work, Emerging Trends.	Students will explore emerging technologies and trends shaping HR Analytics. BTL 2: Understanding, BTL 4: Analyzing
Textbook References:- 1. Tracey Smith, HR Analytics Handbook. 2. Jac Fitz-enz, Predictive Analytics for Human Resources. 3. Shonna Waters et al., The Practical Guide to HR Analytics. 4. Coursera and edX HR Analytics Courses. 5. Case Studies from SHRM and HBR.		

(Bloom's Taxonomy: BT level 1: Remembering; BT level 2: Understanding; BT level 3: Applying; BT level 4: Analysing; BT level 5: Evaluating; BT level 6: Creating)